



# **OXFAM IN HORN, EAST AND CENTRAL AFRICA**

ANNUAL REPORT 2015/16



TOWARDS IMPACT AT SCALE

**OXFAM**

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MESSAGE FROM THE REGION

The 2015/2016 period was a year full of surprises and disruptions on a scale that most of us in the HECA region had not expected. IN THE 10 countries where our programs and staff are present, significant changes have impacted developmental and humanitarian and in turn increasing the demand for intervention and expectations from vulnerable households and communities.

This report is a record of some of Oxfam’s work over the course of twelve months operation in a region full of challenges and opportunity. It is a celebration of our work but it also provides a practical insight into the change that Oxfam’s seeks to help deliver across the HECA region.

The size and impact of our work continues to grow; not least due to the expertise and commitment of our teams and our partners to deliver programming that is appropriate, agile and sometimes disruptive; enabling communities to master their own resources and their own development.

2015/2016 was a year full of the many surprises and disruptions we have come to expect in HECA. Many have been positive, including breakthroughs have made redundant the use of traditionally accepted but less efficient development practices. Others are all too familiar as, yet again, we saw conflict in our more fragile states result in the flows of large numbers of refugees across borders.

Our humanitarian WASH interventions, accompanied by strong and protection work in often difficult circumstances, have delivered essential services in refugee and IDP camps in almost every country from the DRC to Ethiopia; from Sudan to Tanzania. In Kenya, partnership with county government saw the adoption of ATM water kiosks and e-wallets connected to new solar supply mechanisms transform the sustainable management of scarce water resources.

As well as providing direct support to vulnerable people, we also seek to positively influence the prevailing context for millions of people in the region. We have lobbied for global attention, intervention and resources in South Sudan, Burundi, DRC, Somalia and Sudan. As we seek to transform practice, we have mobilized millions of farmers through media outreach, typified by Tanzania’s enormously successful ‘Female Food Heroes’ television programme. In Burundi and Rwanda, our Governance and Citizenship Accountability Programmes continue to empower citizens especially women and young people to fully exercise their right to be heard. The Pan African Programme continues to make visible interventions especially in the continental conversations that touch on Gender Justice and Women’s land rights. In Kenya and Uganda we expanded our work on transparency in nascent extractives industries and we have piloted work on citizen’s engagement in accountable tax and land rights administration.

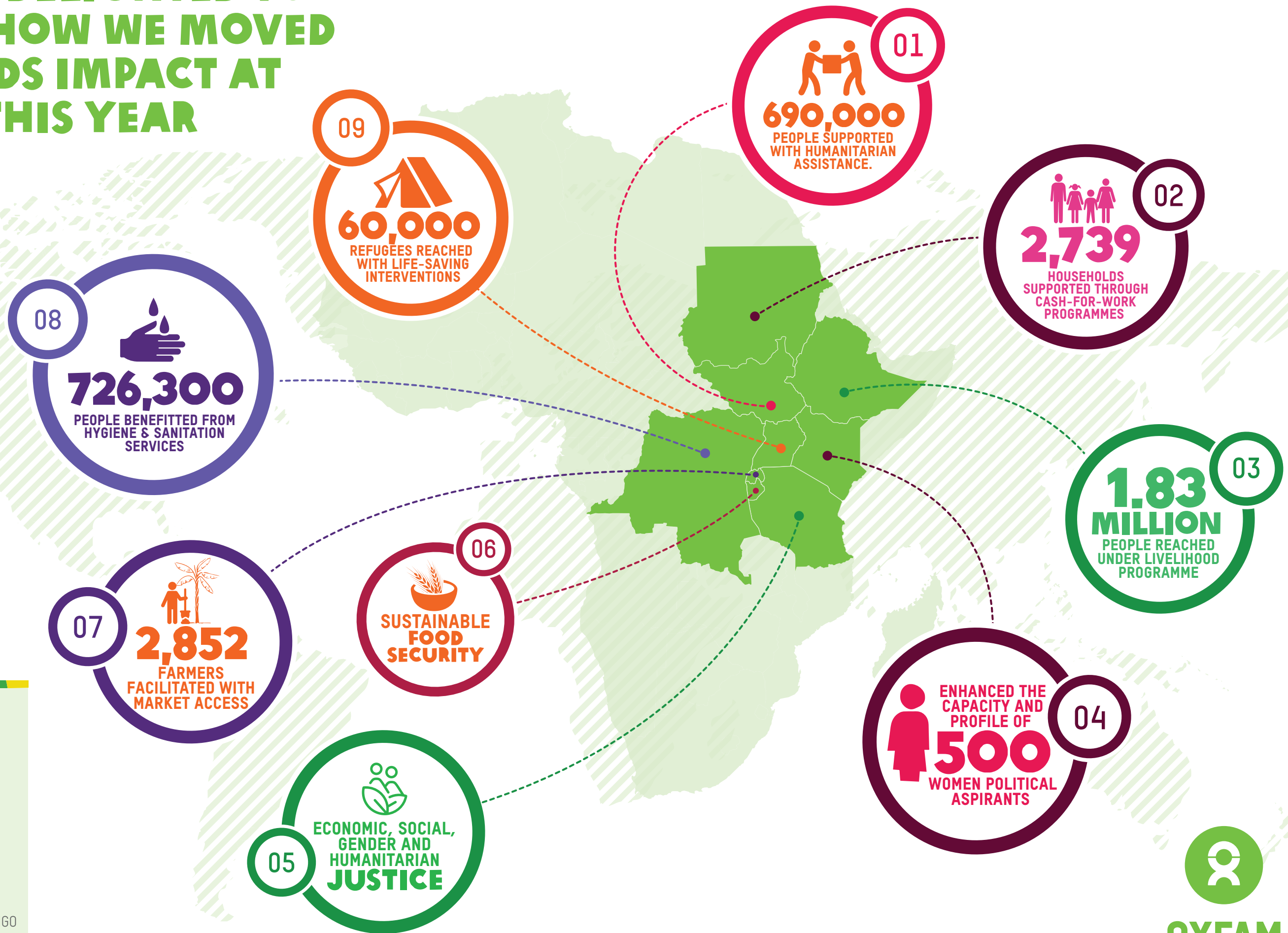
We hope you enjoy the report and that you will join us in celebrating the work of our teams, partners and collaborators.

Oxfam Regional Office

# WE ARE DELIGHTED TO SHARE HOW WE MOVED TOWARDS IMPACT AT SCALE THIS YEAR

OXFAM IN HORN, EAST AND CENTRAL AFRICA

KEY	
01	SOUTH SUDAN
02	SUDAN
03	ETHIOPIA
04	KENYA
05	TANZANIA
06	BURUNDI
07	RWANDA
08	DEMOCRATIC REPUBLIC OF CONGO
09	UGANDA



OXFAM



# SUSTAINABLE FOOD SECURITY AND GOOD GOVERNANCE

Oxfam in Burundi envisions a country where all citizens live in a democratic society that respects human rights. We see a Burundi that is food secure as a result of sustainable farming systems.

During the 2015-2016 period, the work of Oxfam in Burundi was guided by the Country Strategy 2015-2019, and structured around two main objectives: sustainable food security and good governance through active citizen participation. This work was complemented by lobby and advocacy activities to stimulate positive change.

## CORE PROGRAMMES

**Sustainable food security:** Our work on food security is focused on increasing agricultural productivity and income through a resilience and empowerment (notably of women) perspective. In Burundi, over 85% of the population lives off agriculture. This is the reason we have chosen this theme as one of our change goals and why we have focused a part of our actions towards the strengthening of this component. There is potential for Burundi to improve its food production capacity using an integrated approach. Included in this goal are access to drinking water, nutrition and fair division of natural resources.

**Governance and Active Citizenship Programme (GACP):** The Governance and Active Citizenship Programme is a programme to support the improvement of local governance in the rural areas of Burundi. It was drafted during the 2014/15 period by Oxfam and eight potential local partners have been identified for this programme. GACP has adopted a rights-based approach

that mobilises the entire citizenry, especially women and young people, to fully exercise their right to be heard. The intervention provinces are Cibitoke, Bubanza, Bujumbura Rural and Makamba. The programme period has been fixed provisionally for five years (October 2014 to September 2019).

**Conflict transformation - saving lives now and in the future:** We also support interventions that empower citizens to claim their rights to quality humanitarian assistance, security in crisis situations and ensure gender justice.

## ALIGNMENT TO VISION 2020

Building a common culture of Oxfam is of great importance in the context of Vision 2020. Already, affiliates are working together to develop and implement joint programmes and share knowledge and opinions. The establishment of a single structure will strengthen the work already done.

## DESIRED IMPACT IN 2017

Burundi is one of the poorest countries in the world and donors are convinced that the only way to change this is to invest in development projects. This is obstructing the Oxfam mandate of implementing humanitarian interventions, as donors are not keen on investing in this, or are not convinced that the data about the humanitarian needs are cor-

rect. They are however interested to fund 10% to 15% of the development budget value to include the most vulnerable people in Burundi under the principle of "leave nobody behind."

To improve donor engagement, interest and confidence for humanitarian interventions, Oxfam plans to set up an Early Warning System (EWS) to strengthen capability of directly launching assessments on the needs of the Burundi population and present donors with reliable data and robust concept notes. It is imperative that we invest in this approach, so that we are sure that the needs of the most vulnerable people in Burundi are addressed. Other actors usually subcontract local partners for the implementation of certain parts of their activities, with strong focus on control. Oxfam's partner approach is different in the sense that local partners have a lot of autonomy in project implementation, and there is always a capacity building component built in to further enhance our partners' capacities in view of further autonomy and direct access to donor funds without compromising compliance and accountability issues. We also intend to link projects to Oxfam's international campaigns, ensuring a strong influencing component, e.g. to the Rights in Crisis (RiC) campaign and GROW campaigns.



## ACHIEVEMENTS

### PROVIDED

**OVER 1 MILLION PEOPLE**  
of North Kivu with access to WASH

### ENGAGED

**1,608 PEOPLE**  
in non-confrontational engagement between organisations and local authorities to identify issues and solutions.

### SUPPORTED

**447,502 PEOPLE** affected by conflict/disaster has access to water, sanitation and hygiene measures within 72 hours during emergencies.

### PROTECTED

**163,398 CONFLICT-AFFECTED PEOPLE**  
especially women in DRC, enjoyed better protection in an improved security environment.

### TREATED

**1,281 WOMEN**  
suffering from sexual violence in four health zones in Northern Kivu.

## DEMOCRATIC REPUBLIC OF CONGO

Country Report  
**OXFAM IN HORN, EAST AND CENTRAL AFRICA**

# IMPROVING QUALITY OF LIFE

## THROUGH INCREASED ACCESS TO RESOURCES

Oxfam envisions a DRC where all women and men have greater capacity to make their voices heard on matters regarding policy and decisions that affect them.

In Eastern Congo, In DRC we work in a fragile environment where we deliver humanitarian response and engage in rights-based, long-term development programmes.

### CORE PROGRAMMES

**Protection:** We are striving to bring change by empowering citizens to increasingly perceive their rights to be protected from abuse, and by being able to identify, respond to and mitigate diverse protection risks and threats.

**Governance:** Oxfam in DRC is working on local development plans and empowering communities to engage with their government by providing training on rights and roles and responsibilities of the government and citizens.

**Livelihoods:** We support the right to equitable and sustainable livelihoods by working with smallholder farmer organisations to strengthen their capacities in the following ways:

- Becoming more structured and organised in order to influence livelihoods-related practices and policies.
- Diversifying their production by responding to gaps identified in local markets.

iii) Supporting them with access to market and increased revenues, and contributing to communities' resilience.

**Sexual and reproductive health:** The main goal of this programme is the improvement and integration of the care for victims of sexual violence in Goma, Karisimbi, Nyiragongo and Ki-rotshe.

**WASH:** We work with different stakeholders to provide access to water and sanitation for rural and semi-urban communities and promote hygiene practices at the local level.

**Education:** The programme addressed the issue of quality primary education and access to essential services that have the benefit of minimising risks for vulnerable people. Through this programme, teachers were trained and children in Equateur province got access to schooling.

**Humanitarian programme:** We save lives of people in emergency situations, mainly as a result of conflicts, and provide them with access to water, sanitation and livelihood. Through the Rights in Crisis campaign, we advocate the right to pro-

tection of civilians in conflict areas by holding national authorities and United Nations Organisation Stabilisation Mission in the Democratic Republic of the Congo (MONUSCO) accountable.

