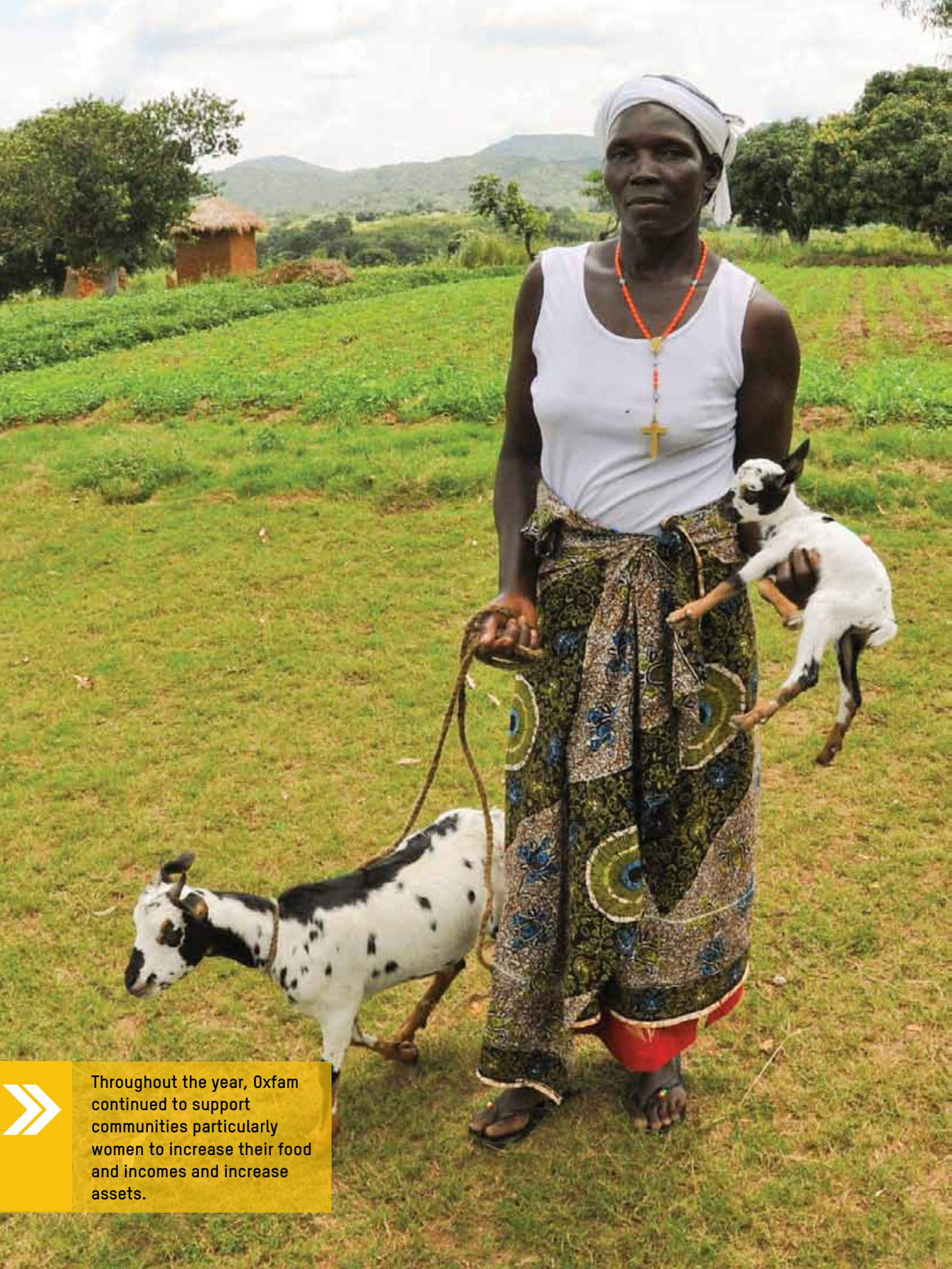




**OXFAM**

**OXFAM  
IN UGANDA**  
ANNUAL REPORT 2013 -2014





Throughout the year, Oxfam continued to support communities particularly women to increase their food and incomes and increase assets.



# CONTENTS

- 3. MESSAGE FROM THE COUNTRY DIRECTOR
- 5. ABOUT OXFAM IN UGANDA
- 7. NOTABLE ACHIEVEMENTS FOR THE YEAR
- 8. SAVING LIVES NOW AND IN THE FUTURE PROGRAM
- 11. ECONOMIC RIGHTS PROGRAM
- 18. PASTORALIST RIGHTS PROGRAM
- 20. SOCIAL RIGHTS PROGRAM
- 23. PARTNERSHIPS
- 25. HUMAN RESOURCE OUR GREATEST ASSETS
- 28. FINANCIAL REPORTS



Photo: Patterik Wiggens



# 2013 - 2014 IN NUMBERS

**680,000 PEOPLE**

Total Beneficiaries Reached in the year 2013- 2014,

---

**69,723 PEOPLE**

Supported with appropriate humanitarian assistance

---

**350,853 PEOPLE**

Supported to increase incomes and food security

---

**19,510 PEOPLE**

Reached with advocacy messages to influence policies and legislation so that rights of pastoralists- to essential services- are recognized and supported.

---

**240,230 PEOPLE**

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



# MESSAGE

## FROM THE COUNTRY DIRECTOR



As a student of Political science, in the 1990s, one of my professors at Makerere University made a habit of referring to Oxfam whenever he wanted to give a good example of the role of international NGOs in development. Since those formative years of my career, Oxfam has shaped my views on values such as empowerment, social Justice, equality and rights.



Since I joined Oxfam at the end of 2006, I have continued to be inspired by the way in which Oxfam enables people in poverty to take control of their own lives and futures. During a visit to Arua (North western Uganda) in October 2013, I met a group of mostly women who, with support from Oxfam’s local partner Community Empowerment For Rural Development (CEFORD), had constituted a “neighbourhood assembly”. Here, they regularly met, analysed their issues, invited the local leaders and duty bearers and raised concerns. They had managed to prevail on the head of the district medical office to deploy more nurses to the local health centre and the district water office to repair a damaged water source. In so doing, the group, especially women had increased

their power and influence and had dramatically increased their ability to hold political leaders accountable. I saw a good example of what is possible when citizens get active, organised and empowered.

I have received like inspirations from other work that Oxfam delivers with partners for example through support to sesame value chains in Kitgum and Lamwo districts, honey value chains in Karamoja, promoting alternative employment for youth in Northern Uganda through ICTs and Internet based social enterprises, business development services as well as using innovative approaches such as Gender Action Learning Systems (GALS) to promote spousal relations, reduce

violence against women and generally improve gender relations and shared resources among men and women.

### GETTING HARDER FOR THE POOR IN UGANDA.

The face of poverty in Uganda is changing even as the country continues to report sustained economic growth. There is a widening gap between the poor and the rich. The Poor people have to fight harder to survive today than was the case a decade ago. A combination of ever increasing food prices, erratic weather patterns due to climate change. High unemployment especially among the youth who make up 21.3% of the total Ugandan population (according to UBOS youth employment report

## MESSAGE FROM THE COUNTRY DIRECTOR cont.

Sept 2012, 32% of the 6.5 million youths in Uganda are unemployed), corruption and misuse of public resources, land grabs and investments that are not pro poor are taking their toll. Essential services including healthcare and education are inadequate. Women and girls are affected most. To address these multiple challenges require concerted efforts of government, private sector, civil society and citizens. It calls for actions that put citizens at the centre which is why Oxfam works with and supports national civil society and poor people to organise and constructively engage with their local and national governments, private sector and where necessary global community. It is this logic which informs Oxfam's campaign work on tax justice and accountability, on land grabs, on violence against women and access to services for all including pastoralists, internally displaced people and refugees.

