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ForAfrika 2025 Annual Report

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Message from the CEO

Over the past year, the humanitarian and development sector faced one of its most significant periods of disruption in decades. Major shifts in global funding priorities, including the suspension and realignment of United States Government assistance through USAID, sent shockwaves across the sector. Organisations were forced to scale back programmes, reduce their presence, and make difficult decisions about where and how they could continue to serve. At the same time, humanitarian need continued to grow, driven by conflict, economic instability, and recurring weather-related shocks across much of Africa.

These events challenged long-held assumptions about how development is funded and delivered. They also reinforced an important truth: sustainable progress cannot depend on a single funding source or short-term interventions. Lasting transformation requires strong local systems, resilient communities, and organisations committed to walking alongside them for the long term.

2025 was our hardest year yet—however, we did not break. We revealed who we truly are. Against this backdrop, one conversation stayed with me. In Uganda, one of our staff members was stopped by a community member with a simple question:

“How are you still here?”

I have thought about that question many times since I first heard it. In a year when organisations that had served communities for decades were forced to scale back or leave, it is a question that carries enormous weight. And I believe it deserves a real answer.

We are still here because of our promise.

When my late father, Peter Pretorius, founded this organisation in 1984—stranded in famine-stricken Mozambique and determined that no child should die of hunger—his commitment was not conditional. It was not dependent on funding cycles, geopolitical winds, or the ease of the work ahead. It was a commitment to stay for the long run, until the job is done, and communities are enabled to thrive. Forty-one years later, that commitment has not wavered.

But staying is not enough on its own. How we stay matters. And 2025 challenged us, as it challenged the whole sector,

to think more honestly about what genuinely sustainable partnership with communities looks like. Under extreme revenue pressure—our funding declined by 9.5% while the sector collapsed by over 30%—many organisations did not survive. We did not only survive; we refined. Like a diamond under pressure, our true strength was revealed.

The answer to how we stayed lies in what we call the Dynamic Development Continuum (DDC), the organising principle behind ForAfrika’s work and the central theme of this report. The DDC represents a fundamental shift in our philosophy: moving from simply addressing needs to co-creating assets that enable lasting self-sufficiency. It describes a clear journey from preserving life in times of crisis, through self-sufficiency, to commercial viability, and ultimately to thriving communities. In this model, communities are not beneficiaries but equal partners. Together, we build both the physical infrastructure and the human agency required for sustainable transformation—knowing that infrastructure, human knowledge and capability are the assets a community needs to truly thrive.

This framework demanded disciplined execution under extreme pressure. In 2025, we exceeded our reach goals: we reached 6.3 million people across our programme activities, surpassing our target of 5 million. We connected over 2.7 million unique individuals with our programmes, against a goal of 2 million. 403,750 people are now on track to self-sufficiency, receiving layered programming across three or more sectors that puts them on a path to lasting resilience. Behind these numbers are individual journeys along the Continuum: the farmers in Uganda’s West Nile who moved from growing food for their families to selling into commercial markets; the women in Rwanda’s Southern Province who began 2025 outside the formal economy and ended it running their own enterprises; the children in South Sudan whose recovery from acute malnutrition met some of the world’s most rigorous clinical benchmarks. Each one is a point on a line that ends, if we do our work well, with a community that no longer needs us.

This framework also demands a new operational reality for ForAfrika. As we look to the future, our role is evolving into that of a “general contractor” for community development. We do not need to implement every intervention directly; instead, we will leverage our extensive network of over 3,000 partnership structures to ensure communities

receive the complete package of assets. Whether a community requires foundational support in food security and WASH, or advanced assets like market access and affordable finance, our commitment is comprehensive. We will only enter communities where we can commit to walking the full continuum, prioritising deep, lasting impact over broad but shallow geographic expansion. Our ambition is clear: 20 million people achieving self-sufficiency and 6 million enabled to thrive.

Where ForAfrika has invested over 40 years in building these livelihoods, strengthening local systems, and equipping communities with real platforms to thrive, the story of 2025 looked different from the sector-wide disruption. Communities further along the Continuum were tested, but they held firm. Our teams innovated, protected impact, and strengthened systems—demonstrating resilience, unity, and integrity. That is the proof of the model. It is also a call to press further and faster along that path in the years ahead.

The disruption of 2025 reminded us, urgently, that diversified funding and genuine local ownership are not just good development principles; they are how communities survive when the unexpected happens. By leading sector-specific partnerships—allowing funders to invest in their primary interests while contributing to a holistic community transformation—we are building a more resilient foundation for our work and the people we serve.

None of this would have been possible without our incredible staff. Character isn’t shown when things are easy; it’s proven when things are hard.

To our donors and partners: in a year when many stepped back, your commitment made it possible for us to step forward. And to the communities who walk this journey with us, your resilience, courage, and determination continue to inspire everything we do.

I thank God for His hand upon this organisation. I have seen that renewal at work in our staff, our communities, and in ForAfrika itself in 2025. It was not an easy year, but we are here, and we are here for the long run, until the job is done and communities are enabled to thrive.

Isak Pretorius
Group CEO, ForAfrika



We are still here because of our promise.”

Isak Pretorius
Group CEO, ForAfrika



Across eight countries. More than 6.3 million people reached across our programme activities.



Vision:
For Africa to Thrive.

Purpose:
Driven by a deep love for our people, we won't stop working until everyone on our continent has the resources they need to thrive.

10-year target:
20 million Africans self-sufficient and 6 million with a platform to thrive by 2036.

Promise:
We're committed to the long run, until the job is done and communities are enabled to thrive.

Mission:
To provide the resources that unlock the abundance of Africa so every African community can thrive.

INTRODUCING THE

Dynamic Development Continuum

Self-Sufficiency + Commercial Viability = Thriving Life.

This equation forms the foundation of ForAfrika's Dynamic Development Continuum. More than four decades of experience has taught us that thriving communities can only be established through long-term partnership, where we walk the journey of a development continuum. Each part of the continuum is critically important, from life-preserving crisis response, to establishing the foundations for self-sufficiency and building the ecosystems for commercial viability.

The reality reflected across much of Africa is one of well-intended stand-alone projects that met an immediate need or provided a much-needed development asset, but did so in isolation, resulting in bridges built to nowhere, donor fatigue and communities trapped in a more comfortable form of poverty they can exist in for longer.

For too long, development responses have been structured as separate phases. Humanitarian response addresses immediate crisis. Development programmes focus on longer-term recovery, while economic growth initiatives typically come later. These interventions often operate independently, shaped by project cycles, funding structures and sector silos rather than by the lived realities of communities.

But communities do not experience life in silos.

The same mother who needs emergency food support during a drought may later require access to resilient agriculture, savings groups, market systems or commercial opportunities to strengthen her household's long-term resilience. Likewise, a child receiving school meals today, may one day participate in a thriving local economy if the right systems and opportunities are sustained over time.

The Dynamic Development Continuum reflects the interconnected nature of these realities. At its core is ForAfrika's belief that sustainable transformation is achieved through long-term presence, integrated support and community-led progress.

The continuum comprises three fundamental pillars: 1. Crisis Response, which preserves life in times of emergency; 2. Self-Sufficiency, where development assets are established to enable communities to sustain progress independently; and 3. Commercial Viability, where communities have the assets, agency and opportunities to shape their own futures and create lasting prosperity.

Within the Dynamic Development Continuum, communities move through six stages: crisis, building, strengthening, sustaining, scaling and thriving.

ForAfrika Dynamic Development Continuum



The continuum is asset-based, shifting the focus from individual programmes and activities to strengthening the interconnected assets that enable sustainable progress. Programmes are a means through which these assets are established and strengthened, recognising that lasting change depends not on any single intervention, but on the combination of capabilities, resources, systems and opportunities communities can draw on over time.

These include foundational assets such as food security, water, sanitation, health and education; human assets such as skills, knowledge, leadership, capacity and agency; and commercial assets including market access, affordable finance,

cooperatives, supply chains and reliable goods and services. The combination of assets required will differ by context, and progress in one area does not necessarily mean that critical gaps have been addressed elsewhere.

Where a community appears to be on the continuum is not always where support must begin.

Communities may participate in markets or generate income while still lacking critical foundational assets required for self-sufficiency. Gaps in water access, nutrition, healthcare, education or financial resilience may remain concealed beneath visible growth.

Growth may be visible, but without strong foundations, it remains vulnerable to future shocks.

The continuum is therefore inherently dynamic. Progress does not always begin where opportunity appears most visible. In many cases, lasting advancement requires identifying underlying constraints and strengthening foundational assets that support resilience.

Movement along the continuum is not linear. Communities do not always progress uniformly from one stage to the next, and ForAfrika may initially engage at any point or even multiple points along the continuum. Despite where we start our

engagement, every community is assessed to measure which assets they do and don't have, from there we partner with the community to ultimately ensure they have all the assets needed for self-sufficiency, commercially viable and thriving.

Rather than applying a standardised approach, the Dynamic Development Continuum enables ForAfrika to respond to immediate needs while simultaneously investing in long-term resilience and opportunity.

In crisis settings, support may include emergency food assistance, access to clean water, nutrition support, healthcare and protection services. As resilience strengthens, interventions may expand to include agriculture, education, livelihoods, infrastructure, skills development and market participation.

As communities progress, ForAfrika's role also evolves. Early interventions may require direct support, while over time communities increasingly drive their own progress through strengthened systems, local leadership and economic participation.

The objective is not dependency, but thriving communities that are resilient, self-determined and better equipped to withstand future shocks.

As an African-founded and African-led organisation with more than four decades of experience across the continent, ForAfrika understands that lasting transformation requires humanitarian response and long-term development to function as part of a connected continuum rather than separate mandates.

ForAfrika's Humanitarian & Development and Social Enterprise activities therefore operate as complementary components of a broader ecosystem designed to support movement from vulnerability to resilience, self-sufficiency, commercial viability and, ultimately, thriving.