### ALIGNMENT TO VISION 2020

The Country Operating Model (COM) and Country Transition Plan (CTP) were ready for approval by mid-2016 and DRC will now transition to One Oxfam in 2017.

### DESIRED IMPACT IN 2017

The main strategic issue that will impact on the Oxfam mandate and work in DRC is the political situation in the country. The second and last term of the current president Joseph Kabila ended in December 2016, but elections did not take place at the end of Kabila's term due to challenges related to the preparation of the electoral process. The delayed elections occasioned political unrest, leading to an agreement between the opposition and the government for guaranteed political stability until the elections are held in December 2017.

Victorine Sifa, 58 years old, works on her land every day except Sundays.

© Ramon Sanchez Orense/Oxfam



# BRINGING ABOUT POSITIVE CHANGE

Oxfam International envisions a poverty-free Ethiopia, where citizens, particularly women, are empowered and benefit from pro-poor and gender-sensitive interventions that increase socio-economic wellbeing.

SUPPORTED

**1.2 MILLION PEOPLE** 

to improve productivity and food security, build resilience and enhance commercialisation through value addition.

REHABILITATED

**13 HECTARES** 

of rangelands for livestock and pastoral development.

PROVIDED

**450 WOMEN** 

with energy-saving stoves selected from the project intervention sites easing workload on women groups

BEGAN

A humanitarian response in July 2015 by trucking in water and distributing animal food in Somali, Oromia and Afar regions supporting over

**700,000 PEOPLE**

DISTRIBUTED OVER

 **1.6 MILLION**

litres of water to over 81,000 refugees with a permanent water supply systems.

TRAINED

**23**

youth on masonry and carpentry work.

Oxfam works with partners to design and implement innovative resilience approaches that support both sustainable livelihoods and humanitarian objectives to achieve set goals in line with its vision 2020 strategy.

## CORE PROGRAMMES

### Sustainable rural livelihoods

In the Oromia region where 70% of our beneficiaries are women, Oxfam, through a five-year project, promotes the production and marketing of crops and vegetables through small-scale irrigation, organisational support to cooperatives and provision of production inputs. In the Somali region, Oxfam works to improve assets and income through mutually-reinforcing interventions.

To reduce honey losses as a result of poor access to honey extractors and processing centres, the project procured and distributed 150 extractors for 334 self-help groups (SHGs) - one extractor for two to three SHGs - and trained 568 women on honey quality management. In addition, construction of two processing centres in Dangila and Mecha districts were completed.

There was a comprehensive Training of Trainers (ToT) for 450 representatives of SHGs, community facilitators and extension workers on improved beekeeping practices and construction of low-cost transitional hives.

Taemo Tegen, 38, Mother of seven supported by Oxfam Digital Green videos and other women friendly agricultural technologies in Alamata Woreda, Tigray region.

© Seble Tewelde Oxfam



## REACHED OVER

**1.83 MILLION PEOPLE**

to bring about positive change through a mix of humanitarian, longer-term development and campaigning.



## TRAINED



**34 FEMALE CAHWS**

and provided them with standard veterinary kits.

## BENEFITED OVER

**7,300**



people in five year project Amhara region who gained equitable returns in the honey value chain and took leadership roles towards achieving sustainable economic enterprises.

## GAVE

Cash to financially empower communities to purchase essentials like salt, sugar and milk to over

**45,000 PEOPLE AFFECTED BY DROUGHT**



## SUPPLIED

water through rehabilitation of water facilities and water trucking, including livelihood activities such as animal health and feed, cash and seed distributions to over

**198,000 PASTORALISTS AND AGRO-PASTORALISTS**

## FOCUS ON

**70%**

youth living in rural and semi rural areas of Arsi and West Arsi zones of Oromia and Siti and Fafen zones of the Somali region of Ethiopia.

## REHABILITATED

Boreholes, birkas and hand-dug wells to serve over

**48,000 PEOPLE**

## SUPPORTED

**2,402 WOMEN**

to access loans for input purchase which led to improved production.



Habiba Mohamed while weeding her onion farm where she made over 6000 USD profit through an Oxfam horticulture value chain project.

© Tigist Gebru/Oxfam

Additionally, there was a partnership agreement with one private company named APINEC Agro Industry PLC to deliver the designed services for the beneficiaries. In terms of capacity building, a ToT on low-cost transitional beehive construction, bee ranch management and beekeeping practices, was conducted for 510 (416 female, 94 male) representatives from 319 SHGs in collaboration with the selected service provider (APINEC Agro Industry PLC).

### Resilience building

In Tigray, vulnerable farmers are supported through the integration of four risk management strategies – risk reduction (disaster risk reduction - DRR), risk taking (credit), risk transfer (weather index crop insurance) and risk reserve (savings).

Three dams were rehabilitated in Hafir, Jarar and Jigjiga districts (one in Darroe, one in Gashamo and the

other in Kabribayah) respectively. Additionally, four boreholes were rehabilitated to improve the availability and access to water, particularly during times of drought.

Through the African Climate Change Resilience Alliance (ACCRA), Oxfam undertook an environmental policy revision and development of environmental strategy with the Ministry of Environment and Forest (MEF).

Capacity building and technical assistance were provided to nine regions and two city administrations to develop a Climate Resilient Green Economy (CRGE) strategy and mainstreamed in the government's five-year regional plans. A total of 450 government officials (420 male and 30 female) across nine regional states and two city administrations at the sub-national and local levels were trained on the CRGE strategy and its implementation.

### Humanitarian preparedness and response

- Drought Response: The failure of short rains in vast areas of Ethiopia in the preceding two years, coupled with remarkably poor performance of the long rains (Kermit) in 2015 induced by El-Nino resulted in a large-scale drought that left more than 10.2 million people across the country in need of humanitarian aid.
- Refugee Response: In the Gambella region, Oxfam, with other agencies, is intervening to reduce the vulnerability and suffering among South Sudanese refugees who are hosted in Kule and Tierkidi camps, by providing WASH support for over 100,000 refugees, of which 65% are women.



Oxfam supplied 1.6 million litres of clean drinking water per day at Itang emergency water treatment plant for Kule and Tierkidi camps.

#### Gender equality

- In the Liben and Afder zones of the Somali region, Oxfam supported 2,500 pastoral and agro-pastoral women in a combined approach that promotes women's social and economic empowerment through enhanced access to credit, savings, self-employment opportunities and community-based actions to address barriers to social and economic empowerment of women.
- A three-day workshop was conducted to enhance gender analysis, gender mainstreaming in pastoral communities and assigned a focal person to ensure gender mainstreaming in all activities to be implemented.
- An integrated functional adult literacy manual was developed through the support of the Dairy Value Chain Development project. A validation workshop was conducted involving relevant government bureaus, such as

the bureau of education, and the livestock and pastoral development bureau.

- A 10-day training was given to 20 agricultural extension agents assigned to three woredas (Kabribayah, Jigjiga and Awbare) in collaboration with Jijiga University.
- Through Together for Food Secure Ethiopia (TFSE) campaign, Oxfam promotes the growing movements of women food producers through popular mobilisation events under the theme of 'Unleashing the Power of Women Food Producers' and the National Female Food Hero competition awards.

#### DESIRED IMPACT IN 2017

Major programmes that were going on in 2015/16 will continue to be operational in 2017, through a number of projects that are estimated to benefit 500,000 people at an approximated cost of US\$ 6.44 million. Some of the projects from 2015/2016 that will continue in the following year are:

**Sustainable rural livelihoods:** Multiple projects under the Sustainable Livelihoods Programme will be implemented

in 2017 with an estimated budget of US\$ 1.69 million, to empower smallholder farmers to produce and earn more through a value chain approach.

**Resilience building:** The ACCRA project will continue at an estimated cost of US\$ 373,333. The R4 project (risk taking, risk reserves, risk reduction, risk transfer) continues in 2017 with a budget of US\$800,000 and prospects of more funding over the year as it paved the way for poor farmers to build their resilience.

**Humanitarian preparedness and response:** The humanitarian response programme will continue to be operational in the fiscal year 2017, with an estimated budget of US\$ 4.36 million. According to the Government of Ethiopia and humanitarian partners Humanitarian Requirements Document (HRD), the country needs US\$922 million to help 5.6 million people with emergency food and non-food assistance.

**Gender equality:** Women's Economic Empowerment and Care (WEE-Care), promotes women empowerment by reducing the nature and extent of women's unpaid care work by undertaking researches.

**Empowering youth for work:** Oxfam's innovative Empower Youth for Work project is a five-million Euro project being implemented for the next five years and designed to address the interlinked problems of the youth.

**GROW campaign:** The GROW campaign in Ethiopia, also known as 'Together for a Food Secure Ethiopia,' will also continue to identify and award female food heroes in 2017.

#### ALIGNMENT TO VISION 2020

Vision 2020 is an Oxfam initiative to adapt to a changing world through improving access, increasing influence, and streamlining operations. This will be achieved by moving to One Oxfam, One Strategy and One Budget everywhere in the world where Oxfam works. To this end, all Oxfam affiliates in Ethiopia have developed an OCS for the implementation of a unified and agreed strategy, operating model and programmes.



© Tigist Gebru/Oxfam

Hoden Abdi, who was affected by the drought in Somali region supported to start farming again with seeds that she received.



Young South Sudanese refugees after fetching water from an Oxfam tap in Kule camp, Gambella.

© Tigist Gebru/Oxfam



# EMPOWERING KENYAN CITIZENS TO ACCESS BASIC SERVICES

Oxfam envisages a transformed Kenyan society in which each individual, regardless of gender, religion, ethnicity, or social standing, is able to access basic services, and fully participate in decision-making processes on issues that affect their lives.

## TRAINED OVER

**8,000**

small-scale traders on basic business skills through Wezesha Jamii project funded by EU.

## SUPPORTED

**2,000**

small-scale traders access loans through technical support.

## PROVIDED

**78,090**

people with access to water, sanitation and hygiene services.

## REACHED

**103,403**

direct and indirect beneficiaries through Echo La Nina V project

**42,000**

people through the DFID resilience building project

**98,337**

people through hygiene promotion and water intervention funded by DFID

## INSPIRED

**500**

women political aspirants for the 2017 elections, enhancing their profile and capacity to increase the representation of women in both the County and National Assemblies.

Oxfam in Kenya works on the premise that poverty and powerlessness are avoidable and can be eliminated by human action and political will, and that inequalities can be significantly reduced, both within and between communities.

## CORE PROGRAMMES

Governance and Accountability Programme (Tax Justice Programme)

At the heart of this programme is a call for domestic resource mobilisation as a means of financing development initiatives, as well as allocation and expenditure on essential quality public service. The programme, through partners like Diocese of Lodwar Caritas and National Taxpayers Association (NTA) trained social auditors in Turkana on tax justice and established Citizen Accountability Networks (CANs) in Nairobi County.

The use of digital media in curating and messaging complex terminologies on tax and fiscal justice was also highly used in the project as a major boost in online advocacy, communicating messages to online communities and building capacity of these communities (comprising mainly of the middle class) to demand quality essential services from their duty bear-

Zaida Osman small scale trader from Kibera





Turkana Hybrid borehole more than serving 30,000 urban residents

© Oxfam

ers. The programme is keen on addressing inequality and issues of governance and accountability by providing evidence-based research for influencing.

#### Natural Resources Governance Programme (Community Land Rights)

Oxfam, together with the Kenya Land Alliance (KLA) and Namati are working with communities in Turkana and Tana River counties to secure their land and natural resources. The work revolves around:

- Building more inclusive, accountable and gender-sensitive land governance structures
- Developing by-laws for more equitable management of community land and resources
- Resolving trans-boundary land resource based conflicts
- Sensitising communities on community land adjudication procedures

#### Accountability in the extractives sector

Oxfam partnered with CordAid and Danish Demining Group to implement the DFID-funded Kenya Extractive Industries Development Programme (KEIDP). Oxfam was responsible for

the awareness creation component and partnered with radio stations and Africa's Voices Foundation (AVF) to monitor perspectives and attitudes on oil and gas. Oxfam continues to provide leadership in innovative water technologies and was in a position to boost water provision by water utility providers in Kakuma and Lodwar through the installation of solar-powered technology.

#### Women's Rights

Initiatives under this programme included:

- **Rights of urban poor - Wezesha Jamii project:** The *Wezesha Jamii* project continues to increase livelihood opportunities and social support for women living in informal settlements in Nairobi, besides strengthening the capacity of duty-bearers to deliver on their responsibilities with increased efficiency.
- **Women in political leadership – Vote A Dada:** Oxfam in Kenya successfully launched its 30-month, EU-funded 'Increasing Women Participation and Representation in the 2017

General Election' project dubbed *Vote A Dada* in three out of the five target counties, namely Nairobi, Nakuru and Turkana.