### RESPONDING TO DISPLACEMENTS FROM THE REGION

The end of 2013 saw a sudden influx of refugees from South Sudan resulting from civil war in that Country. This follows from a similar crisis the previous year when more than 60,000 refugees from DRC were forced

into Uganda by civil war. A combination of this two refugee crisis reminds Oxfam and all actors of the inevitable need to invest in peaceful coexistence within and between countries in the region but also to deepen preparedness and capacity of communities, governments and local organisations to respond to disasters.

### ENGAGING WITH CHANGE

For more than 50 years of its history in Uganda, Oxfam has continued to adopt to the changing contexts in order to remain effective, efficient, relevant, and impactful. This year, as part of its effort to be a truly global organisation, Oxfam made important steps towards a one Oxfam structure in Uganda. All the three Oxfam affiliates active in Uganda, (Oxfam Netherlands, Oxfam GB and Oxfam Ireland) were able to pull their resources (finances, people, knowledge, systems and relationships) to deliver one country strategy. This change has also meant that we align our work in such a way that we work more with and deliver program through partners.

In spite of these internal change processes and external challenges not least a constrained funding environment, Oxfam in Uganda

has kept its financial position healthy. We continue to register important achievements such as is listed in this report. To mention just but one example, working with civil society partners, parliament and local governments, we were able to contribute to the enactment of a progressive National Land Policy responsive to the rights of pastoralists in Uganda. This is all thanks to the dedication of our staff, partner organisations and our donors. As Oxfam in Uganda gets to the third year of implementation of its current country strategy (2012-2017) and as we roll out our vision of a truly global organisation by 2020, I would like to thank you all for your dedicated and never failing support. Through the different sections of this report, I invite you to reflect on a sample of Oxfam's work in Uganda being delivered under four programmes i.e. Saving lives Now and In the Future Program, Economic Rights Program, Pastoralist Rights program and Social Rights Program. It is a pleasure to be with you on this journey.




**Peter Kamalingin B.L.**  
Country Director  
Oxfam, Uganda



# ABOUT OXFAM IN UGANDA



 Oxfam is a world-wide development organization working in over 96 countries that mobilises the power of people against poverty.

## OXFAM'S WORK IN UGANDA

Oxfam started work in Uganda in the 1960s with humanitarian programmes to help refugees and destitute children fleeing from Rwanda and supporting communities in Karamoja. It has continued working in Uganda supporting practical, innovative ways for people to lift themselves out of poverty and thrive. Today, Oxfam partners with over 40 Ugandan

organisations from national civil society and the private sector.

Together with our Ugandan partners, our focus is improving the lives of people who are most in need and disempowered. This means our focus concentrates on the conflict-affected and marginalized areas of the greater north of Uganda: West Nile, Acholiland, Lango, Teso, and Karamoja. We also have a

nationwide reach through our Policy advocacy and campaigns with partners linking to our global work.

## OUR PROGRAMS

Oxfam is committed to achieve positive change under the current country strategy through four strategic programmes with a set of five goals.

# ABOUT OXFAM IN UGANDA

## Saving lives now and in the future program

**Goal:** Ensure there is significant reduction in the loss of lives and livelihood caused by recurrent hazards and rapid onset disasters.

## Economic rights program

**Goal:** Women, men and youth in a range of Ugandan livelihoods settings exit poverty and enjoy their rights to food and income security.

*Oxfam in Uganda envisions a change where all women, men and children in Uganda realize their rights and improved quality of life, empowered by an environment where vibrant civil society, a responsible private sector and a responsive and accountable government ensure equitable access to resources.*

## Pastoralist's rights program

**Goal:** Ensure that Pastoralist communities' right to development is respected, protected and fulfilled.

## Social rights program

Governance and accountability  
**Goal:** Ensure that Women and men and their organisations have greater influence on



Photo: James Akema

decisions affecting their lives through coordinated efforts holding government and private sector to account

## Women's rights

**Goal:** Women are enjoying their right to a life free from violence and their right to exercise control.

## OXFAM'S PROGRAMME WORK APPROACH IN UGANDA

In all of our work :

**We take a one-program approach.** This means we combine our humanitarian and development programme work, civil society capacity- building and advocacy and campaigns where we can. This enables us to do more with less, and to provide more comprehensive support in the communities where we work.

**Work in Partnership.** We work with local partners from the civil society to private sector. We believe that this will achieve more lasting results. The partnerships are at the national and grassroots level.

## Take a rights-based approach.

This means in our programmes, we ensure that people are accorded their human rights, and have the ability and capacity to stand up for these rights.

**Cross-cutting themes.** We make sure women are at the heart of all we do and HIV/AIDS and environment are integrated in all our programs

In the year 2013- 2014, Oxfam has reached over 680,000 People in Uganda. ☒



# NOTABLE ACHIEVEMENTS FOR THE YEAR



Photo: James Akena

# SAVING LIVES NOW AND IN THE FUTURE PROGRAM



Photo: Petteik Wiggers



Political unrest and insecurity in the neighboring countries i.e. DRC and South Sudan continue to lead to massive displacement within and across the border creating humanitarian crises and putting a strain on already fragile communities and resources. Across the whole country, climate change is increasingly making weather patterns harder to determine, drying out some areas and soaking others sometimes leading to disasters such as floods that lead to loss of properties and lives.

Under this program, Oxfam aims to significantly reduce loss of lives and livelihoods caused by disasters both natural—such as floods—and disasters caused by people, such as conflict. We therefore work to strengthen the abilities of communities and civil society organisations to prevent, prepare for, and respond to humanitarian emergencies.

### HUMANITARIAN RESPONSE

In response to the refugee displacement over the year in the country, Oxfam and its partners delivered quality humanitarian assistance to people and communities that were affected. In the year, we reached over 69,723 people with Water And Sanitation Hygiene(WASH) and emergency

food security and vulnerable livelihoods.

### CONGOLESE REFUGEE INFLUX

In western Uganda, Oxfam responded to the influx of refugees from the Democratic Republic of Congo in 2013, providing water, sanitation, and hygiene assistance, including



# SAVING LIVES NOW AND IN THE FUTURE PROGRAM

latrine construction to refugees at Bubukwanga in Bundibugyo District. The response supported 29,089 people—60 percent of them women.

## SOUTH SUDANESE REFUGEE INFLUX

Since January 2014, Oxfam and partners have helped more than 40,634 South Sudanese refugees who fled their country following the outbreak of conflict in South Sudan in December 2013, as well as their Ugandan host communities. Together with partners, we provided clean water, sanitation, and hygiene support, and also built resilience through food security and vulnerable livelihoods assistance as well as environmental interventions putting the protection needs and dignity of the refugees in account. Oxfam has been engaged in national, regional, and international advocacy in order to encourage peace building and reconciliation.

## CLIMATE CHANGE AND ADAPTATION

Through local partners like Climate Action Network-Uganda, we lobbied the national government to invest in mitigating the human impact of climate change. In the last year, Climate Action Network Uganda



Photo: Dorah Ntungwa/Oxfam

implemented the Adaptation Finance and Accountability Initiative phase one. This is a research project that is tracking adaptation finance in order to build evidence to enable advocacy on effective financing for climate change especially for the vulnerable communities.