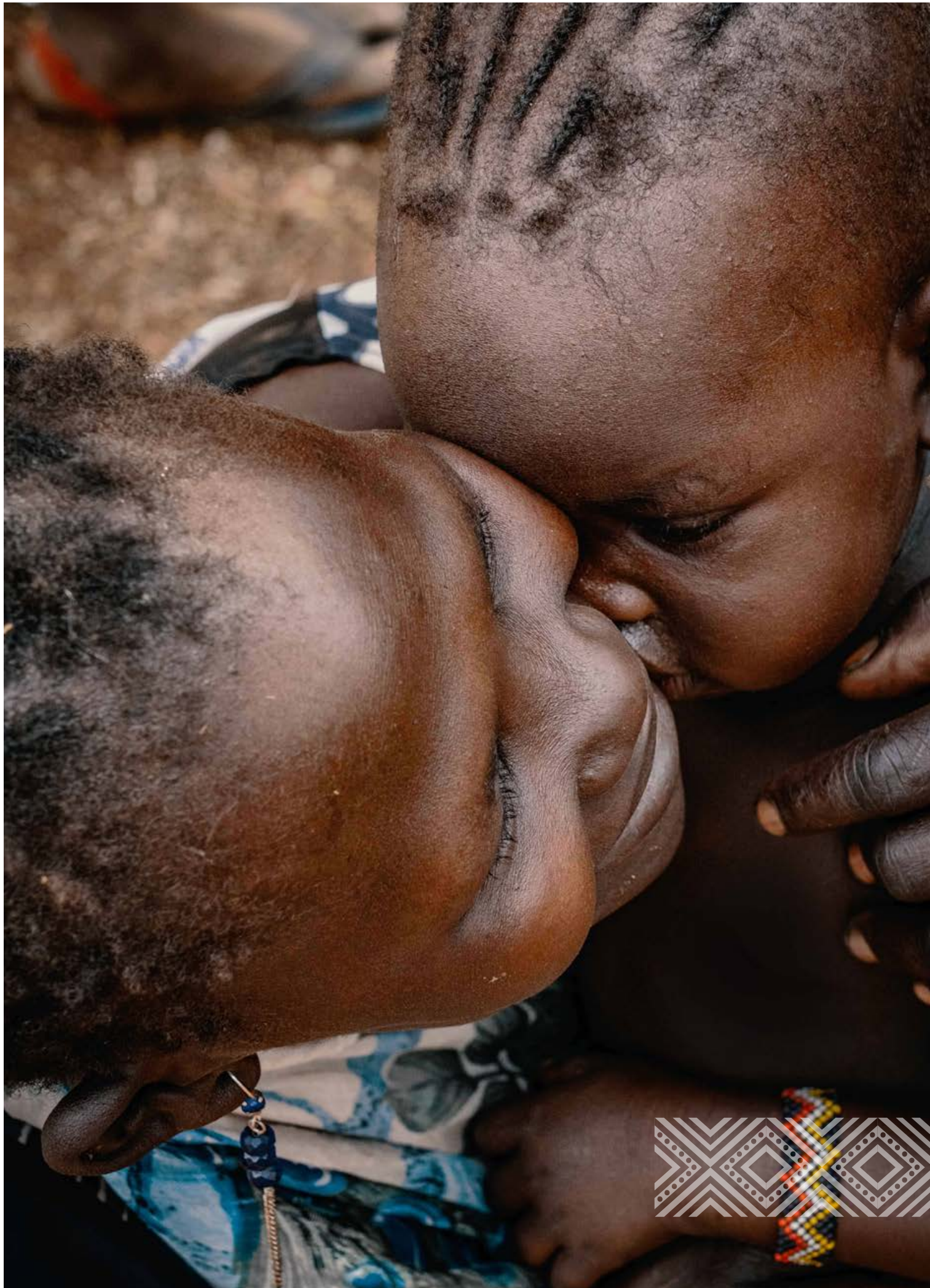
ForAfrika remains committed to walking alongside communities through crisis, recovery and growth, supporting long-term transformation through resilience, opportunity and sustained presence.



“For the communities we serve, resilience was not a dramatic recovery. It was knowing we would still arrive.”

Leader Kwami Makumator
South Sudan Country Director





From reach to outcome

In crisis settings, the immediate priority is preserving life. Long-term impact, however, is determined by what follows, whether interventions create the conditions for recovery, resilience and sustained progress.

As communities move from crisis towards recovery, the measure of success extends beyond the number of people reached to the quality and durability of outcomes achieved. South Sudan's nutrition outcomes and Angola's maternal health results demonstrate how life-saving interventions can strengthen the foundational assets communities need to recover and rebuild.

In South Sudan, ForAfrika screened 174,689 individuals for malnutrition in 2025. Among those treated for severe acute malnutrition (SAM), 99.97% recovered, while recovery among those treated for moderate acute malnutrition (MAM) reached 98%. Near-zero mortality was recorded.

These outcomes reflect more than effective service delivery. They indicate reliable access to quality nutrition support, even within one of the continent's most complex operating environments and demonstrate the role of sustained interventions in protecting lives and supporting recovery.

In the same country, Penta 1 and Penta 3 vaccine dropout rates declined from 59% to 27%, meaning

children who began their immunisation schedule were more than twice as likely to complete it during the reporting period. This points to improved continuity of care, increased trust in local health systems, and stronger access to essential healthcare services.

In Angola, maternal health outcomes reflected similar progress in strengthening foundational systems. Across ForAfrika's programmes, 55,195 births were supported during 2025. Within one antenatal programme, 21,331 facility-based deliveries resulted in 21,074 live births. A total of 300 birth attendants, including 55 professional and 245 traditional birth attendants, received training. Traditional birth attendants also facilitated 247 referrals to health facilities, strengthening the connection between community-based care and formal health services.

These outcomes demonstrate the progression from crisis response to strengthened systems. While reach remains an important indicator, lasting impact is reflected in whether interventions preserve life, strengthen essential services and create the foundation for sustained recovery and resilience.



174,689

People screened for malnutrition in South Sudan



99.97%

Recovery rate for severe acute malnutrition (SAM)



59% → 27%

Reduction in vaccine dropout rates in South Sudan



55,195

births supported in Angola



300

Birth attendants trained in Angola



The hardest measure of humanitarian and development work is not how many people were reached but how many people changed.”

The continuum, lived

A year-long journey from survival to enterprise: nine groups of women living with HIV in Rwanda.

Before ForAfrika and WeActx for Hope came alongside her, Aline* had no work, no savings, and no clear path forward. Living with HIV, she faced not only economic hardship, but also the social isolation and stigma that often deepen vulnerability.

Her story reflects the Dynamic Development Continuum in practice. Transformation did not begin with enterprise alone. It began with strengthening the foundations required for progress: health, confidence, community and belonging.

Through its partnership with WeActx for Hope, ForAfrika supported 120 women living with HIV across Kigali and Kamonyi to strengthen their economic resilience. Participants were organised into nine entrepreneur groups, received training in savings methodologies, business planning, financial management and leadership, and were supported to launch group-based enterprises aligned with their interests and local market opportunities. These activities strengthened the foundations for self-sufficiency while creating pathways towards market participation and longer-term commercial viability.

The intervention was intentionally integrated. Health and psychosocial support created a foundation of stability. Savings groups strengthened financial discipline and social capital. Business training and enterprise support then created pathways towards income generation and economic participation.

This integrated approach was critical because the barriers these women faced were interconnected. Economic hardship, stigma, poor mental wellbeing and limited opportunity reinforced one another. Addressing these challenges together created impact that was not simply additive, but multiplicative.

For Aline, this meant becoming part of Shining Catering, one of the enterprises formed through the programme. For others, it meant establishing

businesses in tailoring, hairdressing, retail, fruit and vegetable sales, digital financial services and food services.

The economic outcomes were significant. Average monthly income increased from approximately 5,700 RWF to 36,700 RWF. Across the groups, 1,402,346 RWF was mobilised through Village Savings and Loan Associations (VSLAs), creating access to savings and internal lending mechanisms that had not previously existed.

By the end of the project, 91% of participants were actively applying the business and life skills gained through training to run or support income-generating activities.

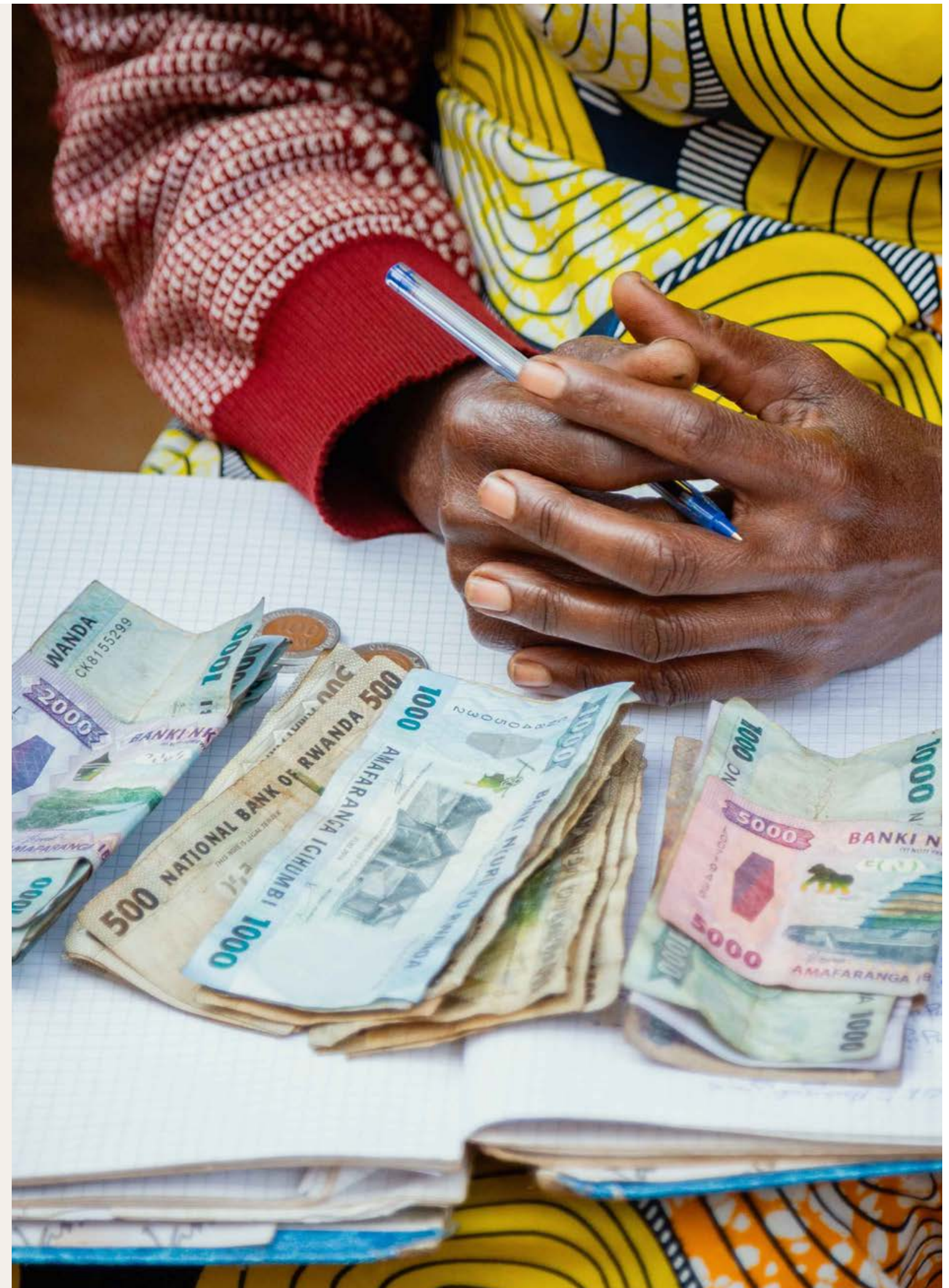
However, the income figures alone do not tell the full story.