#### Humanitarian Response

Humanitarian response was realised through the following initiatives:

- **Rights in the ASAL:** Oxfam in Kenya continues to work towards reduction in the number of people living in absolute poverty in Arid and Semi Arid Lands (ASALs) through improved delivery of rights for marginalised communities.

Through the ECHO-funded resilience programme, Oxfam has strengthened planning and coordination functions of the National Drought Management Authority (NDMA) and County Directorate of Disaster Management.

- **Establishment of Community Disaster Management Committee (CDMC) coalitions:** These were established in Wajir, Turkana, Samburu, West Pokot, Baringo, Marsabit and Mandera counties. Skills development training fo-

ums have been hosted for 10 CDMCs in Wajir and 12 in Turkana within the Community Managed Disaster Risk Reduction (CMDRR) process.

- **Post-disaster long-term recovery, resilience programming:** In 2015, Oxfam partnered with the Catholic Diocese of Lodwar to implement the ECHO-funded CMDRR project, linking CDMCs to sustainable sources of funding and institutional support. Oxfam has procured and provided technical expertise for the development of cash transfer and disaster management policies. Oxfam is also part of the Start Network initiative that has fronted NDMA and Kenya Red Cross Society (KRCS) to benefit from capacity strengthening of local actors to take their place alongside international actors to create a balanced humanitarian system.

#### Public influence and engagement:

In Nairobi and other parts of the country, we partnered with organ-

isations and individuals in the use of ICT to reach impact at a desired scale. Our partners in this respect include national media houses, community media, telecommunication companies, as well as social media activists and influencers. We have also launched a volunteer programme to enable us build a local movement of citizens to challenge poverty and inequality. The volunteer programme currently has 20 unpaid champions who support Oxfam with events management, social media work and project activities.

#### ALIGNMENT TO VISION 2020

Oxfam in Kenya is currently aligning itself to Oxfam Vision 2020 with the focus being on mobilising Kenyans to raise their voices to hold the government to account, and actively participate in national development. The promotion and protection of civil society space is key in all our programming.

#### DESIRED IMPACT IN 2017

Oxfam in Kenya is focusing on strengthening the understanding of drivers of inequality and poverty. This will be done through robust research and dissemination using varied and innovative communication approaches. Oxfam in Kenya will continue investing in brokering, convening and capacity strengthening of CSOs, which will then facilitate the creation of a movement of active citizenry that challenges inequality and poverty. Oxfam Kenya will be organised to put women at the centre of all its programmes. Oxfam in Kenya will also work towards increasing participation and representation of women in the 2017 elections through the #VoteA-Dada campaign which seeks to have more women take up elective positions. Overall, the focus will be on building and strengthening a local movement of active citizens who challenge poverty and inequality.



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Turkana solar powered borehole outlet supported by Oxfam.



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# CREATING PARTNERSHIPS AND BUILDING CAPACITIES

Oxfam in Rwanda envisions a just Rwanda without poverty. The country strategy is centered on ensuring that women, youth and men enjoy equal rights and benefit from fair and inclusive development.

## CORE PROGRAMMES

- Humanitarian programme
- Sustainable livelihood
- Participatory governance
- Gender Justice

## ACHIEVEMENTS

**Humanitarian programme:** Following the influx of refugees from Burundi in March 2015, Oxfam has been at the forefront of the WASH response in the Mahama camp. The temporary water treatment plant in Mahama, constructed and managed by Oxfam, was up to November 2016 the only source of clean water in the camp. We are focusing on working closely with other INGOs, managing the permanent water treatment plant constructed by Oxfam at Mahama, and responding to water supply needs in six villages of the camp's host community.

**Sustainable livelihood programme:** A total of 1,786 beneficiaries (of which 71% were women - 1,215 women and 571 men) were reached, bringing the cumulative number of beneficiaries supported by Oxfam in the horticulture value chain (including crops like pineapples, tree tomatoes, mushrooms, cassava leaves and others) to 39,125. Earlier in 2016, and based on a soya bean value chain study, Oxfam in Rwanda embarked on a project to support women active in the soya bean value chain. The move to soya bean value chain underlines the ability of Oxfam to react to market forces (the price of soya beans seeds has doubled recently due to scarcity).

Some 2,852 (1,978 women and 874 men) smallholder farmers are working collectively with enterprises such as the Africa Evangelical Enterprise (AEE), which buys pineapples and tree tomatoes from the farmers, to increase women's market presence. For example, in the past, individual sellers or small groups selling around 3,000 seedlings, could secure up to just 200 RWF per unit (equivalent to US\$ 0.2 per unit) sold. But since they are now bringing in excess of 100,000 seedlings to the market, where they are able to dictate the prices of their produce, while securing enough income for their households.

SUPPORTED

# 6,075

people through the 1215 direct beneficiaries in the horticultural value chain.



Women active in their own established pineapple processing plant. The plant is supported by Oxfam's Enterprise Development Programme (EDP)

© Ramon Sanchez Orense / Oxfam



**Participatory governance programme:**

Oxfam conducted a study on the level of citizen's participation in decision making at the local level and identified barriers to full active citizen's participation in decision making. In addition, Oxfam completed the implementation of the ICT for Justice project, which was funded by DFID. The project demonstrated that by empowering citizens to provide real-time feedback on the quality of justice services through an innovative ICT platform, civil society will be more effective in holding justice sector duty-bearers accountable. It further supported capacity building initiatives for civil society to shape the justice sector policy and facilitate increased citizen voice. Oxfam is currently implementing a pilot project empowering citizens' participation in decision making and planning processes at district levels.

**Gender Justice Programme:**

Oxfam in Rwanda is implementing a project which aims at creating sustainable and resilient livelihoods for poor women in Rulindo and Gicumbi Districts. These

women are being supported to acquire pigs for rearing as a source of income for their economic empowerment.

This programme is also housing the regional *Haki Mkononi* (Rights in our Hands) project that aims at increasing the awareness of women and girls and change makers on the African women's rights protocol that focuses on Sexual Reproductive Health Rights. The project has brought together influential individuals and women's rights organisations to develop women's and girls' understanding of the African women's rights protocol and encourage them to use their positions in society to educate and support community members. In addition, and as part of the regional project, Oxfam in Rwanda is working with the government, an experienced local partner and a coalition of other local organisations, to ensure the promotion and dissemination of women's and girls' SRHR.

Through the same project, we also worked with line ministries, partners

and local leaders to organise and support International Rural Women's Day and 16 Days of Activism against Gender Based Violence. Oxfam provided T-shirts (with the message to empower rural women) to important personalities and other participants, as well as to community members.

**ALIGNMENT TO VISION 2020**

The Oxfam Rwanda team completed its internal transition change process into One Oxfam. Supported by OGB, a change management process was instituted in 2014 involving all affiliates/staff and at the end; a new organisational structure and new ways of working were agreed by the Senior Management Team. Oxfam Rwanda has worked as one team supported by OGB as a managing affiliate in all strategic planning and day-to-day operations, which included adopting OGB policies, systems and procedures for its current operations, including legal, HR and most external reporting processes.



GALS methodology beneficiaries are presenting their vision trajectory and discussing how best to maximize their individual visions within their cooperatives.

© Oxfam

**DESIRED IMPACT IN 2017****Strengthening influencing, advocacy, fundraising and visibility efforts:**

To attract donor funds, Oxfam has identified its niche and added value without overshadowing the government's work. It is against this background, and based on its country strategy that the country team has re-organised the office structure to ensure the country leadership team leads efforts to reach out to a more diverse and non-traditional pool

of donors. The end goal of such efforts is to raise more funds in order to and achieve set objectives in the country strategy.

**Delivering quality programming:**

Oxfam is strongly committed to being accountable to a wide range of stakeholders, in particular becoming better at capturing and communicating its effectiveness and meeting agreed standards. Planning, Monitoring, Evaluation, Accountability and Learning (PMEAL) is

supporting programme teams to monitor, evaluate and learn what does and doesn't work in Oxfam's efforts to overcome poverty in Rwanda. PMEAL also provides technical advice and support to programmes from design, planning, resource mobilisation, capacity building, implementation to monitoring and evaluating of results. Programme quality is closely linked to fundraising and influencing efforts through Programme Information Management (PIM).



© Oxfam

Oxfam in Rwanda worked together with line Ministries, partners and local leaders from 5 districts to organise 7 public awareness, advocacy and policy events on Sexual and Reproductive Health Rights. Pictures show young artists and women presenting songs and marching in support of their rights.



# HUMANITARIAN RESPONSE, GOVERNANCE AND CONFLICT RESOLUTION

We work in nine states of South Sudan where we are helping people rebuild livelihoods, providing humanitarian assistance and promoting active citizenship.

## CORE PROGRAMMES

Oxfam's vision is a South Sudan that is free from poverty and injustice, in which all South Sudanese live in peace and dignity, equally enjoying their rights and fulfilling their responsibilities as full citizens of a state that operates effectively according to principles of good governance.

We have been working in South Sudan since 1983 and are committed to responding to the biggest needs across the country, wherever they are. Every day we reach people with food, protection and water, sanitation and hygiene assistance. We also work with communities and duty bearers on good governance, conflict resolution, advocacy, women's rights, recovery and resilience. In 2015 and 2016,

Oxfam to the life-saving needs of over 690,000 people and the long-term needs of over 350,000 across the country.

We are responding to life saving needs while addressing the root causes of poverty and inequality. We link humanitarian assistance with longer term development support and influencing in order to strengthen the resilience of vulnerable communities, and of women and girls in particular, against continued cycles of violence and displacement. We go beyond humanitarian service delivery, working with civil society to promote more accountable governance in order to tackle the underlying causes of fragility.

## ACHIEVEMENTS

### Saving lives, now and in the future

- **Oxfam, the first organization to distribute food in remote Walgak:** Walgak is a remote village surrounded by rivers and swamps, approximately 370km north of South Sudan's capital, Juba. It is susceptible to severe flooding and receives rain for most of the year. It is extremely difficult to carry out a food distribution due to the logistical and security challenges, but Oxfam responded, becoming the first aid organization to distribute food aid in Walgak.

- **Decentralizing food distribution in Akobo:** Akobo, located in the north-eastern part of South Sudan, is a very challenging environment to deliver aid, especially in the wet sea-

son, when rain regularly, interrupts distributions and limits access to remote locations. Despite the difficult conditions, Oxfam has provided food assistance to over 62,000 displaced and conflict-affected people. Prior to Oxfam's intervention, all food distribution took place in Akobo town. Women would walk for many hours carrying heavy loads on their heads, in their hands, often with infants on their backs and sometimes at night. These long, strenuous journeys exposed them to risk of sexual assault, harassment, theft and for those who were pregnant, the risk of miscarriage. They were spending days away from their families to be closer to the distribution site, trusting their hosts in Akobo town to house and feed them until they could return. To reduce these risks, Oxfam, with support from the World Food Programme (WFP) established decentralised food distribution points in villages to ensure that no one would have to travel outside their area to receive food aid. Oxfam successfully distributed food in Bilkey, Dengjok and Gakdong and Nyandit, ensuring that women no longer have to walk for days to receive their food. The success of this new system has been widely acknowledged and appreciated by many in Akobo East, including the local authorities and aid organizations, and will be replicated in many more locations in South Sudan.

- **Helping families rebuild in Bor:** Bor in Jonglei State, South Sudan, saw some of the fiercest clashes during

**SUPPORTED OVER**  
**690,000** people with humanitarian assistance including  
**350,000** with water, sanitation and hygiene support

**SUPPORTED OVER**  
**350,000** people with long-term support including  
**350,000** with improved access to livelihoods

**GAVE**  
improve access to food for over  
**34,932** under the Fortifying Equity and Economic Diversity (FEED) program

Women fetching water at an Oxfam water point in Kalma camp, South Darfur.



the conflict that erupted in December 2013. At the peak of the conflict, the once-thriving town, home to over 25,000 people, was transformed into a ghost town after thousands of residents sought shelter in the U.N. base or risked their lives to find safety in town further away. It has been two years and the town is still struggling to regain its footing. Many have returned home after months of uncertainty to try to rebuild what they thought was lost forever. Oxfam is working with communities to fill the gaps and help those affected. A priority for many is to have access to food and income, and Oxfam is at the forefront of supporting people to achieve this. Our team in Bor delivered agronomic farming training to over 400 and established farmers, focusing on vegetable production. We distributed vegetables seeds in July, and many are gearing up for the planting season. We also helped establish fishing groups and complemented their traditional methods with modern fishing techniques, as well as training on fish handling, preservation and marketing.