The outputs from the research will feed into Oxfam's national and global campaign on Climate Change and on food security.

In Kotido, Oxfam partner Africa Climate Change Resilience Alliance supported enhancement of skills for understanding climate change and mainstreaming it in the development planning processes and improving the performance of Kotido District Local government in

terms of meeting minimum requirements. The district was able to deliver a plan that integrated climate change, gender and future trends into the budget structure.

## HUMANITARIAN CAPACITY BUILDING

Oxfam has in the past year carried out capacity assessment and trained 15 partners, three of these Community Empowerment For Rural Development (CEFORD), Agency for Cooperation and Research in Development (ACORD), and Uganda Red Cross Society) participated in the South Sudanese Refugee emergency response with Oxfam. All the 15 national partners are included in Oxfam contingency plans and have been providing regular information. ☒

**L**ast December, Nyakuoth Kuony was living happily in Unity state, South Sudan, with her husband and five children. At 27 years-old, one of Nyakuoth’s wishes was to one day visit Uganda – little did she know she would soon end up there as a refugee.

“I was home with my whole family when fighting broke out in Unity state. My husband ran away because he heard – that as a government soldier and a Nuer – he was a key target for killing. He just told me to take the children and run. I felt help-less and abandoned because I did not know how and where to run with all the children.”

**NO TIME TO THINK**

As Nyakuoth was contemplating what to do, she heard heavy gun shots and realized she had no time to think.

“I got my children, carried the two young ones, and we started running. When tired, we walked until we got to Juba. It was one of the most difficult journeys – with the children so tired and hungry.”

Still feeling unsafe in Juba, Nyakuoth decided to take a truck toward the Uganda border. “All this time I was thinking about my husband and whether he was safe – but at the same time I was bitter that he left us just like that.”



*Nyakuoth and her family*

**LOOKING FOR A DECENT SHELTER**

Nyakuoth is now in the refugee settlement of Agulupi, Rhino camp -Arua a place that will take time to adjust to – she’s gone from owning a garden of food and having a decent house to relying on aid and sleeping in open air.

In Agulupi, Nyakuoth enrolled in Oxfam-partner CEFORD’s short-term employment program (cash-for –work). “I knew I had to survive for the sake of my children so I enrolled and started working on opening up an access road within our settlement. Working for three hours in the morning leaves me with time and energy to attend to my business and cook for my children.”

The money Nyakuoth earned from working three hours a day helped provide a decent shelter for her family. Determined to see her children go to school like they did back home, she longed for more. “I saved up the little money and later acquired poles and grass, and erected a kiosk

where I now sell merchandise like onions, sugar, salt, soap, and cooking oil.”

Nyakuoth has been running her business for a month and happily boasts of a healthy income – with both refugees and nationals as her customers.

**“I AM NOT READY TO WATCH MY CHILDREN RUN”**


Despite the difficult situation, Nyakuoth feels her life is much better than other refugees who are relying entirely on handouts for survival. The desire to protect her children drives her – because of this, she is not sure she is ready to go back home soon. “I am not ready to watch my children run. Unless there is total peace then I cannot go back.”

Nyakuoth’s is worried her kiosk is not strong enough to withstand the coming rains, but her biggest fear is the fate of her husband. “I don’t know whether he is alive or dead, I just pray for him – and for the fighting to stop.” ☒



# ECONOMIC RIGHTS PROGRAM




**Oxfam aims to support women, men and youth (targeting farmers, pastoralists and agro-pastoralists) in poverty in Greater North to lift themselves out of poverty and enjoy food and income security. We focus on supporting the livestock and farming sector, and increasing viable livelihoods options, through piloting innovative interventions, developing new business models, and promoting agricultural value chains in rural and urban areas of the Greater North.**

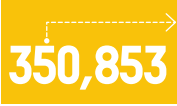
*This programme has reached 350,853 people in the year 2013- 2014.*

Photo: James Akema

## INCREASING AGRICULTURE PRODUCTION

Oxfam works with partners providing skills to farmers like how to grow varieties of crops better at resisting weather changes and climate change resistant agro-forestry practices to increase yields while protecting soil fertility. Oxfam also works with partners to provide seeds and livestock inputs to farmers in WestNile

region and we improve animal health through training animal health workers to vaccinate animals against diseases in the field hence protecting their health and giving them a higher market value in Karamoja region.


**350,853** This programme has reached 350,853 people in the year 2013- 2014.

## SUPPORT TO SESAME VALUE CHAIN

Oxfam has been working to develop value chains in different crops/products like sesame to provide alternative livelihoods and increase people's income.

Sesame value chain in Kitgum and Lamwo districts supported 60 producer organisations on improving



# ECONOMIC RIGHTS PROGRAM

agricultural production and marketing. The project reached 16,840 people with women accounting for 51% of the beneficiaries. The project beneficiaries registered an increase in income stemming from increased production, reduced post harvest losses, and selling sesame at high prices. The average production for a household rose from 200 kilos per season in 2012/2013 to 400 kilos per season in 2013/14

## SUPPORT TO HONEY VALUE CHAIN

Oxfam supported the development of Honey and Gum Arabic value chain and 1.3 metric tonnes of honey was sold by farmers and linkages were created for Gum Arabic cooperative with a Kenyan company. A study to determine the sustainability and viability of honey subsector was undertaken, which revealed that honey is a potentially viable alternative livelihood option for communities, especially for women and youth.

## ENGENDERING VALUE CHAINS

The Women Empowerment Mainstreaming and Networking (WEMAN) programme using GALS (Gender Action Learning System) is a methodology to mainstream gender in Value Chain Development to support vulnerable rural stakeholders (smallholder farmers, workers, small scale traders) to access value chains. Farmers trained on the GALS reported