The impact extended beyond earnings. Women reported greater confidence, stronger peer support, improved household decision-making and a renewed sense of agency. The groups became safe spaces where stigma diminished, belonging increased, and women increasingly saw themselves not through the lens of vulnerability, but through opportunity and contribution.

This illustrates how communities move along the Dynamic Development Continuum. As foundational assets strengthen, resilience deepens. As resilience deepens, communities become better positioned to sustain progress independently.

For Aline and many others, the journey was about more than generating income. It was about restoring dignity, rebuilding confidence and creating the conditions to thrive.

*Name changed to protect her privacy.





Money flowing through African economies, not just into them

In West Nile, Uganda, African producers are selling into African markets.

After more than four decades of humanitarian and development work across the continent, ForAfrika has learnt that aid alone cannot secure Africa’s future. Communities need opportunities to earn, grow and participate meaningfully in sustainable markets. They need economic systems that create value locally and enable that value to remain within communities.

This is where commercial viability begins: when communities no longer participate in markets only as buyers, but increasingly as producers, suppliers, service providers and owners.

In West Nile in 2025, that shift was already taking shape.

Alex Odrijia spent 20 years growing tobacco on his farm in Kubala, Terego District.

“When I was a tobacco farmer, I received money only once a year and it was modest,” he says. “But now, as a horticulture farmer, I receive money regularly when I sell my produce, which enables me to meet my financial obligations.”

In 2025, Odrijia grew watermelons, cabbage and tomatoes across two acres. His half-acre watermelon harvest alone generated UGX 2 million, enabling him to lease additional land and expand production.

He is not going back to tobacco.

Odrijia is one member of the Kubala Horticultural Farmers Group, comprising 30 farmers, 21 of them women, in Terego District, supported by ForAfrika’s Agriculture and Market Support programme. Their February 2025 tomato harvest generated UGX 80 million, their most successful harvest to date. Their produce supplies the Imvepi and Rhino Camp refugee settlements, linking local production to nearby markets.

In Koboko District, the Malikuru Multipurpose Farmers’ Cooperative tells a different version of the same story. Founded in 2010 as an adult literacy group, the

cooperative has grown to 540 members across 14 farmer groups. In July 2025, with support from ForAfrika and the World Food Programme, they acquired their first tractor, which has since ploughed 343 acres.

Kepo Simon, 28, trained as the tractor driver. He grew up in deep poverty and now earns a regular income, pays his sisters’ school fees and saves part of every payment.

“I don’t spend all the money I earn,” he says. “I save part of it so I can continue developing myself.”

Across Koboko, Obongi and Terego, these individual stories reflect measurable economic transformation. Smallholder farmers generated UGX 870 million in sales, while market participation increased from 36% to 65%. Collective enterprise also strengthened financial resilience, with UGX 336.7 million mobilised in savings through VSLAs and Savings and Credit Cooperative Organisations (SACCOs). In total, 2,604 jobs were created across local agricultural value chains.

This illustrates what commercial viability looks like in practice. It is the progression from subsistence farming to surplus production, from surplus to market access, and from market access to sustained economic participation and growth.

This is where ForAfrika’s Social Enterprise initiatives serve as the bridge between self-sufficiency and thriving. By strengthening market systems, enabling productive assets and expanding access to finance, communities are better positioned not only to participate in economies, but to shape them.

In West Nile in 2025, that bridge is no longer theoretical. It is being built through functioning markets, productive assets and growing local enterprise, with value increasingly retained within the communities creating it.

UGX 870 million
Sales generated by smallholder farmers

36% → 65%
Increase in market participation

2,604
Jobs created across agricultural value chains

UGX 336.7 million
Savings mobilised through VSLAs and SACCOs

Reach per country



6,309,254

people reached across our programme activities in 2025



How we measure progress

Measuring movement along the continuum

The Dynamic Development Continuum is built on a simple but important question: **are communities moving forward?**

At ForAfrika, measuring impact helps us understand where households are on the continuum, from crisis and recovery through to self-sufficiency and commercial viability, and ultimately, thriving. It enables us to identify barriers, track progress, and adapt our programmes to support communities as they move forward.

Our Design, Monitoring, Evaluation, Accountability and Learning (DMEAL) function provides the evidence that helps us make informed decisions and remain accountable to the communities we serve, our partners and our donors.

Level 1: Monitoring progress

At project level, ForAfrika tracks implementation through structured monitoring systems designed to ensure evidence informs action, not just reporting.

Each project begins with a monitoring plan that defines what will be measured, how data will be collected, and how often progress will be reviewed. Data is captured through ActivityInfo, our digital programme management platform, enabling field teams to collect and synchronise data even in remote, low-connectivity environments.

Data quality is strengthened through regular validation, verification and review processes. Importantly, communities remain active participants in this process through regular feedback sessions, where programme teams review findings, discuss challenges and adapt interventions as needed.

This ensures our programmes remain responsive to the realities communities face as they progress along the continuum.

Level 2: Measuring transformation

The Sustainable Livelihoods Index (SLI)

Project monitoring helps us understand **what support is being delivered**. The Sustainable Livelihoods Index (SLI) helps us understand **whether that support is driving lasting change**.

Developed by ForAfrika and grounded in the Sustainable Livelihoods Framework, the SLI is our annual impact measurement tool used to assess household self-sufficiency.

The index measures household access to five key dimensions of resources:

- Natural capital
- WASH and health
- Education and production
- Financial capital
- Social capital

Together, these dimensions assess whether households have the assets, capabilities and resilience needed to sustain progress independently.

A household is considered self-sufficient when it meets the required threshold in at least half of the SLI indicators. This reflects more than isolated progress. It indicates meaningful movement towards lasting resilience.

In 2025, ForAfrika conducted its second annual SLI assessment across seven countries, surveying **2,858 households** representing a combined community population of **8.5 million people**. Ethiopia joined the framework this year, establishing its first baseline.

What the data shows

Four countries recorded measurable improvements in self-sufficiency in 2025.

South Sudan showed the strongest progress, with self-sufficiency increasing from **1.5% to 5.4%**, representing a 3.6-fold increase in one of the most challenging operating environments on the continent.

Uganda, Rwanda and Mozambique also recorded positive gains.

Together, these four countries added **111,540 people** to the self-sufficient population during 2025.

Across all seven countries, **2.5 million people** are now in what we call the **impact acceleration zone**, households that have already built significant resilience and are positioned just below the self-sufficiency threshold. With targeted support, these households represent the most immediate opportunity to expand self-sufficiency at scale.

Two levels, one commitment

Together, project-level monitoring and country-level impact measurement create a two-level accountability system.

The first helps us remain responsive during implementation. The second helps us answer the more important question: **are the changes we are seeing lasting?**

By measuring both progress and transformation, ForAfrika is better able to support communities as they move along the Dynamic Development Continuum, from crisis to self-sufficiency and commercial viability towards a future where they can truly thrive.

Key shifts in 2025

South Sudan

1.5% → 5.4%

Self-sufficiency grew 3.6×

Uganda

34.0% → 35.4%

Steady growth in household resilience

Rwanda

41.8% self-sufficient

Highest SLI performance

111,540

More people moved into self-sufficiency in 2025





Angola

ESTABLISHED COUNTRY OFFICE | OPERATING SINCE 1993

Benguela and Cunene provinces

Country overview

More than two decades after the end of its civil war, Angola continues to make significant progress, yet many rural communities still face barriers to reliable water, quality healthcare, education and sustainable livelihoods. In Benguela and Cunene provinces, these challenges are often interconnected, requiring solutions that strengthen communities across multiple areas at the same time.

ForAfrika has operated in Angola since 1993, supporting communities through the country’s recovery and long-term development. Today, a team of 36 staff works across Benguela and Cunene provinces, delivering programmes in health and nutrition, education and school feeding, WASH,

food security and livelihoods, economic empowerment and emergency response.

In 2025, ForAfrika reached 1,148,653 people across all programme activities. From restoring access to safe water in drought-affected communities and strengthening maternal and newborn healthcare, to supporting children’s education through school feeding, the country programme focused on practical solutions that improve everyday life. Working closely with government, communities and partners, ForAfrika continued to strengthen local systems while helping families build healthier, more resilient futures.