- **Improving access to water in 'Jonglei State:** Access to water is a major problem in Nyirol County, Jonglei State, and many access it from unclean sources to meet their daily needs. Oxfam has been responding since 2014, repairing boreholes, and erecting water treatment facilities to improve people's access to water. Oxfam is also helping people avoid contracting harmful diseases by carrying out hygiene awareness campaigns. We reached over 7,800 people with public health campaigns, reinforcing positive hygiene habits. Our methods include household visits, sessions with children and mass campaigns. We also installed four hand-washing facilities in Lankien market. In Waat and Walgak, access to clean water has improved for over 35,800 people. We have a dedicated team of engineers working daily to rehabilitate water systems, having repaired seven boreholes so far. We also recruited and trained Community Hygiene Promoters, who have begun visiting homes to share information on good hygiene practices.
- **Rapid Response in Unity:** With over 540,000 displaced people and an estimated 30,000 people experiencing

extreme and dangerous hunger levels, Unity State has been one of the areas worst affected by the conflict that started in December 2013. This has resulted in displaced people relying on swamp water for survival with no access to food, clean water and sanitation. Many move to Nyal with the hope of accessing humanitarian aid. This puts immense pressure on the already scarce resources and services in Nyal, a town that used to house only 40,000 people. Oxfam is working with communities in southern Unity to ensure that the growing population is able to access water easily by repairing boreholes and digging wells and latrines. We have distributed hygiene kits to vulnerable families and promoted good hygiene practices among communities to curb the spread of dangerous diseases. We also distributed mosquito nets to families to help prevent malaria infections. Our protection team also worked to ensure that the rights of the vulnerable, especially women and children, are observed, and their needs met. We are coordinating our efforts with other organizations in Nyal and the surrounding areas to ensure that we respond adequately to the growing needs of the vulnerable. In addition to this, Oxfam provided canoe vouchers to remote communities, hospitals and clinics in various locations in Nyal to help those in need access transport. The vouchers were also distributed to families as a way to ensure that transport was available to everyone, free of charge, in case there is need to flee violence. Many women are left at home to take care of their families in times of war. When conflict strikes again, they are the ones left to protect their children, often hiding in the bush, or walking long distances alone in search of aid and safety. This voucher programme was put in place to provide a safe and accessible alternative to that.

- **Oxfam fights cholera crisis in Juba:** Oxfam has reached more than 20,000 Juba residents as it continues to fight the city's ongoing cholera outbreak. Oxfam is repairing boreholes, as well as distributing soap, buckets and water treatment tablets. Public awareness campaigns for cholera prevention and treatment are also being conducted. Oxfam is working with communities in Munuki, Gudele

and Kondokoro, densely populated neighbourhoods with little or no access to clean water. The agency is assisting residents by sharing information, through public campaigns and household visits, on how to prevent the spread of the disease, and the importance of seeking treatment if they fall ill. Oxfam's cholera preparedness work was well underway before the July 2016 outbreak of violence in Juba. Earlier that year, we repaired and drilled boreholes at a number of sites around the city, improving access to clean water for more than 5,000 residents, and reached more than 12,000 people through public hygiene messaging. Oxfam also trained teachers to include hygiene messages as part of their curriculum, and worked with market vendors on improving hygiene in food management.

## RESILIENT LIVELIHOODS

- **Fortifying Equality and Economic Diversity (FEED):** Oxfam is working with communities in Central Equatoria, Western Bahr El Ghazal and Lakes state to improve access to food for over 34,932 people. In close partnership with the community, Oxfam supported the formation of the Farmer Field Schools. These are set up to support framers with improved tools and seeds, as well as training on efficient and complementary farming and marketing methods. The schools are also spaces for farmers to exchange ideas, discuss issues facing the community as well as give each other support and encouragement. Oxfam also trained farmers on efficient agronomic practices to improve returns on cultivation and training on crop and input management, soil and water conservation and alternative sources of energy. Beyond cultivation, we also worked with farmers on post-harvest activities, providing training on storage, nutrition, domestic consumption and marketing.
- **Sustainable solar solutions:** Oxfam successfully completed the installation of a solar powered irrigation system in Matangai to improve access to safe water and expand the potential for cultivation. The borehole provides clean tapped water to farmers in Matangai, Lakes State and surrounding areas, reducing dependency on

unpredictable rain thereby allowing them to cultivate crops all year round. It is automatically operated to keep the tanks full and water available for irrigation, domestic use and watering of animals. In Lakes State, we drilled the first solar powered borehole in Rumbek that made clean water more accessible to farming communities. We also trained them on vegetable cultivation and marketing using demonstration farms, whose successful yield increased the popularity of the new methods, which were later taken up by many farmers. These farmers are now witnessing better yields, and many of them are able to sell the excess in their harvests to earn an income for their families.

- **Jobs, water, sanitation and hygiene in Juba:** Millions of South Sudanese were forced to abandon their hopes and dreams after a civil war broke in December 2013. Instead of a peaceful space to live out their ambitions, they now face deteriorating security, disrupted infrastructure and unpredictable markets. The economic downturn has resulted in increased urban unemployment and a decline in living standards, with many unable to meet their day-to-day needs, putting pressure on already stretched infrastructure and public services. Living conditions in urban areas are further constrained by the absence of reliable income generation sources. Reducing poverty in urban areas like Juba is likely to be a growing task for governments and development agencies. Oxfam is helping those affected by providing alternative ways to earn income and at the same time, easy access to a scarce but vital resource in Juba - clean water. We provided ceramic water filters to 10 women groups who in turn sold them at an affordable price in key markets, selected due to their high demand for the filters. We also connected group members to a local savings and loan association where the profits made from the sale of the filters are invested, giving members access to loans that allow them to

invest in other opportunities. Furthermore, to help address the growing unemployment rate, Oxfam also organized entrepreneurship training in Juba for over 300 young men and women to help them in business and to expand their reach and become job creators.

- **Water for Lakes:** Resource based disagreements are common in Lakes State, where access to basic needs is a challenge for communities settled far from towns. Water is a very scarce resource in Lakes State and its effective management and use need to be prioritized. Oxfam's Water for Lakes project drilled a borehole in Martha's village in July 2015 to improve access to water and reduce tensions between members of the community. The Public Health Team also trained community members on water management and vital hygiene practices. Martha is the chairperson of the borehole committee and can attest to the positive changes in the community. The borehole was rehabilitated and it now takes a maximum of 30 minutes to collect water. The tension that flared up between the two villages before has now been abated, and that energy spent on more productive activities to benefit the community as a whole.

## GOVERNANCE AND ACTIVE CITIZENSHIP

- **Within and Without the State:** Within and Without the State (WWS) was a five-year global initiative (2011-2016) that enabled Oxfam to pilot a variety of approaches to working with civil society to promote more accountable governance in conflict-affected and fragile contexts. Oxfam is committed to go beyond humanitarian service delivery to work on strengthening governance in order to tackle the underlying causes of fragility. This project focused on building cooperation and accountability between civil society and the state as well as strengthening women's empowerment at the household level and

local level peace mediation. In South Sudan, WWS is working to strengthen civil society and to facilitate its engagement with those in positions of authority at all levels of governance, using the model of the social contract. The social contract model promotes constructive engagement between citizens and state; encourages both parties to respect each other's rights and fulfil their responsibilities; and promotes mutual accountability.

- **Non State Actors:** The Non State Actors project is a unique approach to tackling developmental issues of governance and accountability facing many areas in South Sudan. Although the Civil Society Organizations (CSOs) in many parts of the country are strong and active, their impact was not felt and their strength not adequately harnessed because they mostly worked individually instead of collaborating for bigger effect. Effort was needed to ensure that their important work had the biggest impact. Oxfam worked with key national organisations to bring together individual Civil Society Organisations (CSO) into effective networks and strengthen them to engage constructively with other stakeholders, and in doing so, empower vulnerable and marginalized communities to engage with local authorities and demand improved service delivery and accountability. In Central and Eastern Equatoria, 68 members currently exist in the CSO network and are responsible for revitalizing the CSO environment. The CSO network strategic plan developed with support from Oxfam was used to refocus their activities, including improved communications and visibility, as well as focused proactive advocacy and lobbying that yielded tangible impacts.



Abker, a farmer in the village of Baher Oum Durman, North Darfur. He is one of the beneficiary of the agricultural inputs distribution



© Oxfam/ Sari Awad

# DEVELOPING LOCAL DISASTER RESPONSE

Oxfam's vision for Sudan is one of a nation that is free of conflict. A nation where people are prosperous and have equal access to resources and participate actively in decision-making. A nation where governance structures are responsive to people's needs.

Recurrent conflict and natural disasters will continue to affect poor and marginalised communities in Sudan. Given the decline in international support, the focus now is on developing local disaster response capabilities.

## CORE PROGRAMMES

**Emergency response:** Since January 2016, more than 79,000 people have been displaced from their villages in the Jebel Marra area and are seeking refuge in North Darfur and East Darfur states. Oxfam's humanitarian response to the Jebel Marra crisis is mainly in the Sor-tony area. Oxfam supports more than 15,000 people by supplying clean water and sanitation services, and promoting good hygiene practices. Oxfam also distributed cash to 1,200 households to improve their food security.

**WASH sector:** Oxfam is working closely with local communities to build their capacities to manage water facilities. Tariffs charge are used for maintenance and running costs.

**Livelihood and resilience:** Oxfam and local partners in North and South Darfur distributed certified seeds and tools to more than 800 farmers who were affected by El-Nino in 2015, besides training and availing inputs to support farmers and pastoralists.

**El-Nino response:** In 2015, thousands of people were affected by El-Nino in

Sudan. Oxfam supported 2,739 households through cash-for-work programmes in 12 villages in North and South Darfur. In North Darfur, four water reservoirs (hafeer) were rehabilitated through cash-for-work programmes. In South Darfur, programme beneficiaries built one school with seven classes, a vet clinic, a nutrition centre, and rehabilitated fences of two schools.

## ALIGNMENT TO VISION 2020

Presently, there is one country strategy and country operating model that have been developed and approved by respective OI governance structure. Since Sudan is a single affiliate, there will be no transfer of assets or staff. However, all the programmes will be under one structure and line management.

## DESIRED IMPACT IN 2017

In 2017, Oxfam International Sudan Office will be playing a key role in ensuring that policymakers in Khartoum and the broader international community, understand the new and evolving situation in Sudan, and consequently adopt approaches that better respond to new realities in the country and within the region. Specifically, the focus will be directed towards:

- Building the capacity of civil society organisations to advocate for the rights of Sudanese, hold the gov-

ernment and other actors accountable and rewrite the Sudan narrative.

- Increasing staff capacity to respond to humanitarian crises effectively and efficiently.
- Building capacity to embed influence and resilience across all programme work.

**DRILLED**  
 **BOREHOLE**  
with a supporting water tank and complete pumping unit in Um Hajleaj village, North Darfur.

**UPGRADED**  
an old borehole in Wadaa village and built a new water point with 18 tap stands. 

**CONSTRUCTED** **800** new latrines.  **REHABILITATED** **500** latrines.

**CONTINUED**  
 to provide drinking water, rehabilitated, drilled and installed four hand pumps in four villages in Belail locality in South Darfur.

**CONSTRUCTED** **1,226** home latrines in rural areas in Belail locality 



# RIGHTS-BASED APPROACH AND ECONOMIC EMPOWERMENT

Oxfam envisions empowered citizens with reduced poverty, inequality and injustice in Tanzania, where the population, especially women and young people, have access to resources and enjoy quality life.

## MILESTONE REACHED

2015/16 was an exciting year for Oxfam in Tanzania. Female Food Hero engaged over 10 millions Tanzanian viewers on development topics across the spectrum. It complemented the lessons and engagement Oxfam in Tanzania maintains within value chains with about 2,678 small scale food producers across the country directly or indirectly. A key area of this engagement was in issuing of over 400 CCR0S across four regions to above 60% women beneficiaries across 4 regions (land titles) and linking these beneficiaries to markets and farming inputs.

Chukua Hatua directly reached 2,669 community animators and village leaders (i.e. village chairpersons and executives together with ward executives). Using social media platforms (i.e. facebook and twitter) a total of 2,178,143 urban populations were reached including Minister of Health who used the messaging in her campaigns..

We Can Campaign continued to engage stakeholders and build a pool of change makers (20,000+) amongst individual activists, Government and civil society. Popular materials, research and popular culture were used to promote messages around women's leadership, gender based violence and changing social norms.