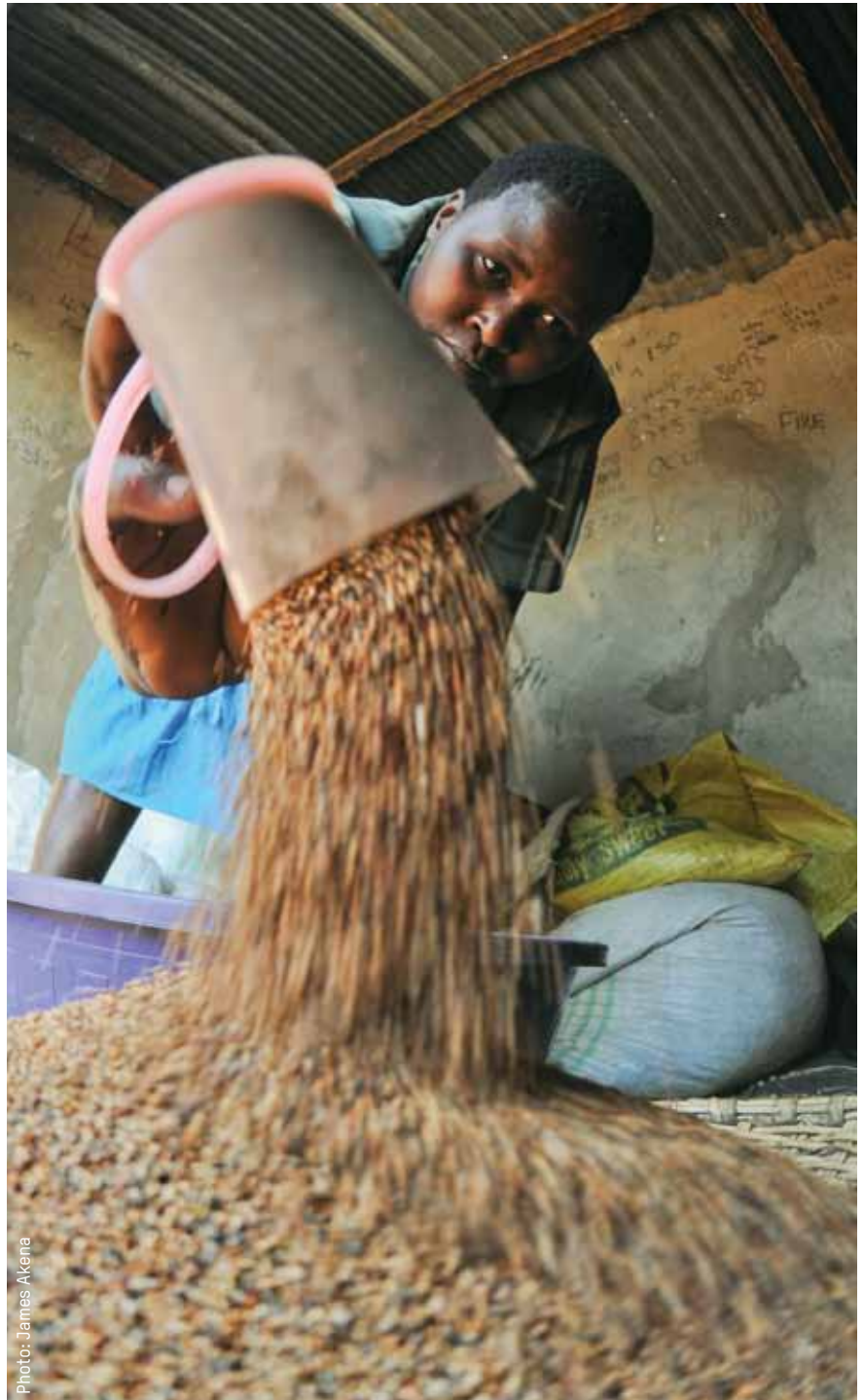


Photo: James Akena



# ECONOMIC RIGHTS PROGRAM

improved domestic relations, sharing of roles and responsibilities, and joint planning and decision making over money in households.

## IMPROVING ANIMAL HEALTH

To improve pastoralist access to animal health services and water for animals, Oxfam supported Kotido district Local government in maintenance of the cold chain for the vaccines, rehabilitated eight cattle crushes, trained 66 (41F and 25M) community animal health workers, livestock vaccination and vector control activities of mass sensitization, spraying and treatment against trypanosomiasis and completed the construction of 8 valley tanks and 4 sand dams. The tanks and valley dams aim at improving livestock body conditions after reduction in long distances trekking in search of water and pasture and reduce conflict often caused by competition for the same resources.

Throughout the year, Oxfam continued to support communities particularly women to increase their food and incomes and increase assets. In Karamoja region, 2,667 smallholder farmers were trained in Agriculture, 50 acres of a block farm were established, and four women groups were supported with small scale irrigation facilities, inputs and seeds. 10 storage facilities were constructed equipped with solar panels and

# 16,840

**THE NUMBER OF PEOPLE REACHED BY THE SESAME VALUE CHAIN PROJECT IN KITGUM AND LAMWO DISTRICTS WITH WOMEN ACCOUNTING FOR 51% OF THE BENEFICIARIES. THE PROJECT SUPPORTED 60 PRODUCER ORGANISATIONS ON IMPROVING AGRICULTURAL PRODUCTION AND MARKETING.**

grinding machines to improve access to grinding services as well as generate income for the groups.

In WestNile, Smallholder farmers' capacities were built to gain control over their natural resources. As a result, farmers organised themselves in groups where they shared knowledge on managing agriculture. Oxfam working with partners created awareness amongst the farmers on liaising with other government programmes like NUSAF and NAADS which provided continuous access to agriculture information. These activities benefitted 26,577 people (61%) women.

## FINANCIAL INCLUSION AND ACCESS TO CREDIT

*Oxfam working with partners, trains women groups on forming Village*

*saving associations (VSLA's) where they save their income and also get access to credit.*

The last year has seen increased access to credit among farmers groups as a result of the linkage created between VSLA and commercial banks for credit and other financial services. This was achieved through partners support to smallholder farmers to actively take part in trade systems and markets and participation in various platforms aimed at ensuring that financial institutions develop responsive and inclusive agricultural products for small farmers.

## LAND RIGHTS

Land is a very vital resource in production, to be able to grow more food in order to improve nutrition and raise incomes; women need equal access to land and production services. Oxfam worked with partners to create awareness in communities on their land rights, strengthened land governance, and reduced land conflicts, to harness the positive power of agricultural investment.

During the year 2013-14, following a land deal that Oxfam profiled in 2011 in which communities in Kiboga and Mubende were evicted from Central Forest Reserves, a mediation process between New Forests Company (NFC) and the Mubende affected

# ECONOMIC RIGHTS PROGRAM



community resulted in an agreement. (Since then, an agreement has also been reached between the Kiboga affected community and NFC.) As part of the agreements, NFC will contribute funds into two community-run cooperatives set-up by the affected communities. NFC will also implement development projects to benefit the respective communities.

## WOMEN'S ECONOMIC EMPOWERMENT

Oxfam Piloted interventions in Kotido sub-county focused on increasing women's income, assets and the responsiveness of services to their priority needs. The pilot also focused on reducing the practice of violence against women in Kotido and Kaabong Districts.

Through the GALS approach, women's access to livelihoods skills, assets and services was increased. More

than 400 women were facilitated with micro enterprises and access to credit through Village Savings and loan Association.

Women's capacities were strengthened with vocational and agronomic training, which increased household incomes and assets through selected enterprises such as bakeries, hair dressing (salons), tailoring, hand crafts, poultry, grain, goats and vegetable production. Depriving women of economic opportunities reduced in the target community with Male spouses accepting and supporting their wives in running their small scale enterprises.

## INNOVATION FOR YOUTH EMPLOYMENT

*Oxfam is supporting youth focused interventions that empower youth to generate income and improve their lives.*

ICT Innovative Youth focused project Internet Now! which aimed at connecting 100 villages in West Nile and Acholiland with internet provided training and employment to over 2100 young people in micro-work (business process outsourcing), since the project started in 2013. The centres are also providing Agricultural market information and business linkages.

Aruabits is a youth based social enterprise aimed at using ICT multimedia creatively to improve the lives of less privileged youth from the non-formal settlement living in Northern Uganda. During this period 39 beneficiaries/students (23 females and 16 males with 5 persons with disabilities) were trained and graduated in creative ICT multimedia, entrepreneurship and life skills.

## PRIVATE SECTOR ENGAGEMENT

During the year, Oxfam started working with the private sector under a Business for Development pilot that seeks to support small and medium scale enterprises potentially impacting the lives of small farmers, women and youth. It also worked with a business facility B – SPACE that aims to contribute to the well being of the rural poor by creating entrepreneurial opportunities offering access to quality products and services at affordable prices.