1,148,653

People reached across all programme activities



36

Staff across two provinces



Area of operation
Country office

Country Director reflection

The year 2025 was one of resilience and steady progress for ForAfrika Angola. Despite operating in a challenging environment marked by funding constraints and increasing humanitarian needs, our team remained committed to ensuring communities continued to receive the support they needed.

Throughout the year, we strengthened our integrated programming across health and nutrition, WASH, education and food security, enabling us to reach more than one million people. Beyond the numbers, our greatest achievement has been seeing communities strengthen their resilience through improved access to safe water, better nutrition for children, stronger livelihoods and greater opportunities for sustainable development.

Equally important has been our investment in partnerships. We deepened collaboration with government institutions, local organisations, the private sector and development partners, strengthening the relationships that make long-term progress possible. We also continued strengthening our internal capacity, ensuring we are well positioned for future growth and to respond to the evolving needs of the communities we serve.

As we look ahead, we remain focused on expanding our impact, strengthening local leadership and building new partnerships that will enable us to reach even more communities. The challenges facing Angola remain significant, but so too are the opportunities to create lasting change.



As we look ahead, we remain focused on expanding our impact, strengthening local leadership and building new partnerships that will enable us to reach even more communities.”

Ailton Muchave
Country Director, Angola



Programme highlights

Water that changes everyday life

Reliable access to safe water is changing daily life in Humbe, Xangongo and Cahama. By rehabilitating water points and installing a new solar-powered water system, the project reduced the time families spend collecting water, creating more time for education, livelihoods and other priorities. It also strengthened local ownership through trained Water Management Committees, helping to ensure the infrastructure continues serving communities long into the future.



8,500
People reached with reliable safe water



17
Water points rehabilitated



95%
Reduction in water collection distance



12
Water Management Committees established

Keeping children learning

For thousands of children across Benguela Province, a daily school meal made it easier to stay in the classroom and focus on learning. The programme supported regular attendance and contributed to a 78% student pass rate while reducing the barriers that often keep children out of school. Working alongside Parent-Teacher Associations and community education committees, ForAfrika also strengthened local ownership, helping ensure schools remained welcoming places where children could learn, grow and thrive.



625,491
School meals provided



4,000+
Children fed daily across 12 schools



78%
Student pass rate



39
PTAs and community education committees strengthened

Stronger care for mothers and newborns

Healthy pregnancies and safe deliveries begin with strong local health systems. Throughout the year, ForAfrika strengthened maternal and newborn care by training professional and traditional birth attendants, improving referral pathways and supporting families with health education. By investing in both health facilities and community-based care, more women were able to access skilled support during pregnancy and childbirth, giving mothers and newborns a healthier start to life.



55,195
Facility-based deliveries supported



300
Birth attendants trained



247
Pregnant women referred to health facilities



115,003
caregivers reached through health education



Central African Republic

EMERGING COUNTRY OFFICE | OPERATING SINCE 2022

Kemo Prefecture

Country overview

The Central African Republic remains one of the world's most fragile and underfunded humanitarian contexts. Years of conflict, displacement and limited access to essential services continue to leave many communities vulnerable, while constrained infrastructure and recurring insecurity make long-term development particularly challenging. In this environment, sustained presence and trusted local partnerships are essential to creating lasting change.

Since establishing operations in 2022, ForAfrika has been building the foundations for long-term impact from its office in Sibut, Kemo Prefecture. Working alongside government authorities, local organisations and humanitarian partners, the country office has strengthened its operational presence while laying the groundwork for future expansion into additional prefectures. Registration with the Food Security Cluster and growing collaboration with national

and local stakeholders have positioned the team to respond more effectively to community needs while pursuing new partnership opportunities.

In 2025, ForAfrika reached 8,282 people through programme activities focused on food security and livelihoods. Farmers strengthened agricultural production through improved seed systems, livestock health services and animal traction, while Village Savings and Loan Associations and financial literacy training helped households build financial resilience and create new economic opportunities. Although still a young country office, these early investments are already helping communities restore productive assets, strengthen livelihoods and lay the foundations for longer-term self-sufficiency.



8,282

People reached across all programme activities



3

Staff building ForAfrika's presence



Country Director reflection

There are places where simply showing up, staying present and earning trust are among the most important contributions an organisation can make. For me, that is what 2025 represented in the Central African Republic. Although ours is a small country office, we have spent the year building relationships with communities, government and local partners that will shape our work for years to come.

As our programmes have grown, we have seen encouraging signs of what is possible. Farmers are improving agricultural production, livestock owners are protecting and growing valuable household assets, and Village Savings and Loan Associations are helping families strengthen their financial resilience. These achievements may appear modest in scale, but in communities facing prolonged instability, they represent meaningful progress and renewed confidence in the future.

This year has also been about preparing for what comes next. Strengthening relationships with government, local organisations and humanitarian partners has created a strong foundation for future growth, while our presence in Kemo Prefecture has deepened our understanding of the communities we serve and the opportunities ahead.

The challenges facing the Central African Republic remain significant, and we know meaningful change takes time. Yet I am encouraged by what has already been achieved. As we continue expanding our presence and strengthening partnerships, we remain committed to walking alongside communities for the long term, creating opportunities for families to rebuild livelihoods, strengthen resilience and move towards a more secure future.



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Yvon Francis Bouba-Dalambaye
Country Director, Central African Republic



Programme highlights

Building financial resilience

Through Village Savings and Loan Associations, communities are strengthening their ability to save, invest and create new economic opportunities. In 2025, 75 leaders received financial education and are now equipped to transfer that knowledge to other members and future groups. Savings increased, new groups began forming independently, and in Sibut, communities invested in the basic tools needed to establish groups without waiting for programme support. One VSLA saved more than USD 15,000, demonstrating growing confidence and ownership of the model.



Restoring livelihoods through agriculture

ForAfrika supported farming communities to improve agricultural production and strengthen livestock-based livelihoods through quality seeds, crop protection, animal traction and veterinary services. Farmers reported increased production, while livestock groups grew their herds and households began investing in their own draught animals. The programme also generated opportunities beyond its original design, with communities using oxen for transport and rental services, creating additional sources of household income.



From beneficiaries to seed suppliers

Farmers who initially received seeds from ForAfrika were trained in seed production techniques and supported throughout the production and certification process. Within eight months, participants progressed from receiving agricultural inputs to becoming certified seed suppliers, creating a new source of income while strengthening the local supply of quality seed.



Ethiopia

NEW COUNTRY OFFICE | OPERATING SINCE MARCH 2023

Oromia Region and South Ethiopia

Country overview

Ethiopia continues to face recurring drought, environmental degradation and persistent livelihood pressures that disproportionately affect rural farming and pastoral communities. In many parts of the country, restoring productive land, strengthening water security and building resilience remain essential to sustaining household livelihoods.

Although the Ethiopia country office was formally established in March 2023, ForAfrika has engaged in Ethiopia for many years through agriculture, WASH, health and food security initiatives, contributing to both programme implementation and sector coordination. Today, the organisation works through a distinctive localisation model, with 90% of programme delivery implemented through local partners and government systems. This approach strengthens local institutions while embedding programmes within existing public systems.

A team of just five staff works across the Oromia Region and South Ethiopia Regional State, partnering with government institutions, Farmers Training Centers, development agents, local implementing partners and academic institutions to deliver integrated programmes in some of the country’s most drought-affected areas. Despite its small footprint, the country office has established partnerships that enable programmes to reach communities at scale.

In 2025, ForAfrika reached 103,155 people across food security and livelihoods, WASH and economic empowerment programme activities. From restoring degraded landscapes and strengthening water resource management to protecting pastoral livelihoods and expanding agricultural knowledge, the Ethiopia programme demonstrates how locally led partnerships can support communities on the path towards greater resilience and self-sufficiency.



103,155

People reached across all programme activities



5

Staff across two regions



Country Director reflection

Reflecting on 2025, what has defined our work in Ethiopia is not only the model we use, but how it performs under real constraints. Across drought-affected woredas, we often began implementation with limited resources, logistical challenges, delayed inputs and stretched field capacity, while still meeting rigorous compliance, reporting and accountability requirements. It has meant building systems and delivering results at the same time.

Over time, what has made this possible is the strength of our relationships. My long-standing engagement with government offices and local implementing partners has helped turn localisation from an aspiration into a practical way of working. In Borena, Konso and Gofa, Farmers Training Centers and kebele structures are central to how we deliver programmes. Woreda and kebele teams sit alongside communities and local partners to determine priorities, select model farmers and sequence implementation according to local capacity and seasonal realities. Decisions are not made externally; they are negotiated locally and anchored within existing systems.

The impact of that approach is seen in the way knowledge continues to spread long after our teams have completed their training. Through our cascade model, 4,160 model farmers have gone on to share practical skills with more than 38,000 follower farmers, extending learning through peer-to-peer support rather than expanding staff numbers. In Borena's pastoral areas, the same locally led approach has supported coordinated livestock vaccination and rangeland recovery, helping households protect the productive assets on which their livelihoods depend.

One partnership that gives me particular confidence for the future is our collaboration with Jinka University. By generating applied research on household resilience and adaptation in South Omo, the partnership strengthens our decision-making with locally generated evidence while building institutional capacity alongside programme delivery.

Looking ahead, we will continue expanding our reach across Oromia and South Ethiopia, strengthen our work in health and nutrition, and build on the systems and partnerships that are helping communities move from restoring livelihoods towards long-term self-sufficiency.



Long-standing engagement with government offices and local implementing partners has helped turn localisation into a practical way of working.”

Tsedeke Deslegn
Country Director, Ethiopia



Programme highlights

Restoring productive landscapes

Across selected kebeles in Konso, Borena and Gofa, ecosystem restoration is helping communities rebuild degraded landscapes while restoring agricultural production. A total of 446,500 indigenous tree seedlings were established to support long-term environmental recovery, while farmers resumed weather-adaptive production through improved land management practices. Alongside this, coffee and fruit tree seedlings are expected to begin producing within the next two years, providing earlier returns that can strengthen household nutrition, diversify incomes and reinforce the value of investing in sustainable land management.