Oxfam in Tanzania was active in nine regions, to build community agency,

activism and facilitate strategic interaction between duty bearers and rights holders in addressing causes of poverty and injustice. Within this framework, gender equality, governance, extractive industry, land rights, meaningful rewards from economic activities and disaster risk management were addressed. Local government leaders (chairpersons and executive officers), regional leaders, parliamentarians and Ministry officials were engaged to be responsive to the demands of citizens through media, community mobilizations, dialogues, parliamentary engagement, research and policy, participation in forums and courtesy calls.

Through the animation philosophy active citizens are identified and engaged. Change makers who address gender inequality issues, Female Food Heroes as food champions for increased investment in small scale food producers, value chain participants and animators on governance and extractives industry. As a result of this small-scale producers have skills and knowledge for competitive production of rice, sisal and vegetables including for export, visibility of the role of small scale women food producers has increased, women attempting political leadership positions has strengthened, and land surveys have helped with the issuance of land customary title deeds to both men and women from pastoralist communities in Ngorongoro to sisal farmers in Shinyanga.

Humanitarian response: The Tanzania programme played a central role in the Burundi refugee crisis in April/May 2015. The country programme had no humanitarian capacity at the time and did not have a presence in the north western part of Tanzania. The rapid response to the Burundi refugee crisis was supported by a no-regrets approach from the HECA regional centre. National and regional humanitarian staffs were deployed and a commitment made to integrate the response into the country programme.

## ALIGNMENT TO VISION 2020

Oxfam in Tanzania finalised its OCS 2016-2020. The new structure was shared with staff in a consultative meeting held in Bagamoyo.

## DESIRED IMPACT IN 2016/2017

As per the 2016-2020 OCS, Oxfam in Tanzania will work towards three inter-related strategic change goals - governance and transparency, women empowerment and tackling rural poverty. Our programmes shall take on a more influencing approach to address rural poverty in a way that links national and regional/global policy work and local level interventions that support the most vulnerable, including women and youth.

Thereza Ngusa – a sisal farmer from Kishapu district in Shinyanga Region cutting sisal leaves in her farm

© Oxfam



# SUPPORTING ACCESS TO AND CONTROL OF RESOURCES

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

In 2015/2016, we consolidated our ambitious strategic change process, as enshrined in our country strategy, towards a shift in our programme work. We continued working towards building resilient livelihoods for women, youth and men in the different communities we work with. Our focus was capacity-strengthening, evidence generation and largely convening for change.

## CORE PROGRAMMES

We have one country programme with three themes:

**Humanitarian response and preparedness:** This focuses on preparedness, humanitarian capacity building and emergency response, particularly in regard to water and sanitation and hygiene, EFSVL, and gender and protection of women and children.

**Resilient livelihoods:** This is concerned with promoting land and seed rights for women and pastoralists, value chain and markets, private sector engagement, climate change adaptation, youth employment and addressing unpaid care work by women, including GBV.

**Governance and accountability:** This programme entails building active citizenship around taxes and budget allocations, extractives and women leadership.

## ACHIEVEMENTS

**Research and knowledge generation:** A number of researches were undertaken to widen our learning as an organisation as well as build evidence around a number of issues for our influencing work. Some of these included:

*Inequality research:* Inequality research was conducted to unpack the drivers of poverty in Uganda. The analysis was conducted to inform programme interventions and provoke policy debate amongst the citizens and have policy-makers/stakeholders discuss the issue and analyse how current policies are addressing or promoting inequality.

*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 system, and provides strong evidence for advocacy work. The findings and policy recommendations from the re-

search informed and equipped citizens to demand accountability from their duty-bearers; provided civil society with information to strengthen awareness and advocacy campaigns and influence progressive tax systems; and provided government agencies and key decision makers with solid understanding of the taxation and expenditure gaps in order to develop pro-poor fiscal policies.

*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. 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.

*Adaptation, Finance and Accountability Initiative study:* Oxfam conducted this study in collaboration with its partner, Climate Action Network (CAN) – Uganda. The findings and conclusion of the report were that whereas

Zakayo and wife Florence share a light moment as he helps her wash dishes.



finance is well understood at the international level, there is no common definition for “adaptation finance” both at the national and local levels in Uganda. 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 (NPA) also requested that this work be integrated into the Climate Change Actors Landscape that is spearheaded by the Climate Change Department. The findings were 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.

**Hydrological study:** Oxfam, with support from UNICEF, undertook a hydrological study in the refugee hosting districts of Kiryandongo and Arua to identify groundwater supply sources with a view of meeting Oxfam, UNICEF, donors, government and community objectives of drilling boreholes that provide 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.

**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). The study revealed that while NAADS tried to address gender concerns in agricultural extension, there were concerns that men benefited more from high-value enterprises than women and access to extension services was lowest among women. The draft policy is not clear on how the Directorate of Agricultural Extension Services (DAES) will develop the capacity to deliver a gender-responsive agricultural extension system. Besides informing the formulation processes of policy, the study will contribute towards recommendations related to the implementation of the policies.

**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 share and agree on common agenda/strategies on how to create impact at scale together, and present evidence that would inform and influence opinions, policies and practice change on issues that perpetuate inequality and poverty. The key interventions included:

**National conference for newly-elected women legislators:** Oxfam, together with UWONET, FIDA (U), ACFODE and UWOPA jointly organised a national women’s conference on leadership. The purpose of the conference was to rally women leaders, particularly 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 sectors that have direct impact on women. Besides creating awareness on issues that affect women, the participants were inspired 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 (ACCRA). The campaign was aimed at influencing the publics and African governments to stand with the people on the frontlines of the climate change crisis.

We collected a total of 4,676 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 leading up to this mobilisation included exhibitions, TV live debates, radio talk shows, social media mobilisation, and engagement with celebrities/ambassadors, among others. 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.

**Women Economic Empowerment (WEE):** Oxfam in Uganda convened a WEE learning and sharing platform for CSOs, government ministries (specifically ministry of gender), academic institutions and the private sector. Oxfam brought together over 15 organisations and a good linkage between the civil society, academia, government and the private sector was created. This was the first space of its kind.

**Youth Empowerment:** Oxfam works with partners like CEFORD, UYONET, Sinfa Ltd 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. Oxfam, with its partners, organised a youth-led exhibition. The event highlighted the challenges faced by youth in different contexts and showcased different interventions, thus giving an opportunity to participants to share their experiences and impact created.

**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. A key media training agency, African Centre for Media Excellence (ACME) along with a print editor, Oxfam confederation advocacy and digital advisor and key personalities in the light of influencing, were brought on board to give a rich composition to the training.

**Humanitarian Response:** Oxfam continued responding to the South Sudanese refugee situation, with numbers reaching over 60,000 people (refugees and host communities), with life-saving interventions in the areas of WASH, EFVL and gender and protection.

Under the WASH sub-sector, there was a technical capacity built for Oxfam WASH partners, other humanitarian WASH actors, 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, us-

er-friendly and sustainable sanitation facilities (including latrines, garbage bins and pits, and drainage channels) at the household and community levels, especially for new settlements.

#### INCREASED

awareness and action of community stakeholders who promoted good personal hygiene practices in the settlements, health facilities and schools that benefited a total

# 3,500

## HOUSEHOLDS



Leadership Empowerment Map presented by Poroporo members

Over 8,500 refugees and host community members were supported with emergency food security interventions, including Cash for Work (CFW), vegetable gardening skills and tools. CFW interventions focused on improving access roads in settlements to enable refugees and host communities access basic social services like health. Some CFW beneficiaries used the cash proceeds to start 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 food aid, which improved their nutrition.

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. The findings of the analysis informed the stakeholders to focus on sectors that affect and influence their work. HIV/Aids and Sexual and Reproductive Health and Rights (SRHR), 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 marriages, were developed and disseminated to increase information about the importance of girl-child education. 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 violations, including SGBV, to service centres within the settlements. The same was used to

feed into the 2016 World Humanitarian Summit that was held in Istanbul, Turkey.

### DESIRED IMPACT IN 2017

While 2016 was the year of the 2020 change process, with most of the programmes at the design and inception stage, 2017 is expected to be the year we go deeper into implementation, enabling us to achieve the desired outcomes of the OCS. We want to deepen our work around influencing and convening. We shall use the evidence generated in the previous year and continue to generate more evidence by conducting more researches. We are also deepening the capacity building work for staff, partners and other key actors we work with, for example around enhancing the capacity of local and national humanitarian actors.




# ENGAGING AFRICAN STATES IN ADVOCACY AND CSO CAPACITY BUILDING

Oxfam promotes active citizenship, effective national governance and the realisation and enjoyment of fundamental freedoms and human rights. We believe that “change in Africa lies in Africa and with African organisations.”

## REACHED

**98.4%**  
1,044,731  
general public



The 2015/16 period was a significant one for the Pan Africa Programme (PAP), marked by more engagement with African States and African regional and continental institutions through advocacy missions, targeted campaigns and capacity building of CSOs. This period also expanded PAP's work with the African Union Commission with a number of initiatives carried out with the input and support of the Department of Political Affairs, the Directorate of Information and Communication, the Economic, Social and Cultural Council (AU ECOSOCC), the Peace and Security Department and Office of the Legal Counsel.

## CORE PROGRAMMES

PAP has six distinct pillars and thematic areas, namely:

**Democratic Governance:** This pillar is underpinned by the State of the Union Coalition (SOTU), which is a coalition of CSOs working together to hold African governments accountable for the ratification and implementation of AU decisions. SOTU monitors the implementation of 14 AU legal instruments and policies in 10 countries across the five regions in Africa and at the continental level. The 10 countries involved are Tunisia, Kenya, Rwanda, Malawi, Mozambique, South Africa, Cameroon, Nigeria, Ghana and Senegal.

**Gender Justice:** The programme is advancing African women and girls' rights by advocating for the implementation and enforcement by national governments of AU Women's Rights Protocol.

**Economic Justice:** PAP seeks to contribute to greater food security, income, prosperity and resilience in Africa. This will be made possible through strengthened access to and control over land and natural resources in Africa, while ensuring investment in agriculture for small-scale farmers, as well as environmental sustainability.

**1%**  
11,203  
CSOs



**0.5%**  
5,567 policy  
makers



**Women Land Rights:** This pillar provides a voice for women and challenges cultural practices that limit women's access to land, information and resources.

**Financing for Development (FF4D):** This PAP pillar supports the progressive autonomy of African governments' and institutions' responsiveness to citizens' rights and needs through adequate and appropriate resource generation, equitable resource mobilisation, and inclusive and informed decision-making and governance across the resource chain.

**Youth:** PAP is working with young people through an innovative programme called 'Msafara: Caravan of Aspirations.' Msafara aims to unearth young leaders and inspire tens of thousands of talented and innovative youth across Africa.

## ACHIEVEMENTS

Notable achievements during the period under review included:

**Democratic Governance:** SOTU has employed a number of strategies to meet its objectives, key among them being:

*Ensuring citizens are informed and empowered to act and claim key rights and freedoms:* Through this strategy, SOTU reached over one million stakeholders (1,061,501 to be exact). This number constitutes the critical mass of people who are not only familiar with the SOTU agenda, but through sensitisation, can now hold their governments to account to abide by AU commitments, as well as assert their rights as citizens.

A successful strategy that was deployed to achieve this was the 'My African Union' campaign to mobilise citizens to act and demand their rights within the AU framework. Other initiatives include democracy pledge drive, media and new media and social media action days, SOTU newsletter, SOTU website, as well as popularising and awareness-raising on the margins of the AU Summits and SOTU AGM.

*Engaging AU and member States to act and ratify, popularise and monitor implementation of key standards:* Within

the two years under review, there have been 40 new ratifications in support of AU policy instruments and which SOTU has put emphasis on. Seven of these ratifications of AU policy instruments were by governments of countries where SOTU projects are entrenched. In total, there have so far been 164 reactions to SOTU's work and publications since the project commenced. The activities that were carried out include research, development of policy papers and other advocacy tools; engagement with AU institutions, AU ECOSOCC and meeting with CSOs, Permanent Representatives Council (PRC) members AUC officials, AUC Department of Political Affairs (DPA), AUC Department of Information and Communication, AUC Office of the Legal Counsel and which provided access to updated status of ratification documents. Other engagements and activities include the Pan African Parliament sessions, C20 Summit, AU 2015 Regional Strategic Analysis and Knowledge Support System (ReSAKSS) annual conference, African Union Agenda 2063 Youth Summit held between October 29 and November 1, 2015 in Addis Ababa, Ethiopia, and Rural Women Farmers' Assembly (RWFFA).