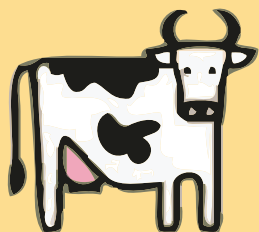


# ECONOMIC RIGHTS PROGRAM



## THE MILK BAR!

When Titirach came up with the idea of a milk bar, little did she know her idea would be a solution to reducing alcoholism in her community. Today Titirach Roselyn is a proud owner of a bar in Bedo Ber Ogonjo, Nebbi district where she sells boiled milk as an alternative to alcohol.



The Community of Bedo Ber Ogonjo in Nebbi district was widely known for having many drunkards who would not drink individually but in bars. This bothered Titirach a farmer and other women who had become victims of their husbands coming back home late and sometimes beating them.

Since Titirach's cow had just calved and was producing a lot of milk, she thought of ways of selling her milk including opening up a "bar" which would sell milk instead of alcohol.

Today her bar is one of the most popular evening hangouts for most men in her community. "I was shocked that men started coming to my bar instead of going to where alcohol was sold. Every evening, I boil the milk and serve it with sugar, people like it" Titirach



Titirach mentions that besides making her popular, the bar has earned her income that has enabled her pay school fees for her five children including those in secondary school.



"I am glad that the bar is supporting me financially but it has also changed some other households because a number of men now do not go back home drunk like before."

Amia one of the community members is quick to confirm this, "A Miracle has happened in this community, I did not spend a week without being beaten by my husband. I thought I was unfortunate in my life but when this milk bar started, my husband stopped drinking alcohol and instead comes back when he is sober and the beating stopped."

Titirach Roselyn of Bedo Ber Ogonjo is one of the beneficiaries of Send A cow Uganda an Oxfam partner who received all the inputs given by SACU such as seeds and livestock among others. She received her cow in 2012 and shortly the cow calved down before she started getting milk to start up the bar as it is referred to. ☒



# INTERNET NOW!

## GETTING NORTHERN UGANDA VILLAGES ONLINE

*Uganda Internet Now! is an Oxfam project to connect 100 villages in northern Uganda with high speed internet.*

Dennis works at one of the *Internet Now!* microcentres. Dennis is a law student not just using the internet to do his studies but to fund them too. Since starting his degree four years ago, he has struggled to find enough money for his education and is currently taking a year out of his degree to save. In fact, since the age of twelve he worked as a farm labourer doing backbreaking work, planting crops and brick-laying, to pay for his schooling himself, not having been fortunate enough to receive help from his family. But now he is earning money for his education by working at one of Internet Now!'s micro-centres in the trading village of Awach, northern Uganda. By working Monday to Friday, Dennis earns 270,000 Ugandan Shillings (\$104) a month and is able to save roughly half to go towards his degree.

*Internet Now!* is an Oxfam project which is connecting 100 villages with the internet in areas of northern Uganda. Dennis works at one of the newly established micro-centres, small metal containers housing 5-6 computers.



Inside an *Internet Now!* supercentre in Gulu University

Local young people aged between 18 to 30 years, an age group severely affected by unemployment in the region (which was ravaged by years of war with the LRA), are employed to do "microwork" at the centres. Microwork is a type of business process outsourcing, breaking large cloud-based tasks down into several parts. Internet Now! is being funded by Oxfam until the end of 2014, when it will run as an independent social enterprise.

Like many young people involved in Internet Now!, Dennis has big plans for how he can transform the fate of his fellow people living in Acholi sub-region. Dennis grew up as an orphan after one of his parents was killed in the war, and despite funding his education single-handedly since the age of twelve, he says he has not "lost

trust when it comes to making a difference in his own community". When Dennis eventually finishes his law degree, he plans to "reduce the inequality gap in Uganda by offering legal advice to the poor". He believes micro-centres, like the one where he works in Awach, could provide the perfect place for poor people to access legal information through the internet. But for now, Dennis is saving the money he earns for university and in the evening uses the internet connection at the micro-centre to access judicial material so he can continue studying even though he can't currently afford to be in university.

### INTERNET NOW! IN NUMBERS:

- By 2015, we expect 200,000 people will have visited the centres to use the internet
- 45,000 people will have directly



# INTERNET NOW! GETTING NORTHERN UGANDA VILLAGES ONLINE

earned an income from the project by 2015

- 100 rural villages will be connected with a high-speed fibre-optic connection
- Computers at the centres run on 23W and are powered entirely by solar energy

## INTERNET NOW! IS GIVING ME THE SKILLS I NEED FOR THE WORKPLACE

*Barbara Lanyero is 24 years old and works at Internet Now!'s supercentre at Gulu University*

Barbara graduated from Gulu University with a degree in Industrial and Organisational Psychology in January this year, she had always planned to work in Human Resources: "It's very hard for young people graduating from university to get jobs. I was at home and my mum was complaining that I wasn't at work," she says.

Then Barbara saw an advert for micro-work at Internet Now!'s supercentre in the grounds of her university. "At first it was just a job, but then I realised I was gaining experience in areas other than what I studied at university," says Barbara, who never planned to be working in ICT after graduation. "My mum appreciates me working here now because I'm busy and earning money."

The supercentre at Gulu University was the first centre in the *Internet Now!* project and now employs

around 90 young people in micro-work based tasks. Most of the centre's employees are recent graduates from the university who would have otherwise struggled to find professional employment in this deprived part of northern Uganda.

*Internet Now!* is teaching fresh graduates a practical approach to work, Barbara comments "I was never very good at time management but now I'm learning, and learning how to work under pressure".

The assistant manager at the supercentre, Mildred, has noticed that many young people leave university without the necessary skills for the workplace. "There's often the challenge of young people coming along with a very school-based attitude, they usually need to learn how to be more independent".

But the high-pressure environment of micro-work, which requires both attention to detail and speed, is helping to give these fresh graduates a new set of skills. "Work here is about quality and quantity, you must

make sure you submit things on time" says Barbara.

Barbara has been working at the supercentre for just five months now and she is confident she can use her experience here when it comes to being employed in a different sector. "At first I just wanted a job, but then I realised I could get experience in areas other than what I studied at university, including ICT. I'm happy working here because I'm working in a team and understanding how people relate to each other. It's all good experience for when I get a job related to my degree in HR".

*Internet Now! is an Oxfam project seeking to improve people's lives across 100 communities in northern Uganda. Internet Now! computer centres create employment through microwork, a specialised form of business process outsourcing. The centres also give access to an agricultural commodity platform, and other services, all driven by specially designed information technology. By 2015, Internet Now! will run independently as a for-profit social enterprise called SINFA (Stichting Internet Now Foundation). The groundbreaking and innovative project has been realised through the generous funding received from the Dutch National Postcode Lottery's Dream Fund. It is supported by three implementation partners – the Arid Lands Information Network (ALIN), Inveneo and Samasource. ☒*

# 100

**INTERNET NOW! IS AN OXFAM PROJECT SEEKING TO IMPROVE PEOPLE'S LIVES ACROSS 100 COMMUNITIES IN NORTHERN UGANDA**

# PASTORALIST RIGHTS PROGRAM



After years of conflict, Karamoja is now peaceful, but has the worst development indicators in Uganda, including low school enrolment, high dropout rates, poor health, malnutrition, and hunger.

The program objective is for Institutionalized framework for the right to development in place, so that pastoralists are able to make informed choices about pastoralism or alternative and complementary life options in the Karamoja region.