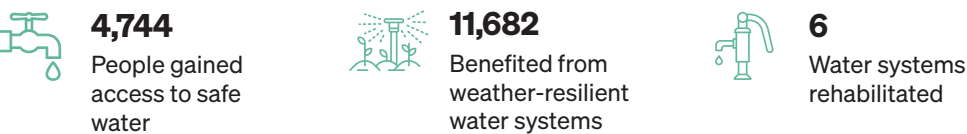
Strengthening local systems through the cascade model

Across Konso, Borena and Gofa, ForAfrika's cascade model enabled agricultural knowledge to spread well beyond direct programme participants. Working through Farmers Training Centers, government extension services and local implementing partners, model farmers demonstrated improved practices that were then shared with neighbouring farmers through peer learning. By strengthening existing government and community systems, the approach created a practical pathway for knowledge to continue spreading long after formal training had concluded.



Integrating water security with landscape restoration

Across selected kebeles in the Konso, Borena and Gofa zones, integrated WASH and land restoration interventions linked reliable water access with more productive landscapes. In Jaresso Kebele in the Konso Zone, improved water access was combined with nearby soil and vegetation restoration and small-scale production areas. This reduced the time women spent collecting water and increased the time available for household farming and income-generating activities, strengthening water security and land productivity at household level.



Protecting pastoral livelihoods

In the pastoral communities of Borena Zone, protecting livestock meant protecting household livelihoods. Large-scale vaccination campaigns helped safeguard cattle and other livestock during prolonged drought conditions, reducing the risk of disease and protecting the productive assets on which families depend for food, income and recovery. By strengthening animal health, communities were better positioned to withstand future shocks while maintaining the livelihoods that sustain them.





Mozambique

ESTABLISHED OFFICE | OPERATING SINCE 1984 | 40+ YEARS OF SUSTAINED PRESENCE

Cabo Delgado, Sofala, and Inhambane

Country overview

Mozambique continues to face high levels of food insecurity, displacement and rural poverty, driven by conflict in the north and recurring weather-related shocks, including cyclones, floods and drought. In 2025, post-election tensions and economic pressures placed further strain on already vulnerable communities, particularly in remote and hard-to-reach areas.

ForAfrika has operated in Mozambique since 1984, making it one of the organisation's longest-standing country programmes. Over four decades, the country office has built deep government relationships, strong community trust and the operational infrastructure needed to deliver both emergency response and long-term development simultaneously.

Today, a team of 74 staff works across Cabo Delgado, Sofala and Inhambane, maintaining access to some of Mozambique's most vulnerable and operationally complex areas. From conflict-affected districts in Cabo Delgado to flood-prone communities in Sofala and Inhambane, the team continues to deliver integrated programmes where humanitarian and development needs often overlap.

In 2025, ForAfrika reached 1,039,244 people across all programme activities. This integrated approach enabled the organisation to respond to immediate needs while helping communities strengthen resilience and move towards greater self-sufficiency.



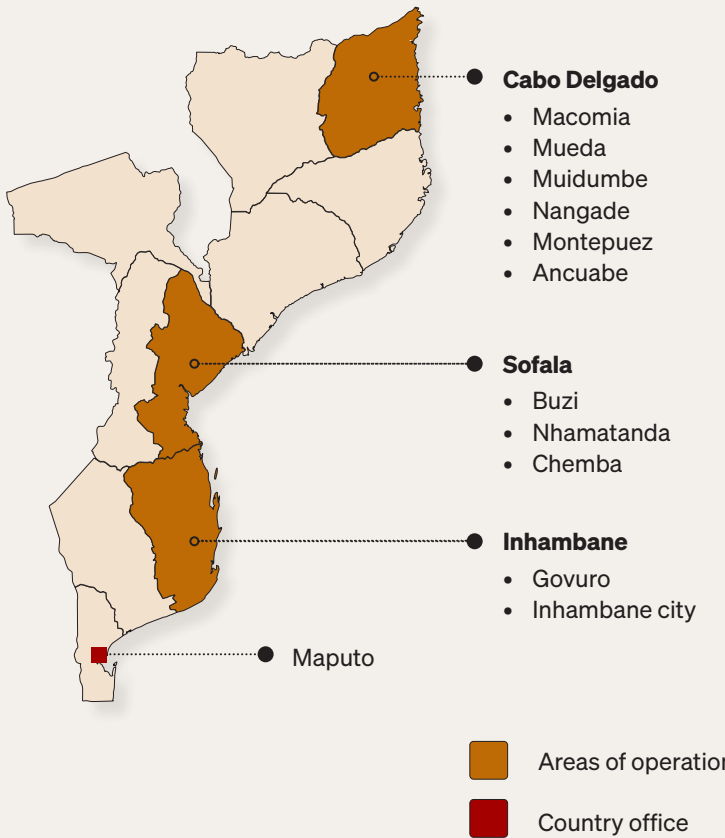
1,039,244

People reached across all programme activities



74

Staff across three provinces



Country Director reflection

Reflecting on 2025, I recognise that Mozambique's operational reality vividly illustrated that the path from crisis to thriving is never a straight line. Navigating the Dynamic Development Continuum during a year defined by conflict escalations in Cabo Delgado and severe weather shocks required more than standard emergency protocols. It demanded deep institutional resilience.

When active conflict forced many international partners to suspend operations, our teams remained on the ground in high-risk districts like Mueda, Nangade, Macomia, Montepuez and Muidumbe. What kept us there, and what I am most proud of, is the decisive pivot we made to maintain our rapid-response nutrition and food security and livelihoods teams in the field. We didn't pull back because our forty-year history in Mozambique has given us an unshakeable foundation: enduring operational infrastructure, trusted government relationships, and deep-rooted community acceptance. A younger operational platform simply could not have navigated these security corridors or maintained the vital supply pipelines that kept isolated and displaced families alive.

Beyond emergency survival, our decades of presence allowed us to simultaneously drive long-term recovery. In Búzi, a district heavily affected by recurrent flooding, I watched the abstract number of 49,589 individuals adopting improved WASH practices become a tangible reality. Walking through these resettlement areas and seeing active handwashing stations and elevated jerrycans outside homes captured the entire year for me. It proved that durable behaviour change is possible even amidst systemic displacement.

Looking ahead to 2026, we must build on these hard-won gains. We will sustain health systems support, expand our weather-adaptive agriculture initiatives, and continue proving that even in the fragile contexts of active conflict, we can help communities bridge the gap between immediate survival and lasting self-sufficiency.

Beyond emergency survival, our decades of presence allowed us to simultaneously drive long-term recovery.”

Arsenio Mucavele
Country Director, Mozambique



Programme highlights

Preserving life through continued access

As conflict intensified across Cabo Delgado in 2025, many organisations were forced to suspend or relocate operations. ForAfrika maintained the delivery of life-saving assistance in some of the province's most vulnerable communities, preserving life by sustaining humanitarian access through trusted local relationships, established operational systems and real-time community intelligence. Although operations in Macomia were temporarily suspended due to security concerns, activities resumed as soon as conditions allowed, ensuring food assistance, health services and cash-based transfers continued reaching displaced families throughout the year.



846,990

People reached through emergency response



USD 5.64 million

Cash-based transfers distributed



1,744 MT

Emergency food distributed

Protecting futures through education

Supporting 6,794 pupils with take-home rations was a quiet but powerful milestone. In conflict-affected and food-insecure communities, these rations became a vital household lifeline, easing food shortages and helping families keep their children in school. For many girls in particular, they reduced the economic pressures that too often place education at risk, turning a simple ration into a decisive factor in helping them remain in the classroom and continue learning.



19,029

Learners enrolled in supported schools



8,196

Children received school meals



6,794

Pupils received take-home rations



31

Schools supported

Building healthier communities through water and sanitation

In 2025, ForAfrika strengthened access to safe water and sanitation for communities across Mozambique, reaching more than 101,500 people through integrated WASH activities. As water points were rehabilitated and new sources brought safe drinking water closer to households, the most enduring change was seen in the choices people made every day. In Montepuez, handwashing stations with soap have become a familiar sight outside household latrines, jerrycans are stored safely off the ground, and families are actively abandoning open defecation. Safer sanitation and hygiene are becoming a way of life.



101,501

People reached through WASH services



8,097

People gained safe drinking water



49,589

Adopted improved hygiene practices



15

Water points developed

Strengthening local health systems

Strong health systems are built long before a crisis, but they prove their value during one. In 2025, 300,852 essential medicine kits were supplied through Cabo Delgado's public health network, helping facilities such as 9 de Fevereiro Hospital in Mueda continue providing maternal, neonatal and primary healthcare. By strengthening existing health services rather than creating parallel systems, ForAfrika invested in the resilience of the provincial health network. The support left behind something more enduring than medicine supplies alone. It strengthened the capacity of local health facilities to serve their communities.



300,852

Essential medicine kits distributed



92,935

People accessed improved health services



88,510

People supported through health facilities



8,881

People reached through health education

Growing resilience through livelihoods

For many farming families in Sofala, resilience began with reducing their dependence on unpredictable rainfall. Through solar-powered irrigation, improved seeds and diversified livelihoods, households gained greater control over how they produced food and generated income. With women making up 65% of the producer groups, this transition did more than strengthen food production. It placed financial decision-making more directly into the hands of women, reshaping how many rural households plan, invest and provide for their families.



7,869

Small producers trained



65%

Women in producer groups



4,560

Farmers received quality inputs



2,001

Families strengthened livelihoods



Rwanda

ESTABLISHED COUNTRY OFFICE | OPERATING SINCE 1994

Southern Province – Kamonyi and Muhanga districts

Country overview

Rwanda’s remarkable recovery over the past three decades has transformed the country, yet many rural households continue to face barriers to economic opportunity, productive livelihoods and long-term resilience. ForAfrika has been part of that journey since 1994, when it established the Fred Nkunda Life Centre to care for children orphaned by the genocide against the Tutsi. Over time, that work evolved from emergency care into integrated rural development, reflecting the changing needs of communities across the country.