*Enabling inclusive national and continental platforms to popularise, engage and hold governments accountable:* To successfully deliver on its agenda, SOTU established 10 national platforms in the 10 countries highlighted above. A total of 273 CSO members are active in the SOTU-focus countries and national platforms. The 10 national platforms played an instrumental role in SOTU campaigns to create awareness in local communities and actively pressed African governments to implement the 14 AU legal instruments and policy standards.

**Gender Justice:** The programme's implementation was preceded by an inception report that contributed to the first result area of the project. Research was carried out in the three focus countries as commissioned by Oxfam against the background that women's rights and roles as actors, aggressors, victims, catalysts, mediators and decision makers in conflict situations are commonly ignored. Data collection was

done through Focus Group Discussions (FGDs) and key informant interviews.

The following strategies were employed under the Gender Justice pillar:

*Increased accountability and justice for survivors of sexual and gender based violence:* PAP, through the Kilio cha Mabadiliko project, ensures accountability for SGBV project and seeks to increase accountability and justice for survivors of SGBV. The programme is also empowering women to be involved in the process of decision-making. The project is in three African countries, namely Nigeria, South Sudan and Egypt. The Kilio cha Mabadiliko project involves supporting survivors of conflict-related sexual and gender based violence through giving them access to justice. The programme also ensures increased and meaningful participation of women and their organisations in continental, regional and national decision making platforms on prevention, management, response and resolution before, during and after conflicts.

*Legal empowerment of African women and girls:* PAP is implementing a legal empowerment programme called Haki Mkononi (Rights in our Hands) in six countries - Rwanda, Uganda, South Africa, Tanzania, Liberia and Nigeria. Haki Mkononi is heavily leveraged on the Maputo Protocol and addresses Sexual Reproductive Health and Rights (SRHR) which includes early child marriage as well as abortion. It also focuses on land rights. These key issues are highly sensitive and polarising but have not been given proper attention owing to subversive laws in the affected countries.

*Lobbying and alliance-building at UN Commission on the Status of Women:* In March 2014, our Pan Africa partners AAWORD, FEMNET, ACORD and SOAWR represented African women's rights organisations in the 58th Session of the UN Commission on the Status of Women (CSW) in New York. The theme for 2014 was: 'Challenges and Achievements in the Implementation of the Millennium Development Goals for Women and Girls.' AAWORD convened a side-event on "Gender Disparities in MDG Monitoring: Which Methods to Apply in the Post-



Participants follow the proceedings during the SOTU Continental Youth Forum in Kigali, Rwanda

2015 Development Framework." This was convened jointly with Genre en Action, AFTURD, and Conseil International pour l'Education des Adultes (ICAIE). This joint workshop promoted integration of compliance issues and analysis of gender inequality in the context of the definition of the Post-2015/SDG development agenda.

**Economic Justice:** PAP works with CSOs and communities to empower small-scale farmers, mostly women. This is achieved by encouraging governments and companies to enact policies and make investments that benefit women. Under the GROW campaign in which the Agriculture Investment Advocacy Project is anchored, we analyze government and donor decisions and investments that affect the livelihoods of small-scale producers. The evidence generated is used to hold governments, international institutions, donors and companies accountable for the implementation of CAADP. Some of the interventions included:

*CSOs sensitisation:* We are part of the Coalition for Non-State Actors on CAADP

(CNC) at the continental level, within which most of our agriculture investment work is implemented. We conducted CSOs sensitisation on CAADP framework, and joint sector reviews - a tool for monitoring the implementation of CAADP at the national level, in Tanzania, Kenya, Uganda, Senegal and Nigeria. More than 300 participants were in attendance.

*National agriculture policy dialogue:* Oxfam and Trust Africa supported and jointly organized a national agriculture policy dialogue in December, 2015, themed 'Reflection and Financing the CAADP Implementation in Ghana: Consolidating the Gains,' with our partners - Peasant Farmers Association of Ghana (PFAG) and SEND Ghana. The dialogue created awareness on the Malabo Declaration and implementation progress, joint sector reviews, roles of diverse stakeholders in CAADP implementation and achieving the agriculture related Sustainable Development Goals (SDGs) adopted in 2015.

*Promoting climate change adaptation and equitable natural resource management:* We conducted two marches

in Nigeria in November, 2015 in support of COP21. The Abuja march was led by the Oxfam country team and local civil society and community groups. The Lagos march was led by one of the Oxfam partners HEDA Resource Centre.

*Curbing land-grabbing:* The Pan Africa team has been directly engaging Pan African and regional parliamentarians to stop land-grabbing. We have funded and technically supported the International Institute of Sustainable Development (IISD). Over 300 parliamentarians so far have participated in the initiative, which comprised of five regional seminars across Africa. Each regional parliament adopted a declaration and plan of action that was developed at the seminars.

**Women Land Rights:** Oxfam regional and international land advocacy focuses on strengthening women's access to land and secure tenure rights. The programme is premised on three imperatives:

- The need to have better informed and more debate among opinion shapers.



- The need for clear propositions and arguments for change being felt in the decision making processes around framework and guidelines of multilateral institutions.
- The need for tested and improved tools for monitoring and holding duty bearers accountable for implementation of regional and international agreements that secure gender equality in land access and secure tenure rights.

An important initiative under this programme is the Kilimanjaro Initiative. This entails the mobilisation of rural women towards secure land rights in Africa. Since 2012, Oxfam, in partnership with Action Aid, International Land Coalition (ILC) and Tanzania Gender Network Programme (TGNP), among other national organisations, has supported mobilisation of rural women to plan, raise common voices to secure their land rights, and advocate for secure tenure from

their local leaders and national governments.

In October 2016, caravans of thousands of rural women from the five regional blocks converged at the foot of Mt Kilimanjaro in Arusha, Tanzania, to make their declaration on women's land rights in Africa, address policy makers, law and policy enforcement agencies and practitioners. Selected rural women leaders in the company of CSO representatives and other dignitaries climbed to the top of the mountain, where the declaration was made and handed over to officials from the Africa Land Policy Centre.

**Financing for Development:** Success stories by this intervention include support towards the formulation and adoption of the Africa Action Plan on Development. The programme further ensured effectiveness by high-level multi stakeholder participation. We also presented CSO input on African Priorities

ahead of High level Meeting alongside representatives of governments, the AU, UN agencies and development partners. Further, we coordinated Oxfam's presence, events and other engagements at the World Economic Forum (WEF) on Africa. Another great achievement was the development of an Oxfam 'Key Asks and Priorities Briefing,' which was published by NEPAD.

Additionally, Oxfam led a CSO coalition building and engagement at the 24th AU Summit in 2015, including advocacy on Illicit Financial Flows (IFF). Also, key follow up work has already started on the 18-month joint CSO/UNECA Advocacy Plan, Zambia IFF Dialogue and CSO Position for FfD3 Africa Regional Consultation. In the meantime, Oxfam's coalition was able to advocate for better development financing (aid and development effectiveness).

**Youth:** Working with partners, MSAFARA conducted inspirational events where

over 2,000 youth in four locations in urban and rural Kenya and Tanzania had an opportunity to be inspired by amazing stories from MSAFARA leaders. The events were action-provoking talks delivered by MSAFARA leaders. MSAFARA produced 13, four-minute inspirational video clips of MSAFARA leaders for both Kenya and Tanzania that were used to get young people across the continent moving towards achieving their aspirations. The clips highlight stories of young people who have achieved success, those who have experienced tough times and conquered adversity, and young people with great ideas to share.

**The African Women Leaders Symposium (AWLS):** The AWLS was initiated by PAP leaders and creates a space for learning, sharing and deliberation on leveraging women leader's power to bring about positive change in society. The AWLS took place at the Safari Park hotel, Nairobi, Kenya on the 24th and 25th of August 2016 and brought together over 180 participants from 24 countries drawn from different sectors, including the private sector, Civil society, academia, development, government and media.

**Pan Africa land programme intervention:** In pushing for more initiatives around African land issues, PAP

launched the Large Scale Land Based Investment (LSLBI) tool and is contributing to better understanding on land issues and impact on the most vulnerable including women.

### DESIRED IMPACT IN 2017

In 2017 PAP plans to revamp its Pan Africa strategy and development to programmes that are innovative, creative and strengthen project design and improve project delivery. Areas of interest and strategies include the following:

- More youth programming to enhance the capacity of young people to participate in decision-making, governance and contribute to Africa's socio-economic development. Young people constitute over 65% of the population in Africa and there are many opportunities to harness their energy and skills. The year 2017 is the AU Year for "Harnessing the Demographic Dividend through Investments in Youth." This offers more advocacy opportunities around Youth and youth-related issues.
- Emerging issues such as migration, freedom of movement, requiring home-grown solutions to enhance Africa's development and economic stability. Monitoring the

implementation of the AU Agenda 2063 target for visa-free intra-African travel by 2018.

- Elections have become the landmark of a country's democratic maturity but can also be the source of conflicts and instability when disputed, delayed, or flawed. PAP envisages an enabling environment based on African shared values and supported by full implementation of the African Charter on Democracy, Elections and Governance (ACDEG) to ensure a more citizen-responsive and accountable governance structures in African States
- Land, its use and access have the potential to finance and accelerate Africa's development. Addressing issues around agricultural investment, land ownership, especially by women, and stronger policies against land-grabbing to secure access for vulnerable populations and ensure people benefit from the land as well as ensure a sustainable and food secure Africa.
- Promoting and protecting CSO spaces at all levels.

Continental Launch My African Union campaign



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ACRONYMS

<b>AAU</b>	Addis Ababa University	<b>AVUDS</b>	Action des Volontaires Unis pour le Développement Social
<b>AAWORD</b>	Association of African Women for Research and Development	<b>AWLS</b>	The African Women Leaders Symposium
<b>AC</b>	Acts of Compassion	<b>BBC</b>	British Broadcasting Corporation
<b>ACCRA</b>	African Climate Change Resilience Alliance	<b>BCPD</b>	Badiya Centre for Peace and Development
<b>ACDEG</b>	African Charter on Democracy, Elections and Governance	<b>BEN-E</b>	Basic Education Network Ethiopia
<b>ACEMP</b>	African Centre for Energy and Mineral Policy	<b>CAADP</b>	Comprehensive Africa Agriculture Development Programme
<b>ACFODE</b>	Agenda for Community Development	<b>CABUIPA</b>	Capacity Building Initiative for Poverty Alleviation
<b>ACME</b>	African Centre for Media Excellence	<b>CAFOB</b>	Collectif des Associations et ONGs Féminines du Burundi
<b>ACORD</b>	Agency for Cooperation and Research in Development	<b>CAHW</b>	Community-Based
<b>ACTED</b>	Agency for Technical Cooperation and Development	<b>CAN</b>	Citizen Accountability Network
<b>ADCS</b>	Adigrat Diocesan Catholic Secretariat	<b>CAN</b>	Climate Action Network
<b>ADEPAE</b>	Action pour le Développement et la Paix Endogène	<b>CANGO</b>	Canadian NGO Forum
<b>ADISCO</b>	Appui au Développement Intégral et à la Solidarité sur les Collines	<b>CAPAD</b>	Associations des Producteurs Agricoles pour le Développement
<b>ADMR</b>	Action de Développement en Milieu Rural	<b>CARE</b>	Cooperative for Assistance and Relief Everywhere
<b>AEE</b>	Africa Evangelical Enterprise	<b>CBO</b>	Community Based Organisation
<b>ABA</b>	Afar Bureau of Agriculture	<b>CCF-E</b>	Climate Change Forum-Ethiopia
<b>AFD</b>	Action for Development	<b>CCP</b>	AU Centre for Citizens’ Participation on the African Union
<b>AfDB</b>	African Development Bank	<b>CCRDA</b>	Consortium of Christian Relief and Development Association
<b>AFTURD</b>	Association des Femmes Tunisiennes pour la Recherche sur le Développement	<b>CDI</b>	Centre for Development Initiatives
<b>AFU</b>	Assossa Farmers Union	<b>CDMC</b>	Community Disaster Management Committee
<b>AGM</b>	Annual General Meeting	<b>CDSA</b>	Community Development Service Association
<b>AGRA</b>	Alliance for a Green Revolution in Africa	<b>CE</b>	Central Equatoria
<b>AIDS</b>	Acquired Immune Deficiency Syndrome	<b>CEDIER</b>	Centre d’encadrement et de Développement intégral de l’enfant Rural
<b>AIM</b>	Agency for Independent Media	<b>CEDOVIP</b>	Centre for Domestic Violence Prevention
<b>AISIDA</b>	Afar Integrated Sustainable Development Association	<b>CEFORD</b>	Community Empowerment for Rural Development
<b>ALDEF</b>	Arid Lands Development Focus	<b>CEPO</b>	Community Empowerment Progress Organisation
<b>AMREF</b>	African Medical and Research Foundation	<b>CEPROSAN</b>	Centre de Promotion Socio Sanitaire
<b>APARD</b>	African Partnership for Relief and Development	<b>CFW</b>	Cash for Work
<b>ASAL</b>	Arid and Semi Arid Land	<b>CIDA</b>	Canadian International Development Agency
<b>ASE</b>	Agri Service Ethiopia	<b>CMDRR</b>	Community Managed Disaster Risk Reduction
<b>ASOP</b>	Action Social et d’Organisation Paysanne	<b>CNC</b>	Coalition for Non-State Actors on CAADP
<b>AU</b>	African Union	<b>CND</b>	Community Needs Initiative
<b>AU ECOSOCC</b>	African Union Economic, Social and Cultural Council	<b>CNI</b>	International Institute
<b>AUC</b>	African Union Commission	<b>COADY</b>	Country Operating Model
<b>AVEDEC</b>	Association Villageoise d’entraide et de Développement Communautaire	<b>COM</b>	Conseil pour le Développement Intégré
<b>AVF</b>	Africa’s Voices Foundation		