*Oxfam works with partners to facilitate the engagement of pastoralists and their organisations in processes to claim equal rights to development as citizens of Uganda, and to influence policies and legislation so that their rights – to essential services like education, – are recognized and supported.*

*In the one year period, this programme has directly reached 19,510 people*

## PASTORAL ADVOCACY

Oxfam and partners engaged in influencing enactment and involvement of pastoralist women and men in the implementation of viable policies that support sustainable income and food security. The advocacy on land rights contributed to forma-

tion of viable land administrations structures to support acquisition of certificates of land ownership as well as strengthened communities' understanding of their land rights.

Working with partners and Forums of Members of Parliament from Greater northern Uganda, legislators were exposed to facts on pastoralism as well as support opportunity for them to visit and engage directly with the pastoralist women and men living in Karamoja. These opportunities increased the voices of the pastoralists in the decision making cycle of the government.

Pastoralist's participation and representations in formulation process of the Rangeland Management and Pastoralism Policy was enhanced including their participation in the national validation exercise of the policy formulation to ensure the views collected in the community consultation are reflected in the policy document. Our partner organisations remain on the national policy taskforce to represent the pastoralists views throughout the policy process.

Communities in Karamoja were able to have improved access to land rights information as enshrined in the National Land Policies that were presented in the local language.

Land rights administration structures to support the communities to secure certificates of customary land ownership were supported and influenced at various levels. E.g. for-



mation of 31 Communal Land Associations in Kotido and Kaabong districts that included women in their leadership.

Oxfam through its regional and international connections and experience facilitated a linkage between national pastoralist's representative organisations and Regional working groups. This was on pastoralist's issues which resulted in development of coherent strategies and mechanisms to influence regional governments to integrate pastoralist development issues and land rights into their development priorities and to domesticate the recommendations of the African

19,510

In the one year period, this programme has directly reached 19,510 people





Union Policy Framework on Pastoralism in their national policies and laws.

Through the support and working with EAPWG- East African Pastoralists Working Group, key milestones were registered which include; development of guidelines for tracking

investments on land, gender, pastoralism and natural resource development in EA region and production of synthesis papers and factsheets as evidence for advocacy and voice of the pastoralists.

Pastoralism is the most viable livelihood option in such areas with

high rainfall variability. We also believe that choices should be equal in rights, i.e. choosing pastoralism should not effectively mean choosing exclusion from health care and education. Systems delivering essential services should adapt to fulfilling pastoralists' rights as full citizens of Uganda. ☒

I am Nadooso Anna, married, with three children and residing in Namukur village, Panyangara sub-county.

I am a crop farmer and business woman selling local brew (ebutia) and my children collect wild fruits such as tamarind to supplement the food at home.

While growing up, my father told me that getting land was through inheritance or marriage, but as a girl-child, I could not own part of his land.

Unfortunately, my husband who was expected to give me land upon marriage

never owned any land leaving me landless. In 2004, I relocated to Namukur village after seeking permission from the Elders of Kamor parish. They granted me permission to live here.

After two years, my neighbours gave me a piece of land that I cultivated and from the proceeds, I was able to feed my children and to start a brewing business. From this business, I raised money and purchased five goats part of which I exchanged to get land that I own today.

Owing to the land conflicts within our community and with Uganda Wildlife Authority, I was so worried that I

would lose the land that I got from the exchange of goats. However, after attending community sensitizations on land rights I got knowledge on how to protect my land.

I now know that land belongs to Ugandans and that government should not take it away from us. No one can stop me from apportioning my land for different uses like sell, hire out for cultivation.

I know the offices that can help me in case anyone wants to deprive me of my land. I no longer have any fears that as a woman, I can't own land and also pass it on to my children. ☒

# SOCIAL RIGHTS PROGRAM



Photo: James Akana



The Objectives of this program is for Civil society organisations having stronger internal governance, and are coordinating and networking and Civil society organisations are mobilising, informing and empowering citizens to claim their, and have established independent interface mechanisms with citizens, to hold government and private sector accountable.

Women and their organisations are effectively addressing violence against women and an enabling environment is created that promotes women's economic development



*Oxfam works with partners to ensure that women and men know their rights and have greater influence on decisions affecting their lives including a right to a life free of violence.*

*In the one year period, this programme has reached 240,230 people*



# SOCIAL RIGHTS PROGRAM

## CIVIC EDUCATION AND STRENGTHENING GOVERNANCE

Understanding one's right and civic responsibility is the first process to encouraging citizen participation in decisions that affect them -Oxfam working with partners improved awareness amongst citizens in the target districts on rights, entitlements and responsibilities. Social accountability tools (Social platforms such as community parliaments and neighbourhood assemblies (NA) were developed and used by communities in holding government to account.

Citizens Watch it (CEW-IT) supported by Oxfam undertook a citizen driven anti corruption campaign in 30 districts of Uganda which involved training of community based anticorruption activists, budget analysis & vertical tracking of financial releases from the centre up to the service delivery points and issuing of policy briefs. The findings were presented to stakeholders at community, district, national and parliamentary level for action.

Oxfam strengthened the capacity of civil society organizations in Uganda to engage with the government and supported citizens' participation and monitoring of the formulation and implementation of fair tax policies through Capacity for Research and Advocacy for Fair Taxation (CRAFT) project.



Photo: Dorah Nungu/Oxfam

**The citizens through the neighbourhood assemblies (NA) platforms have testified of their activism and empowerment and are engaging leaders on service delivery.**

A case in point is from Oserra NA in Kumi district. The school head teacher was mismanaging funds of the school, the Administration at the school was poor, the school had never passed any pupil in division one. The NA members engaged the leadership at Primary School.

The NA invited all counsellors from the sub county to discuss the fate of the school. The meeting later resolved and wrote a letter to the District Education Officer (DEO) requesting that the Head teacher from that school be transferred.

The head teacher was transferred from the school and the citizens hoped for the best in the school, the DEO had communicated on the notice board that another Head teacher was going to be posted and an AGM was to be convened to elect the new school management committee.

The same school had a bore hole which had been abandoned and had taken one year without being pumped, the NA monitored and realized that one agent had kept the funds for working on the borehole for his own business. After the NA had intervened, the agent withdrew from handling the money and the borehole was worked on. By the time CEW-IT visited, pupils and the community members were fetching water from it.

# SOCIAL RIGHTS PROGRAM

## QUALITY EDUCATION

Oxfam supported improvement in the quality of teachers in the in the districts of Amolator, Apac, Gulu and Pader by supporting activities that ensured that; public authorities meet responsibilities to provide quality public education and developing and providing training programmes, especially for unqualified teachers who work in formal public schools. During the year, teachers' knowledge and skills were built in using the new Mother Tongue Education pedagogy handbook and built the capacity of school management committees and head teachers in performance management. The project reached 36,000 teachers, Centre Coordinating Tutors, head teachers, pupils and of these 20,731 were females.

Oxfam also initiated activities to contribute to improving the performance of students in some districts of Acholi, Lango and West Nile by supporting

secondary schools and girls in Universal Primary Education to access solar lamps enabling evening revision by students and timely organising of lesson plans by teachers. The above initiative was also intended to enable schools to adopt innovative approaches in terms of ICT. The project supported 33,151 students and teachers and of these 63% were females.

## IMPROVING GENDER RELATIONS

*Violence against women is an issue in Uganda that Oxfam seeks to address. Working with partners, Oxfam is increasing knowledge and attitude change on VAW among communities.*

A Violence Against Women project whose objectives were; to Increase knowledge and attitude change among target communities for prevention of VAW, Improve technical capacity of VAW actors, for effective delivery of VAW interventions and services

was implemented in Karamoja and Acholi. It reached 6,320 direct beneficiaries half of them being women.