Today, a team of seven works across Kamonyi and Muhanga districts in Rwanda’s Southern Province, delivering programmes in food security and livelihoods, economic empowerment, education, WASH, and health and nutrition. Working alongside government and community partners,

ForAfrika supports households to strengthen livelihoods, improve food security and create pathways to greater economic independence.

In 2025, ForAfrika reached 45,252 people through programme activities that strengthened entrepreneurship, expanded access to finance, increased agricultural productivity and supported women’s economic participation. From supporting HIV-affected adolescent girls and young women to establish sustainable businesses to enabling smallholder farmers to increase production through irrigation, the country programme demonstrates how long-term investment in people, local systems and innovation can create lasting opportunities for communities to thrive.



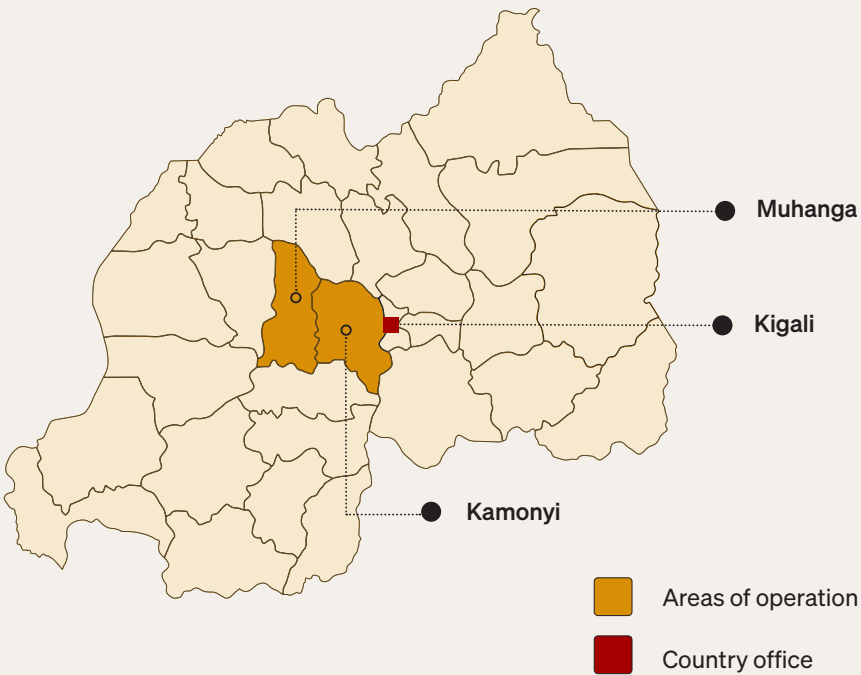
45,252

People reached across all programme activities



7

Staff across two districts



Country Director reflection

When I reflect on 2025, I am reminded how far both Rwanda and ForAfrika have come. Our work here began in 1994, responding to one of the country's darkest chapters by caring for children who had lost everything. Today, more than three decades later, we are privileged to work alongside communities that are not simply rebuilding their lives, but creating new opportunities for themselves and future generations. That journey reflects the resilience of the people we serve and the enduring value of walking alongside communities for the long term.

One of the moments that stands out most this year was seeing adolescent girls and young women living with HIV establish and grow their own businesses. Many began the programme with limited opportunities and little confidence in their economic future. Watching them develop practical business skills, build savings and generate sustainable incomes demonstrated what is possible when people are equipped with the right support and the opportunity to succeed.

This year also marked an important step forward through the continued rollout of the Amatsinda.rw platform. By digitising Village Savings and Loan Associations, we are strengthening transparency, improving financial management and helping communities build stronger local economies. Innovation is not an end in itself; it is a tool that enables people to make better decisions, manage resources more effectively and expand economic opportunities.

Looking ahead, our ambition is to deepen this work by strengthening partnerships, expanding our reach and building on the trust we have earned over more than 30 years. We remain committed to supporting communities as they move towards greater self-sufficiency, creating opportunities that will continue to benefit families long into the future.



We remain committed to supporting communities as they move towards greater self-sufficiency, creating opportunities that will continue to benefit families long into the future.”

Ronnie Murungu
Country Director, Rwanda



Programme highlights

Building businesses, restoring confidence

For many adolescent girls and young women living with HIV, the programme created far more than an income. It provided the confidence, skills and support to build sustainable businesses and take greater control of their futures. Working together through Village Savings and Loan Associations, participants established successful enterprises, increased their monthly incomes and built savings while strengthening social connections and reducing the stigma associated with living with HIV.



120
Adolescent girls and young women supported



9
Business groups established



1.4 million RWF
Savings mobilised through VSLAs

From subsistence to enterprise

Across Kamonyi District, women are transforming household livelihoods by building businesses beyond subsistence farming. Through livelihood diversification, participants established enterprises across six business sectors, strengthened business management skills and created more resilient sources of income. As women took on leadership roles within their Village Savings and Loan Associations, they also gained greater influence over household financial decisions, strengthening resilience both at home and within their communities.



424
People supported through livelihood diversification



85%
Women participants



15
Enterprises established



100%
Completed business training

Harvesting opportunity year-round

Reliable irrigation is transforming agriculture for smallholder farmers in Kamonyi and Muhanga districts. By moving from rain-fed farming to year-round production, families are increasing harvests, diversifying crops and improving food security. The project also reduced the time and physical labour traditionally required to irrigate fields, particularly for women, creating more opportunities to participate in income-generating activities and community life.



237
Farmers supported



2-3
Harvests per year



346
Farmers trained in sustainable agriculture



2
Districts reached

Strengthening community finance through innovation

Digital innovation is helping communities build stronger local economies. Through the Amatsinda.rw platform, Village Savings and Loan Associations are managing savings and loans more efficiently while expanding access to financial services. Combined with entrepreneurship training and mentoring, the platform is strengthening community-led financial systems that enable individuals and businesses to invest, grow and create lasting economic opportunities.



22,968
VSLA members supported



3,188
Loans disbursed



70.2 million RWF
Value of loans issued



232
Entrepreneurs trained



South Africa

ESTABLISHED COUNTRY OFFICE | OPERATING SINCE 2004

All nine provinces, with programmes across 29 districts

Country overview

ForAfrika has worked in South Africa since 2004, building long-standing partnerships with communities, government and the private sector to address persistent inequality, unemployment and food insecurity. While South Africa has one of Africa's largest economies, many households continue to face complex challenges, compounded by recurring floods, storms and fires.

Today, ForAfrika has a national footprint across all nine provinces, delivering emergency response alongside long-term development programmes spanning education,

nutrition, WASH, livelihoods and economic empowerment. Long-standing partnerships across the public and private sectors enable programmes to be delivered at national scale while remaining responsive to local priorities.

In 2025, ForAfrika reached 112,168 people across programme activities, strengthening access to essential services and opportunities while maintaining the capacity to respond rapidly when communities faced sudden shocks.



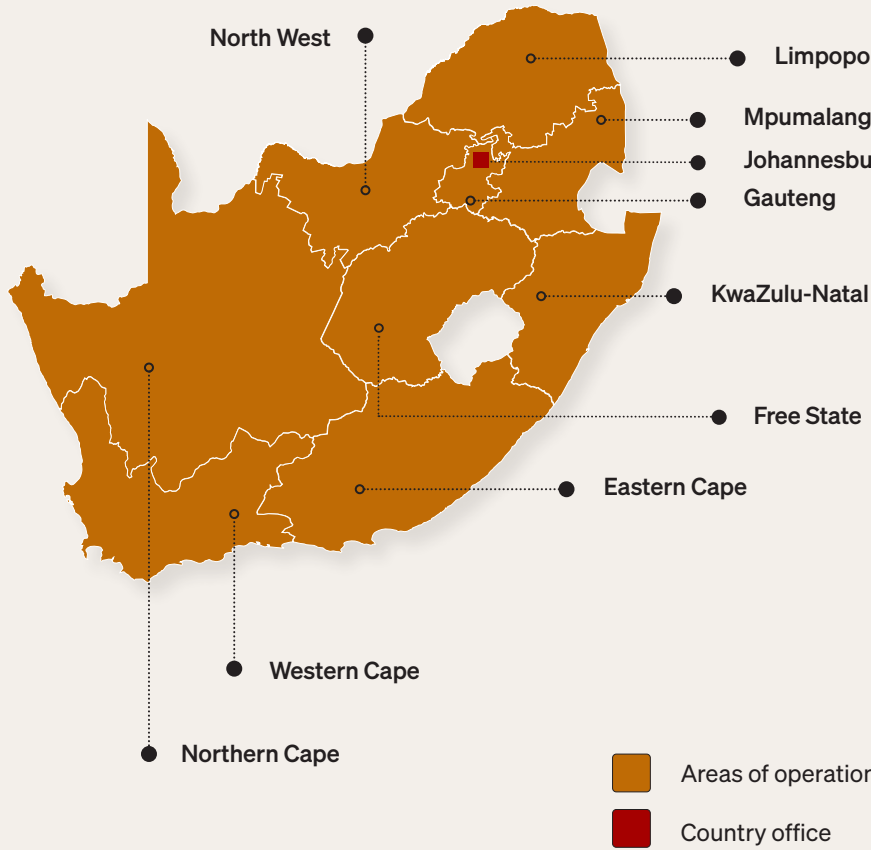
112,168

People reached across all programme activities



28

Staff delivering nationwide impact



Country Director reflection

Looking back on 2025, the work in South Africa was both broader and more demanding than any single year I can remember. Floods, storms and fires reminded us how quickly circumstances can change, even as communities continue working towards longer-term goals. Our challenge was not choosing between emergency response and development, but being able to deliver both as needs changed.

When emergencies affected multiple provinces, more than 9,000 people received assistance from our teams. Much of that response took place in communities where we already had established relationships, allowing us to act quickly while continuing the longer-term work already underway. That ability to adapt without losing sight of long-term progress is one of the strengths I am most proud of.