<b>CoP</b>	Community of Practice	<b>CoP</b>	Community of Practice
<b>COP</b>	Conference of Parties	<b>COP</b>	Conference of Parties
<b>CordAid</b>	Catholic Organisation for Relief and Development Aid	<b>CordAid</b>	Catholic Organisation for Relief and Development Aid
<b>CORDS</b>	Community Research and Development Services	<b>CORDS</b>	Community Research and Development Services
<b>CREAM</b>	Community Organisation for Rural Activity Enterprise Management	<b>CREAM</b>	Community Organisation for Rural Activity Enterprise Management
<b>CRGE</b>	Climate Resilient Green Economy	<b>CRGE</b>	Climate Resilient Green Economy
<b>CSBAG</b>	Civil Society Budget Advocacy Group	<b>CSBAG</b>	Civil Society Budget Advocacy Group
<b>CSO</b>	Civil Society Organisation	<b>CSO</b>	Civil Society Organisation
<b>CSW</b>	Commission on the Status of Women	<b>CSW</b>	Commission on the Status of Women
<b>CTP</b>	Country Transition Plan	<b>CTP</b>	Country Transition Plan
<b>DAES</b>	Directorate of Agricultural Extension Services	<b>DAES</b>	Directorate of Agricultural Extension Services
<b>DARD</b>	Disabled Association for Rehabilitation and Development	<b>DARD</b>	Disabled Association for Rehabilitation and Development
<b>DDG</b>	Danish Demining Group	<b>DDG</b>	Danish Demining Group
<b>DDRA</b>	Darfur Development and Reconstruction Agency	<b>DDRA</b>	Darfur Development and Reconstruction Agency
<b>DFATD</b>	Department for Foreign Affairs, Trade and Development	<b>DFATD</b>	Department for Foreign Affairs, Trade and Development
<b>DFID</b>	Department for International Development	<b>DFID</b>	Department for International Development
<b>DG</b>	Digital Green	<b>DG</b>	Digital Green
<b>DPA</b>	Department of Political Affairs	<b>DPA</b>	Department of Political Affairs
<b>DRC</b>	Democratic Republic of Congo	<b>DRC</b>	Democratic Republic of Congo
<b>DRC</b>	Democratic Republic of Congo	<b>DRC</b>	Democratic Republic of Congo
<b>DRDA</b>	Diar for Rehabilitation and Development Association	<b>DRDA</b>	Diar for Rehabilitation and Development Association
<b>DRM</b>	Disaster Risk Reduction	<b>DRM</b>	Disaster Risk Reduction
<b>DRR</b>	Disaster Risk Reduction	<b>DRR</b>	Disaster Risk Reduction
<b>EAC</b>	East Africa Community	<b>EAC</b>	East Africa Community
<b>EC</b>	European Commission	<b>EC</b>	European Commission
<b>ECHO</b>	Ecological Christian Organisation	<b>ECHO</b>	Ecological Christian Organisation
<b>ECO</b>	Eastern Equatoria Civil Society	<b>ECO</b>	Eastern Equatoria Civil Society
<b>EECISON</b>	Eastern Equatoria Civil Society Network	<b>EECISON</b>	Eastern Equatoria Civil Society Network
<b>EFSL</b>	Emergency Food Security and Livelihoods	<b>EFSL</b>	Emergency Food Security and Livelihoods
<b>EFSVL</b>	Emergency Food Security and Vulnerable Livelihoods	<b>EFSVL</b>	Emergency Food Security and Vulnerable Livelihoods
<b>ELMA Foundation</b>	Enhancing Capacity of Local and National Humanitarian Actors	<b>ELMA Foundation</b>	Enhancing Capacity of Local and National Humanitarian Actors
<b>ELNHA</b>	Emergency Preparedness and Response	<b>ELNHA</b>	Emergency Preparedness and Response
<b>EP&amp;R</b>	Eastern and Southern Africa Small Scale Farmers’ Forum	<b>EP&amp;R</b>	Eastern and Southern Africa Small Scale Farmers’ Forum
<b>ESAFF</b>	Emergency Food Security and Vulnerable Livelihoods	<b>ESAFF</b>	Emergency Food Security and Vulnerable Livelihoods
<b>ESRS</b>	European Union	<b>ESRS</b>	European Union
<b>EU</b>	Early Warning System (EWS)	<b>EU</b>	Early Warning System (EWS)
<b>EWS</b>	Forum for African Women Educationalists Ethiopian Chapter	<b>EWS</b>	Forum for African Women Educationalists Ethiopian Chapter
<b>FAWE-E</b>	Foundation for African Women Educationalists	<b>FAWE-E</b>	Foundation for African Women Educationalists
<b>FAWEU</b>	Foundation for African Women Educationalists	<b>FAWEU</b>	Foundation for African Women Educationalists

<b>FAWOPA</b>	Faidika Wote Pamoja	<b>FAWOPA</b>	Faidika Wote Pamoja
<b>FBO</b>	Faith-Based Organisation	<b>FBO</b>	Faith-Based Organisation
<b>FC</b>	Facilitators for Change	<b>FC</b>	Facilitators for Change
<b>FEED</b>	Fortifying Equity and Economic Diversity	<b>FEED</b>	Fortifying Equity and Economic Diversity
<b>FEMNET</b>	African Women’s Development and Communication Network	<b>FEMNET</b>	African Women’s Development and Communication Network
<b>FENU</b>	Forum for Education NGOs in Uganda	<b>FENU</b>	Forum for Education NGOs in Uganda
<b>FFD</b>	Financing for Development	<b>FFD</b>	Financing for Development
<b>FGD</b>	Focus Group Discussion	<b>FGD</b>	Focus Group Discussion
<b>FIDA</b>	International Federation of Women Lawyers (Federation International De Abogadas)	<b>FIDA</b>	International Federation of Women Lawyers (Federation International De Abogadas)
<b>FOPABU</b>	Forum des Organisations des Producteurs Agricoles du Burundi	<b>FOPABU</b>	Forum des Organisations des Producteurs Agricoles du Burundi
<b>FOPAC</b>	Fédération des Organisations des Producteurs Agricoles du Congo	<b>FOPAC</b>	Fédération des Organisations des Producteurs Agricoles du Congo
<b>FOS</b>	Fahamu, Ongea, Sikilizwa	<b>FOS</b>	Fahamu, Ongea, Sikilizwa
<b>FTC</b>	Farmers Training Centre	<b>FTC</b>	Farmers Training Centre
<b>GACP</b>	Governance and Active Citizenship Programme	<b>GACP</b>	Governance and Active Citizenship Programme
<b>GALS</b>	Gender Action Learning System	<b>GALS</b>	Gender Action Learning System
<b>GBV</b>	Gender Based Violence	<b>GBV</b>	Gender Based Violence
<b>GiE</b>	Gender in Emergencies	<b>GiE</b>	Gender in Emergencies
<b>GM</b>	Gayo Pastoral Development Initiative	<b>GM</b>	Gayo Pastoral Development Initiative
<b>GPDI</b>	Global Rights Alert	<b>GPDI</b>	Global Rights Alert
<b>GRA</b>	Health Rights Action Group	<b>GRA</b>	Health Rights Action Group
<b>GVC</b>	Harari National Regional State Bureau of Agriculture and Rural Development	<b>GVC</b>	Harari National Regional State Bureau of Agriculture and Rural Development
<b>HAG</b>	Human Development Index	<b>HAG</b>	Human Development Index
<b>HNRSBARD</b>	Horn, East and Central Africa	<b>HNRSBARD</b>	Horn, East and Central Africa
<b>HDI</b>	Human Immunodeficiency Virus	<b>HDI</b>	Human Immunodeficiency Virus
<b>HECA</b>	High-Level Meeting	<b>HECA</b>	High-Level Meeting
<b>HIV</b>	Horn of Africa Voluntary Youth Committee	<b>HIV</b>	Horn of Africa Voluntary Youth Committee
<b>HLM</b>	Human Resource	<b>HLM</b>	Human Resource
<b>HAVYC</b>	Humanitarian Requirements Document	<b>HAVYC</b>	Humanitarian Requirements Document
<b>HR</b>	Human Relief Foundation	<b>HR</b>	Human Relief Foundation
<b>HRD</b>	Oromo Grass Root Development Initiatives	<b>HRD</b>	Oromo Grass Root Development Initiatives
<b>HRF</b>	Hydraulique sans Frontiers	<b>HRF</b>	Hydraulique sans Frontiers
<b>HUNDEE</b>	Conseil International pour l’Education des Adultes	<b>HUNDEE</b>	Conseil International pour l’Education des Adultes
<b>HYFRO</b>	Information and Communication Technology	<b>HYFRO</b>	Information and Communication Technology
<b>ICAE</b>	International Development Enterprises	<b>ICAE</b>	International Development Enterprises
<b>ICT</b>	Internally Displaced Person	<b>ICT</b>	Internally Displaced Person
<b>IDE</b>	Information, Education and Communication	<b>IDE</b>	Information, Education and Communication
<b>IDP</b>	International Fund for Agricultural Development	<b>IDP</b>	International Fund for Agricultural Development
<b>IEC</b>		<b>IEC</b>	
<b>IFAD</b>		<b>IFAD</b>	