As a result of engaging male role models, men started questioning and openly speaking against traditional /cultural practices like courtship rape, arranged marriages for young girls especially by parents as source of cattle.

Women reported gaining confidence to engage and demand for their rights, opening up during discussions on their experiences as regards violence. This is attributed to the change maker approach, where one commits to change and takes that change to 10 people within their sphere of influence.

VAW has become a public issue, with evidence of trained activists of women and men reaching out to VAW survivors and mediating between conflicting couples. ☒



**My name is Dedeng Charles from Loleokot village Lokanayona Parish Loyoro Sub County in Kaabong district.** Before I was trained as a change maker, I did not know that women just as men have rights and that should not be abused. Our culture trained and groomed us otherwise. After the training however, I learnt that domestic violence and violence against women is criminal and punishable by law. Violence also has a negative impact to our lives and families. I decided to change my attitudes and then identify 20 members in my circle (10 women and 10 men) with whom I would share this information with. Their attitudes started changing too. Now they are trying to change others. In these meetings we also share information on other issues like HIV/AIDS, Hygiene and sanitation among others. I am committed to bring about change.



# PARTNERSHIPS



**Partnerships lie at the core of our work towards realising positive change**

Oxfam relies on relationships referred to as partnerships to create the envisioned change in Uganda. These partnerships are

looked as mutually empowering relationships focused on impact, mutual growth, development and institutional strengthening. We work with diverse organisations because we recognize that each partner brings different capacities, knowledge and resources

to achieving our goals and we are guided by our 'partnership principles' on managing relationships with our partners.

Throughout the year, Oxfam in Uganda combined efforts with partners to deliver its programs



Photo: James Akema

# PARTNERSHIPS

hence the key achievements listed. Both Oxfam and partners are in effect co-owners of the country programmes.

Oxfam has also created opportunities for regular consultation with partners, to ensure that all partners can voice their issues

as well as share progress on their work. In the year, a partner forum was held to bring together all the partners for sharing and learning as well as discussing key strategic program issues.

We continue to work with more than 30 partner organisations

to deliver programmes on the principles of Shared vision and values, Complementarity of purpose and value-added, Autonomy and independence, Transparency and Mutual Accountability, Clarity on roles and responsibilities and Commitment to joint learning. ☒



## STELLA LUTALO, COUNTRY COORDINATOR, PELUM UGANDA

“During 2013, PELUM Uganda was privileged to benefit from both financial and technical support of Oxfam. Oxfam is one funding partner that uniquely walks with an organization right from strategic planning, to realizing their goals. Along the way, they strengthen capacities that enable partners to achieve strategic and gender responsive results.

In a project aimed at promoting small scale farmers’ access to favorable agricultural markets for improved incomes, PELUM with support from Oxfam enabled 4,261 small scale farmers working with 10 (ten) PELUM Uganda member organizations in Nebbi, Moyo, Soroti, Mubende, Kabale, Bugiri, Wakiso, Kabale, Jinja and Kayunga to access market information, access credit, develop their agricultural products as well as participate in agricultural policy processes.”

## OXFAM IN UGANDA PARTNERS

Uganda Red Cross Society, Community Empowerment for Rural Development, Agency for Cooperation, Research and Development, Community Organisation For Rural Activity Enterprise Management, Send a Cow Uganda, Eastern and Southern Africa Small Scale Farmers’ Forum Uganda, Youth Arts, Development and Entrepreneurship Network, TUJIJENGE, Southern and Eastern African Trade Information and Negotiations Institute, Participatory Ecological Land Use Management, Volunteer Efforts For Development Concerns, Alin Lands Information Network,

Caritas Kotido Catholic Diocese, Stitching Internet Now Foundation Africa, Diocesan Community Development Support, Africa 2000 Network Uganda, Jie Community Animal Health Workers Association, Women’s Rural Development Network, Dodoth Agro-pastoral Development Organisation, Dodoth Community Animal Health Workers Association, Ecological Christian Organisation, Warrior Squad Foundation, Riam Riam Civil Society Network, Kotido Traders Association, National Association of Professional Environmentalists’ Ltd, Uganda Land Alliance, Coalition of

pastoralist civil society Organisations, Greater North Parliamentary Forum, Health Rights Action Group, Forum For African Women Educationalists, LABLE, Literacy and Adult Basic Education, Uganda National Teachers Union, International Institute for Communication and Development, Institute of Social Transformation, Citizens Watch – IT, Kitgum Women Peace Initiative, Public Affairs Centre, Ker Kwaro Acholi, Akina Maama Wa Africa, Foundation for Rural and Urban Advancement, Development Network of indigenous Voluntary Associations ☒

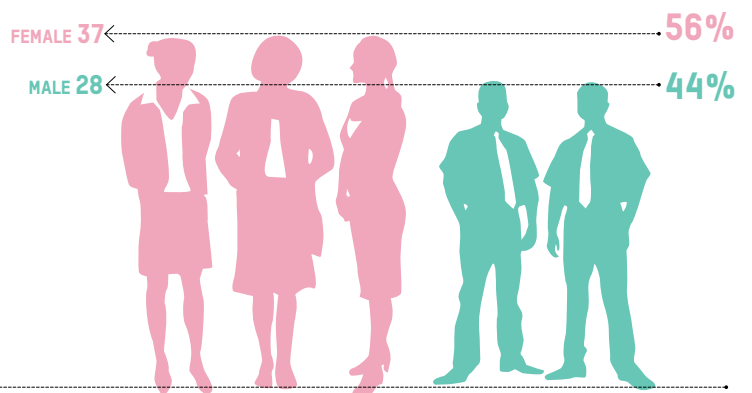
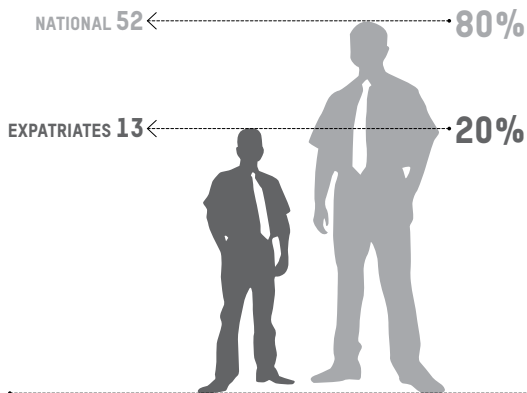


# HUMAN RESOURCE OUR GREATEST ASSETS



Oxfam International Executive Director with the Uganda staff team in August 2013

## BREAKDOWN OF STAFF 2013-2014



# HUMAN RESOURCE OUR GREATEST ASSETS

## STAFFING

Oxfam in Uganda in the year 2013 – 2014 worked with 65 staff across the national office in Kampala and the regional offices in Kitgum, Kotido and Gulu. Their commitment, active engagement and continual professionalism have been integral to the achievement of notable success.

Oxfam believes in having a broad range of knowledge and experiences to deliver towards our vision, therefore hiring staff from the local communities who come with a better understanding of the local needs and context as well expatriates to tap into the international experience. We are committed to equality, diversity and inclusiveness and this helps in attracting a diverse work force although ultimately preference and focus during recruitment is given to nationals. In order to ensure a fairly balanced and diverse workforce within the organisation, Oxfam has in the past used the positive action plan to explore balanced staffing in terms of gender, ethnicity, and religion among other forms of diversity.

## POLICIES

We continue to maintain a set of national policies that guide staff on delivery of work in order to maintain Oxfam's standards. The policies include among others staff code of conduct, human resource manual, and finance. These policies are reviewed every after three years to reflect any changes within the specific period.