Our Early Childhood Development (ECD) model continued to demonstrate why integrated programming matters. A child enrolled at an ECD centre becomes the starting point for a much broader relationship with the household, creating opportunities to strengthen nutrition, water, livelihoods and learning together rather than through isolated interventions. During the year, we delivered more than 1.16 million school meals while continuing to strengthen learning environments and invest in the conditions that allow children and families to thrive over time.

Looking ahead, our priorities are to expand economic empowerment programming, strengthen opportunities for women and young people, establish regional programme hubs that bring decision-making closer to communities, and continue building our capacity to respond when emergencies occur.

During the year, we delivered more than 1.16 million school meals while continuing to strengthen learning environments and invest in the conditions that allow children and families to thrive over time.”

Mashall Makamanzi
Country Director, South Africa



Programme highlights

Nourishing children in and beyond the classroom

South Africa delivered ForAfrika’s largest school feeding programme in 2025, providing 1,165,535 meals through 194 Early Childhood Development centres and primary schools across all nine provinces. By reducing hunger and improving attendance, the programme helped children engage more consistently in learning while easing pressure on food-insecure households. In KwaZulu-Natal’s Nquthu district, more than 1,400 children also received school holiday food packs, extending nutritional support beyond the classroom and helping families bridge periods when school meals were unavailable.



1,165,535
School meals provided



194
ECD centres and primary schools supported



12,000+
Children reached through school feeding

Strengthening foundations for lifelong learning

ForAfrika continued to strengthen the quality of Early Childhood Development by investing in the people and environments that shape children’s earliest learning experiences. During the year, 519 Early Childhood Development caregivers received training in values-based pedagogy, strengthening the quality of teaching and creating opportunities for knowledge to be shared through a cascade learning approach. Infrastructure upgrades created safer, more conducive learning environments while helping centres meet the Department of Basic Education’s minimum standards required to access government funding.



519
ECD caregivers trained



240
ECD centres and primary schools supported

Supporting healthier children through WASH

Healthy children learn better. Throughout 2025, ForAfrika strengthened both community water access and school-based hygiene, creating healthier environments where children could learn, grow and thrive. Handwashing facilities in Early Childhood Development centres encouraged positive hygiene habits from an early age, while emergency WASH activities equipped communities with practical knowledge to protect their health during times of crisis.



3,322
people gained access to clean water



18,720
SoaPlay Bars distributed



2,731
People trained in emergency WASH

Responding when disaster strikes

Floods, storms and fires across KwaZulu-Natal, the Eastern Cape and the Western Cape disrupted households and livelihoods throughout 2025, highlighting the continued vulnerability of many communities to weather-related shocks. ForAfrika responded rapidly with emergency food assistance, blankets, clothing and shelter materials, helping affected families meet their immediate needs and stabilise in the aftermath of the crisis. The response demonstrated the organisation’s ability to deliver timely humanitarian assistance while maintaining its long-term development presence.



9,754
People received emergency assistance



South Sudan

ESTABLISHED COUNTRY OFFICE | OPERATING SINCE 2002

Central Equatoria, Jonglei, Northern Bahr el Ghazal and Warrap

Country overview

South Sudan continues to face one of the world's most complex humanitarian environments. Conflict, displacement, disease outbreaks, economic instability and recurring floods continue to disrupt lives and livelihoods, often forcing communities to move repeatedly between crisis and recovery.

ForAfrika has operated in South Sudan since 2002, supporting communities through independence, conflict and successive humanitarian emergencies. Today it is one of the organisation's largest country programmes, with more than 413 staff working across Central Equatoria, Jonglei, Northern Bahr el Ghazal and Warrap states. Its integrated programmes span emergency response, WASH, health and nutrition, education, food security

and livelihoods, and economic empowerment. What distinguishes South Sudan is the way these programmes are delivered. Emergency assistance, recovery activities and longer-term development often operate simultaneously within the same communities, allowing support to evolve as household needs change rather than treating crisis and development as separate phases. This integrated approach reflects the realities communities face.

In 2025, ForAfrika reached more than 3.6 million people through programme activities that preserved lives during emergencies while strengthening local systems, restoring livelihoods and expanding opportunities for communities to build greater resilience and move towards self-sufficiency.



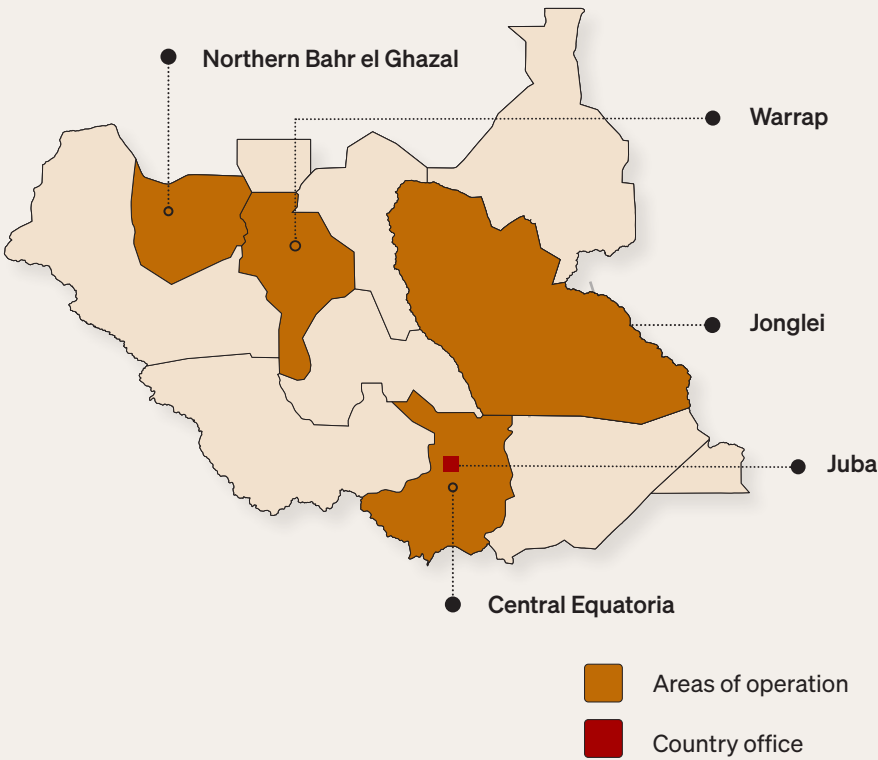
3,634,033

People reached across all programme activities



413

Staff across four states



Country Director reflection

In 2025, South Sudan continued to demonstrate that communities can face renewed challenges even as they progress from crisis towards stability. Across the same locations, our teams responded to cholera outbreaks, treated cases of acute malnutrition, supported school feeding programmes, rehabilitated water systems and trained members of Village Savings and Loan Associations, often simultaneously. This need to balance emergency response with recovery and longer-term resilience building defines ForAfrika's work in South Sudan today.

One moment that stands out for me was our integrated cholera response in Pibor, where WASH and nutrition teams worked side by side to protect vulnerable children and communities under extremely difficult conditions. I was also encouraged by the progress made in Warrap and Northern Bahr el Ghazal, where thousands of farmers increased agricultural production and household income through market-focused livelihoods support. These examples reinforced the importance of integrated programming that connects immediate humanitarian needs with pathways toward self-sufficiency.

At the same time, 2025 was shaped by major challenges. Reductions in humanitarian funding, particularly cuts affecting nutrition programming, created uncertainty while needs continued to grow. Insecurity, displacement, flooding, and disease outbreaks continued to disrupt communities and strain humanitarian operations.

Looking ahead to 2026, we must continue strengthening integrated programming that combines emergency response, recovery, and resilience building. We will also need to deepen partnerships, strengthen local systems, and remain adaptable to a rapidly changing environment as communities continue their journey toward greater resilience and self-sufficiency.

Programme highlights

Building businesses, restoring confidence

In 2025, as global humanitarian funding declined and many operations scaled back, ForAfrika remained present in some of South Sudan's most vulnerable communities. In Pibor, during the cholera outbreak and peak lean season, emergency teams continued delivering safe water, nutrition support, and emergency assistance despite severe access challenges and funding uncertainty. That steady presence mattered. For many communities, resilience was not defined by dramatic recovery, but by knowing support would still arrive during moments of crisis.



275,046

People reached with emergency assistance



USD 9.7 million

Cash transferred to households



32,120

People received fortified food



66,778

People reached through cholera response

This simultaneity, balancing emergency response with recovery and long-term resilience building, defines ForAfrika's work in South Sudan today."

Leader Kwami Makumator
Country Director, South Sudan



Turning cholera response into lasting change

In Boma County, emergency WASH interventions became the foundation for longer-term improvements in community health. Access to safe water, sanitation and hygiene promotion helped reduce diarrhoeal disease by 84%, while community-led sanitation transformed everyday practices. The result was more than healthier communities; children missed fewer days of school, families spent less on treatment, and households experienced greater stability and dignity.



103,491

People gained access to safe water



76,919

People reached with sanitation and hygiene



84%

Reduction in diarrhoeal disease



10.5% → 45.5%

Increase in latrine coverage

Clinical excellence under pressure

At supported nutrition facilities in Pibor County, children did more than receive treatment for acute malnutrition, they recovered. Despite flooding, insecurity and long travel distances, frontline teams consistently delivered high-quality care, achieving a 99.97% cure rate for severe acute malnutrition and a 98% recovery rate for moderate acute malnutrition. These results reflect the strength of integrated health, nutrition and community-based support working together.



174,689

People screened for malnutrition



11,859

Children treated for acute malnutrition



99.97%

Cure rate for severe acute malnutrition



98%

Recovery rate for moderate acute malnutrition

Keeping children learning

In Gogrial West and Aweil East, school feeding provided far more than daily meals. It gave children a reason to remain in school despite conflict, displacement and economic hardship, while easing pressure on household food supplies. Teachers reported stronger attendance, better concentration and greater continuity in learning, demonstrating how school feeding can protect education even in the most fragile settings.