<b>IFF</b>	Illicit Financial Flows	<b>IFF</b>	Illicit Financial Flows
<b>IFPRI</b>	International Food Policy Research Institute	<b>IFPRI</b>	International Food Policy Research Institute
<b>IGAD</b>	Intergovernmental Authority on Development	<b>IGAD</b>	Intergovernmental Authority on Development
<b>IGLC</b>	International Great Lakes Conference	<b>IGLC</b>	International Great Lakes Conference
<b>IISD</b>	International Institute of Sustainable Development	<b>IISD</b>	International Institute of Sustainable Development
<b>ILC</b>	International Land Coalition	<b>ILC</b>	International Land Coalition
<b>INADES</b>	International Non-Governmental Organisation	<b>INADES</b>	International Non-Governmental Organisation
<b>INGO</b>	International Organisation for Migration	<b>INGO</b>	International Organisation for Migration
<b>IOM</b>	International Rescue Committee	<b>IOM</b>	International Rescue Committee
<b>IRC</b>	Institute for Social Transformation	<b>IRC</b>	Institute for Social Transformation
<b>IST</b>	Information Technology	<b>IST</b>	Information Technology
<b>IT</b>	Joint Action Development Forum	<b>IT</b>	Joint Action Development Forum
<b>JADF</b>	Justice and Advocacy for Women and Children	<b>JADF</b>	Justice and Advocacy for Women and Children
<b>JAWCU</b>	Jebel Marra Charitable Organisation	<b>JAWCU</b>	Jebel Marra Charitable Organisation
<b>JMCO</b>	Kakuma Water Services provider	<b>JMCO</b>	Kakuma Water Services provider
<b>JOAC</b>	Kenya Extractive Industries Development Programme	<b>JOAC</b>	Kenya Extractive Industries Development Programme
<b>KAWASEPRO</b>	Kenya Land Alliance	<b>KAWASEPRO</b>	Kenya Land Alliance
<b>KEIDP</b>	Kenya Red Cross Society	<b>KEIDP</b>	Kenya Red Cross Society
<b>KLA</b>	Kebkabiya Smallholders Charitable Society	<b>KLA</b>	Kebkabiya Smallholders Charitable Society
<b>KRCS</b>	Lindi Association of NGOs	<b>KRCS</b>	Lindi Association of NGOs
<b>KSCS</b>	Ligue des Organisations des Femmes Paysannes du Congo	<b>KSCS</b>	Ligue des Organisations des Femmes Paysannes du Congo
<b>LANGO</b>	Lodwar Water and Sewerage Company	<b>LANGO</b>	Lodwar Water and Sewerage Company
<b>LOFEPACO</b>	Legal and Human Rights Centre	<b>LOFEPACO</b>	Legal and Human Rights Centre
<b>LOWASCO</b>	Large Scale Land Based Investment	<b>LOWASCO</b>	Large Scale Land Based Investment
<b>LRHC</b>	Ministry of Agriculture, Animal Industry, and Fisheries	<b>LRHC</b>	Ministry of Agriculture, Animal Industry, and Fisheries
<b>LSLB</b>	Media Council of Kenya	<b>LSLB</b>	Media Council of Kenya
<b>LVIA</b>	Millennium Development Goals	<b>LVIA</b>	Millennium Development Goals
<b>MAAF</b>	Monitoring, Evaluation, Accountability and Learning	<b>MAAF</b>	Monitoring, Evaluation, Accountability and Learning
<b>MCK</b>	Micro Finance Institution	<b>MCK</b>	Micro Finance Institution
<b>MDG</b>	Mujigwa Local Women Development Association)	<b>MDG</b>	Mujigwa Local Women Development Association)
<b>MEAL</b>	United Nations Organisation Stabilization Mission in the Democratic Republic of the Congo	<b>MEAL</b>	United Nations Organisation Stabilization Mission in the Democratic Republic of the Congo
<b>MFI</b>	Memorandum of Understanding	<b>MFI</b>	Memorandum of Understanding
<b>MLWDA</b>	Morogoro Paralegal Centre	<b>MLWDA</b>	Morogoro Paralegal Centre
<b>MONUSCO</b>	National Agricultural Advisory Services	<b>MONUSCO</b>	National Agricultural Advisory Services
<b>MOU</b>	National Agricultural Extension Policy	<b>MOU</b>	National Agricultural Extension Policy
<b>MPLC</b>		<b>MPLC</b>	
<b>NAADS</b>		<b>NAADS</b>	
<b>NAEP</b>		<b>NAEP</b>	
<b>NAMATI</b>		<b>NAMATI</b>	

<b>NARO</b>	National Agricultural Research Organisation	<b>NARO</b>	National Agricultural Research Organisation
<b>NMA</b>	National Meteorological Agency	<b>NMA</b>	National Meteorological Agency
<b>NDMA</b>	National Drought Management Authority	<b>NDMA</b>	National Drought Management Authority
<b>NEPAD</b>	New Partnership for Africa’s Development	<b>NEPAD</b>	New Partnership for Africa’s Development
<b>NGOs</b>	Non-Governmental Organisation	<b>NGOs</b>	Non-Governmental Organisation
<b>NIDAA</b>	Sudan Development Call Organisation	<b>NIDAA</b>	Sudan Development Call Organisation
<b>NOCD</b>	National Organisation for Care and Development	<b>NOCD</b>	National Organisation for Care and Development
<b>NOPE</b>	National Organisation of Peer Educators	<b>NOPE</b>	National Organisation of Peer Educators
<b>NPA</b>	National Planning Authority	<b>NPA</b>	National Planning Authority
<b>NTA</b>	National Taxpayers Association	<b>NTA</b>	National Taxpayers Association
<b>OAP</b>	Organisation d’Appui à l’Auto Promotion	<b>OAP</b>	Organisation d’Appui à l’Auto Promotion
<b>OCS</b>	One Country Strategy	<b>OCS</b>	One Country Strategy
<b>ODA</b>	Organisation for Development in Action	<b>ODA</b>	Organisation for Development in Action
<b>OGB</b>	Oxfam Great Britain	<b>OGB</b>	Oxfam Great Britain
<b>OI</b>	Oxfam International	<b>OI</b>	Oxfam International
<b>OI-ED</b>	Oxfam International Executive Director	<b>OI-ED</b>	Oxfam International Executive Director
<b>OI-PAD</b>	Oxfam International Pan Africa Programme Director	<b>OI-PAD</b>	Oxfam International Pan Africa Programme Director
<b>OIT</b>	Oxfam Italy	<b>OIT</b>	Oxfam Italy
<b>OITZ</b>	Oxfam in Tanzania	<b>OITZ</b>	Oxfam in Tanzania
<b>OPM</b>	Office of the Prime Minister	<b>OPM</b>	Office of the Prime Minister
<b>ORDA</b>	Organisation for Rehabilitation and Development in Amhara	<b>ORDA</b>	Organisation for Rehabilitation and Development in Amhara
<b>OSP</b>	Oxfam Strategic Plan	<b>OSP</b>	Oxfam Strategic Plan
<b>OUS</b>	Oxfam US	<b>OUS</b>	Oxfam US
<b>OWDA</b>	Ogaden Welfare Development Association	<b>OWDA</b>	Ogaden Welfare Development Association
<b>PAC</b>	Public Affairs Centre	<b>PAC</b>	Public Affairs Centre
<b>PALISEP</b>	Pastoral Livelihood Support and Empowerment Programme	<b>PALISEP</b>	Pastoral Livelihood Support and Empowerment Programme
<b>PAP</b>	Pan Africa Programme	<b>PAP</b>	Pan Africa Programme
<b>PAPAB</b>	Projet d’Appui à la Productivité Agricole au Burundi	<b>PAPAB</b>	Projet d’Appui à la Productivité Agricole au Burundi
<b>PASED</b>	Port Sudan Association for Small Enterprise Development	<b>PASED</b>	Port Sudan Association for Small Enterprise Development
<b>PBB</b>	Peace Beyond Borders	<b>PBB</b>	Peace Beyond Borders
<b>PC</b>	Pastoralist Concern	<b>PC</b>	Pastoralist Concern
<b>PCM</b>	Pearl Development Initiative	<b>PCM</b>	Pearl Development Initiative
<b>PDI</b>	Partners in Development Services	<b>PDI</b>	Partners in Development Services
<b>PDS</b>	Participatory Ecological Land Use Management	<b>PDS</b>	Participatory Ecological Land Use Management
<b>PELUM</b>	Peasant Farmers Association of Ghana	<b>PELUM</b>	Peasant Farmers Association of Ghana
<b>PFAG</b>	Programme Information Management	<b>PFAG</b>	Programme Information Management
<b>PIM</b>	Planning, Monitoring, Evaluation, Accountability and Learning	<b>PIM</b>	Planning, Monitoring, Evaluation, Accountability and Learning
<b>PMEAL</b>		<b>PMEAL</b>	



<b>PODR</b>	People Organisation for Development and Rehabilitation	<b>SRHR</b>	Sexual and Reproductive Health and Rights
<b>PPSSP</b>	Programme de Promotion de Soin de Sante Primaire	<b>SSANSA</b>	South Sudan Action Network on Small Arms
<b>PRC</b>	Permanent Representatives Council	<b>SSLS</b>	South Sudan Law Society
<b>PTC</b>	Pastoralists Training Centre	<b>SWIFT</b>	Society for Worldwide Interbank Financial Telecommunication
<b>PWA</b>	Pastoralist Welfare Organization	<b>TFSE</b>	Together for Food Secure Ethiopia
<b>PWC</b>	Pastoral Women's Council	<b>TGNP</b>	Tanzania Gender Network Programme
<b>PWTP</b>	Permanent Water Treatment Plant	<b>TI</b>	Transparency International
<b>RACQJ</b>	Réseau des Associations Congolaises des Jeunes	<b>TOH</b>	Tree of Hope
<b>RD</b>	Restless Development	<b>ToT</b>	Training of Trainers
<b>REDESO</b>	Relief to Development Society	<b>TUNADO</b>	The Uganda National Apiculture Development Organisation
<b>ReSAKSS</b>	Regional Strategic Analysis and Knowledge Support System	<b>TWESA</b>	Tanzania Water and Environmental Sanitation
<b>REST</b>	Relief Society of Tigray	<b>UEEF</b>	Uganda Environment Education Forum
<b>RHA</b>	Rebuild Hope for Africa	<b>UN</b>	United Nations
<b>RIC</b>	Rights in Crisis	<b>UNECA</b>	United Nations Economic Commission for Africa
<b>RUDI</b>	Rural Urban Development Initiative	<b>UNHCR</b>	United Nations High Commissioner for Refugees
<b>RUMP</b>	Reusable Sanitary Menstrual Pad	<b>UNICEF</b>	United Nations International Children's Emergency Fund
<b>RUSACCO</b>	Rural Saving and Credit Cooperative	<b>UNIDO</b>	Universal Intervention and Development Organisation
<b>RVCWDO</b>	Rift Valley Children and Women Development Organization	<b>UNMA</b>	Uganda National Meteorological Authority
<b>RWFFA</b>	Rural Women Farmers' Assembly	<b>UNOCHA</b>	United Nations Office for the Coordination of Humanitarian Affairs
<b>SACU</b>	Send a Cow Uganda	<b>UNYDA</b>	Upper Nile Youth Development Association
<b>SAD</b>	Somali Aid and Development	<b>UPDI</b>	Union de Paysan pour le Développement Intégral
<b>SAG</b>	Sustainable Action Group	<b>UWONET</b>	Uganda Women's Network
<b>SARCAF</b>	Service d'Accompagnement et de Renforcement des Capacités d'Auto Promotion de la Femme	<b>UWOPA</b>	Uganda Women Parliamentary Association
<b>SDA</b>	Sudanese Development Association	<b>UYONET</b>	Uganda Youth Network
<b>SDC</b>	Swiss Agency for Cooperation and Development	<b>VNRHD</b>	Voluntary Network for Rural Helping and Development
<b>SDG</b>	Sustainable Development Goals	<b>VS</b>	
<b>SEATINI</b>	Southern and Eastern African Trade, Information and Negotiations Institute	<b>VSF-G</b>	Vétérinaires Sans Frontières - Germany
<b>SECS</b>	Sudanese Environment Conservation Society	<b>VSO</b>	Voluntary Service Overseas
<b>SEDA</b>	Sustainable Environment and Development Action	<b>WAJWASCO</b>	Wajir Water and Sewerage Company
<b>SEPDA</b>	South Ethiopia People's Development Association	<b>WASDA</b>	Wajir South Development Association
<b>SGBV</b>	Sexual and Gender Based Violence	<b>WASH</b>	Water, Sanitation and Health
<b>SHG</b>	Self Help Group	<b>WAT</b>	Women's Association of Tigray
<b>SHIDEPHA</b>	Service Health and Development for People Living with HIV/AIDS	<b>WB</b>	World Bank
<b>SIDA</b>	Swedish International Development Cooperation Agency	<b>WDG</b>	Women in Development Group
<b>SIKASH</b>	Syndicat des initiatives de Kasha	<b>WE</b>	Western Equatoria
<b>SITE</b>		<b>WECISON</b>	Western Equatoria Civil Society network
<b>SMP</b>	Security Management Plan	<b>WEE</b>	Women Economic Empowerment
<b>SMT</b>		<b>WEE</b>	Care - Women's Economic Empowerment and Care
<b>SOAWR</b>	Solidarity for African Women's Rights		
<b>SOPROP</b>	La Solidarité Pour la Promotion Sociale et la Paix		
<b>SOS</b>	Sahel Ethiopia		
<b>SOTU</b>	State of the Union		

<b>WEF</b>	World Economic Forum
<b>WES</b>	Water, Environment and Sanitation
<b>WFCJ</b>	Women Food Climate Justice
<b>WFP</b>	World Food Programme
<b>WISE</b>	Women In Self Help Employment
<b>WORUDET</b>	Women and Rural Development Network
<b>WSA</b>	Women Support Association
<b>WWS</b>	Within and Without the State
<b>YADEN</b>	Youth, Arts, Development and Entrepreneurship Network
<b>YIYA</b>	Youth Initiatives for Youth Action
<b>ZAFELA</b>	Zanzibar Female Lawyers Association
<b>ZU</b>	Zenbaba Union

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For more information, please contact;

**Oxfam HECA**

The Atrium, Chaka Road, Nairobi, Kenya

P.O. Box 40680 - 00100

Tel: 00 254 20 2820000

Email: [hecainfo@oxfam.org.uk](mailto:hecainfo@oxfam.org.uk)

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



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