## TRANSITION

The end of the year came with low moments with a number of change processes. The changes led to a significant turnover of staff which had implication both to staff and to the organisation. The transition also had implications on program delivery as a great part of the year was taken up by the transition process. Oxfam is by far however pleased that the transition was smooth and staff cooperative and understanding throughout the process.

## TRAINING AND DEVELOPMENT

Oxfam puts staff development at the core of its work because it is essential for the delivery of programmes but also for personal growth. We therefore continue to invest in training and support to staff.

Because Oxfam is shifting strategically to being more a knowledge broker, convener and facilitator, it means a lot in terms of equipping staff with right skills and right attitudes. In spite of the multiple change process, Oxfam in Uganda remains committed to invest in skills development as well as knowledge acquisition throughout the year. For instance to build the capacity of Finance in applying tools and maintaining systems, an opportunity for financial management training was supported in the Hague where the Finance lead attended and later cascaded the knowledge to the respective teams. More of such opportunities through training,



# HUMAN RESOURCE OUR GREATEST ASSETS

workshops, and peer learning were supported among staff throughout the year. In the coming period, Management will have to put more effort and focus on this.

## INDUCTION

Staffs are inducted in existing and key upcoming strategic decisions and changes to enable them understand and become prepared for the changes. Meetings, reflection moments have been held in the past year to provide an opportunity to staff and management on continuous and systematic learning and sharing. To ensure that staff are actively engaged and informed about the organisation and what is happening globally relevant to our

work, E-mail, intranet known as sumus, meetings and regular updates from management and communication have been the key platforms for information sharing and access among other platforms.

Oxfam also takes the quality and productivity of staff seriously, to ensure this, staff throughout the year have regularly had meetings with their line managers and regular and formal evaluations where they agreed on key performance areas as well as an improvement plan including areas of support.

## SECURITY AND SAFETY

Security and safety of our staff and oxfam visitors is key to Oxfam in

Uganda. Because of the numerous movements arising from the nature of our work, like during emergencies where staff travel and work in the field, we have set guidelines and approaches to ensure that every staff's safety is priority.

These guidelines offer steps to take for precaution both at and out of office and procedure for dealing with safety issues including mechanisms for reporting incidents.

In the last year, staffs have also been trained on security and safety where they received information on security preventative measures and well as response and reporting of incidents. ☒

## WORKING WITH OXFAM IN UGANDA



**Magdalen Nandawula Humanitarian Regional Rapid Response. Team leader deployed in Uganda for the South Sudanese refugee response**

Working with Oxfam is very empowering because it's a much respected organisation in terms of its technical knowledge and capacity. Our humanitarian interventions are delivered with professionalism and commitment making visible differences in peoples' lives within a short time. I am always excited to be deployed to the first phase of an emergency because; this is when Oxfam's competencies shine through!!

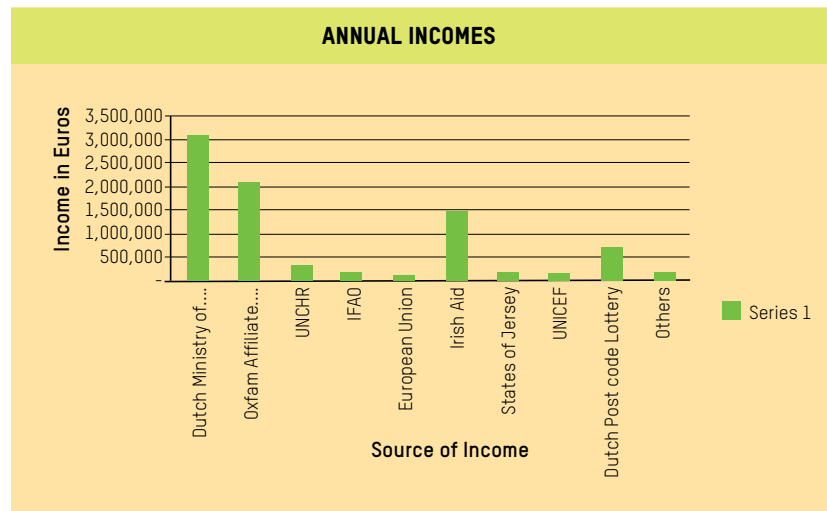
As we started the response in February women made long queues at water tanks; today it is very comforting seeing that the people in the camps have got access to clean water now, at any time of the day from the bore holes Oxfam has drilled and repaired.

# FINANCIAL REPORTS

## ANNUAL INCOMES

(Please note that the income figures here are indicative as drawn from the three respective Oxfam affiliates delivering the country strategy in Uganda re Oxfam GB, Oxfam Ireland and oxfam Novib. Detailed, accurate and audited reports can be sourced from the respective affiliates).

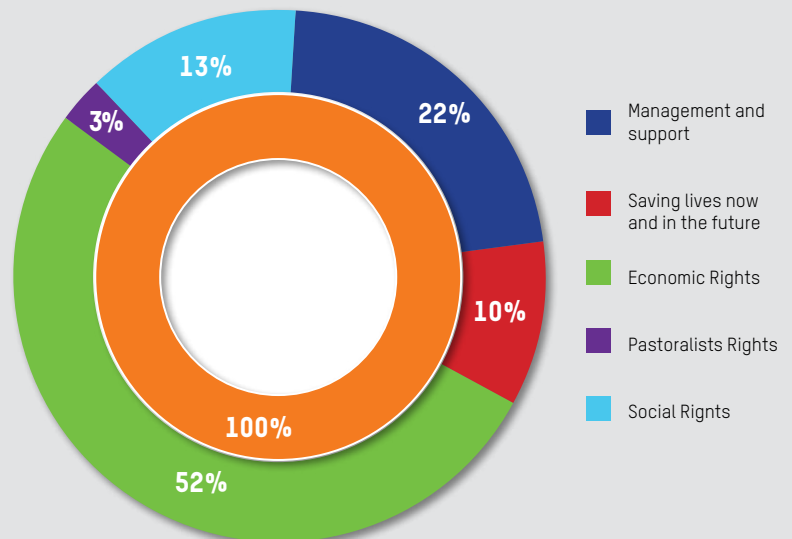
SOURCE OF INCOME	Amount (Euros)
Dutch Ministry of Foreign Affairs (MFS 2000)	3,061,491
Oxfam Affiliate Contribution	2,068,987
UNHCR	328,056
IFAD	146,237
European Union	117,967
Irish Aid	1,487,738
States of Jersey	158,200
UNICEF	144,319
Dutch Post code Lottery	685,559
Others	131,616
<b>Total Income</b>	<b>8,330,170</b>



## ANNUAL EXPENDITURES

CATEGORY	Amount (Euros)
Management and Support costs	1,805,602
Savings life now and in the future	880,866.29
Economics Right	4,314,443
Pastoralist Right	235,326
Social Rights (Governance and Women Rights)	1,125,398
Program Costs Total	6,556,033
<b>Total Expenditure</b>	<b>8,361,635</b>

## ANNUAL EXPENDITURES







Oxfam relies on relationships referred to as partnerships to create the envisioned change in Uganda. These partnerships are looked as mutually empowering relationships focused on impact, mutual growth, development and institutional strengthening

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](mailto:kampalaOffice@oxfamnovib.nl)

[www.oxfam.org/uganda](http://www.oxfam.org/uganda)

Cover photo: James Akena



**OXFAM**