437,139

School feeding activities



612 MT

Food distributed to schools



95%

School attendance achieved



409,289

WASH, Health & Nutrition education activities

From recovery to resilience

In Warrap and Northern Bahr el Ghazal, families moved beyond immediate recovery by investing in their own futures. Through Village Savings and Loan Associations, members pooled savings, accessed small loans and invested in farming and small businesses while continuing to strengthen household livelihoods. In a country facing significant humanitarian needs, these community-led groups demonstrate how recovery can become a pathway towards lasting economic resilience.



57,806

People supported through livelihoods



2,276 MT

Crop harvest produced



95

Village Savings and Loan Associations



2,762

VSLA members supported



Uganda

ESTABLISHED COUNTRY OFFICE | OPERATING SINCE 2018

Kampala (country office), Arua (area field office), West Nile (Koboko, Madi Okollo, Obongi and Terego), Northern Uganda (Nwoya), and Eastern Uganda (Mbale).

Country overview

Uganda hosts Africa’s largest refugee population, with more than 1.6 million refugees and asylum seekers living alongside host communities across the country. At the same time, many rural communities continue to face food insecurity, environmental pressures, limited access to essential services and constrained economic opportunities. These overlapping humanitarian and development challenges make Uganda one of ForAfrika’s most complex and dynamic operating environments.

Operating across four sub-regions, Eastern, Karamoja, Northern and West Nile, ForAfrika delivers integrated programmes that strengthen household resilience while creating pathways to long-term economic opportunity. Working in many of Uganda’s most underserved and refugee-hosting districts, the country programme combines food security and livelihoods, economic

empowerment, WASH, health and nutrition, education and emergency response to help communities move beyond meeting immediate needs towards greater self-sufficiency and sustainable livelihoods.

In 2025, ForAfrika reached 218,467 people across all programme activities. Farmers in West Nile strengthened their participation in formal markets, creating jobs and generating income through local agricultural value chains, while expanded access to safe water, community savings groups and improved household nutrition helped families build stronger, more resilient futures. Across Uganda, 2025 demonstrated that when communities have access to markets, finance, essential services and the right support, they are able to move beyond resilience towards lasting economic opportunity.



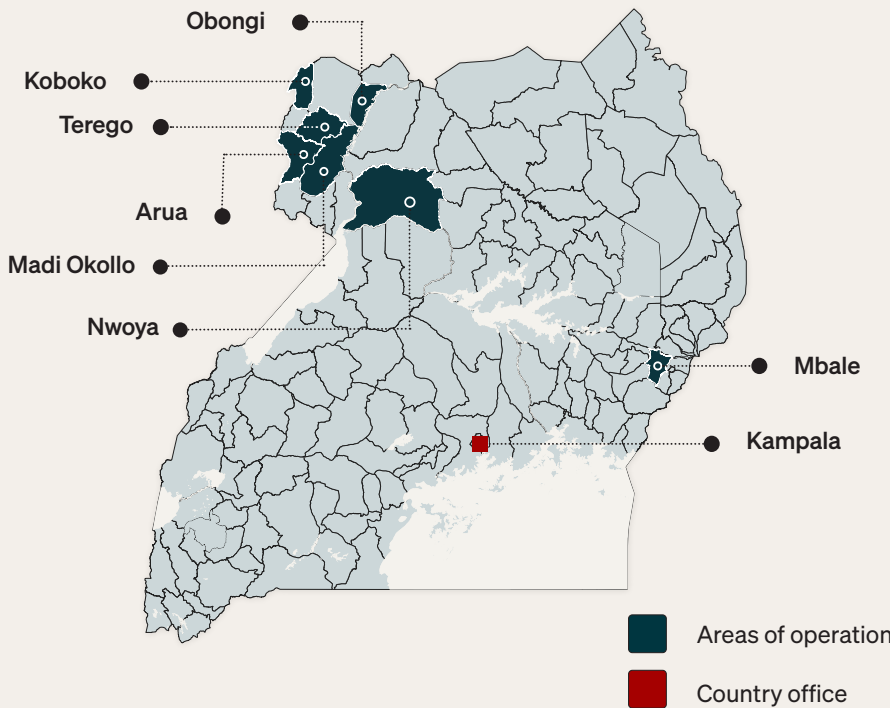
218,467

People reached across all programme activities



20

Staff



Country Director reflection

I am proud of what our team accomplished in 2025. With just 20 staff, we reached more than 200,000 people through integrated programme activities in food security and livelihoods, economic empowerment, WASH, health and nutrition, and education. For me, that achievement reflects not only the commitment of our team, but also the strength of the community-driven approach that underpins everything we do.

Throughout the year, we saw communities taking greater ownership of their own development. Whether supporting farmers to access markets, improving access to safe water, strengthening household nutrition, or creating economic opportunities for young people, our role was to work alongside communities as they built more resilient futures. These are the moments that remind us that lasting change is achieved through partnership, trust and local leadership.

The scale of this achievement is particularly significant given the size of our team. With just 20 staff, we have continued to demonstrate that committed local leadership, strong partnerships and integrated programming can deliver lasting impact, even in some of Uganda's most complex operating environments.

As we look to 2026, we remain committed to expanding integrated programming, strengthening partnerships with government and other organisations, and building on the progress already achieved. Together with the communities we serve, we will continue creating opportunities for more families to move towards self-sufficiency, commercial viability and thriving.

As we look to 2026, we remain committed to expanding integrated programming, strengthening partnerships with government and other organisations, and building on the progress already achieved. ”

Sam Tukei
Country Director, Uganda



Programme highlights

From production to profitable markets

Smallholder farmers across Koboko, Obongi and Terego strengthened their participation in formal markets, transforming agriculture from a means of subsistence into a more reliable source of income. Increased productivity, collective marketing and greater investment in farming practices enabled households to capture more value from what they produced, while stronger market linkages and access to finance helped create jobs and stimulate local economic growth. Together, these changes laid the foundation for more resilient farming businesses and stronger rural economies.



Building stronger local economies

Economic opportunity grows when people have the confidence, skills and financial resources to invest in their futures. Through Village Savings and Loan Associations, financial literacy training and support for micro and small enterprises, ForAfrika supported individuals and households to strengthen their financial resilience and expand their income-generating activities. Continued mentorship, collective marketing and stronger market linkages enabled entrepreneurs to grow their businesses, creating employment opportunities and keeping more value within local communities.



Bringing safe water closer to home

Reliable access to safe water transformed daily life for communities across Karamoja, West Nile and Northern Uganda. Rehabilitated and newly constructed boreholes reduced the time families spent collecting water, strengthened hygiene practices and contributed to lower rates of waterborne disease. At the same time, investments in community management structures helped ensure that water systems could be maintained locally, strengthening long-term access long after construction was complete.



Strengthening nutrition from the household up

Improving nutrition begins long before a child requires treatment. Through community Care Groups, household gardens and practical nutrition education, ForAfrika supported families to strengthen their knowledge, improve diets and identify children at risk of malnutrition earlier. Combined with screening and treatment services for vulnerable children, this approach supported healthier households while building community systems that can prevent malnutrition over the long term.



Leadership

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Board Chairman



Ann Pretorius
Co-founder
and Board Member



Christopher Hellmich
Board Member



Florian Kemmerich
Board Member



Katherine Kuper
Board Member



Maserame Mouyeme
Board Member



Roberta Annan
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Executive Leadership Team



Isak Pretorius
Group CEO



Jim Lutzweiler
Group Chief Operating
Officer



Abeba Amene
Humanitarian &
Development CEO



Bianca Lima-Boekhoud
Managing Director, Social
Enterprise



Caroline Githinji
Group Chief Marketing and
Communications Officer



Mercy Kanyi
Group Chief Financial
Officer



Susannah Hastings
Group Chief of Staff



Terri Pretorius
Strategic Relationships
Executive

Country Directors



Ailton Muchave
Angola



**Yvon Francis
Bouba-Dalambaye**
Central African Republic



Tsedeke Deslegn
Ethiopia



Arsenio Mucavele
Mozambique



Ronnie Murungu
Rwanda



Mashall Makamanzi
South Africa



**Leader Kwami
Makumator**
South Sudan



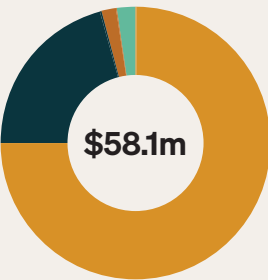
Sam Tukei
Uganda

Financials

Financial Year 2025 | All figures in USD

Accountability and transparency are foundational to ForAfrika’s financial stewardship and operational integrity. Rigorous internal controls, independent audits, and clear reporting standards help ensure that donor resources and institutional funds are managed with the highest level of integrity. Continuous improvement is critical to our operations, not only to comply with international best practices but also to build trust among our stakeholders, ensuring that every dollar contributes meaningfully to advancing our mission across Africa.

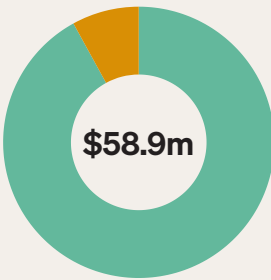
Total Revenue FY25
\$58.1m



Total Revenue

- Institutional/Multilateral
75%
- Contributions, Trusts and Foundations
21%
- Corporates
2%
- Other
2%

Total Expenses FY25
\$58.9m



Total Expenses

- Programme Costs
90%
- Fundraising and Administration
10%

Institutional and multilateral funding includes funding from UN bodies; contributions include individual giving and philanthropy; and other revenue includes programme management fees, interest and miscellaneous income.



Together, for Africa to thrive

Every result reflected in this report was made possible through collective effort.

To the communities who welcomed us, shared their knowledge and shaped the work alongside us, thank you for your trust and partnership.

To our donors, partners, governments and supporters, thank you for investing in long-term, measurable progress and standing with communities across Africa through both stability and crisis.

To our colleagues across the continent and around the world, thank you for the commitment, courage and care you bring to this work every day.

Together, we are preserving lives, strengthening capabilities and building pathways towards self-sufficiency, commercial viability and thriving.

There is still much to do. As we move forward, we remain grounded in more than 40 years of experience, guided by evidence and committed to walking alongside communities for the long term.

Thank you for being part of this journey.

Because Africa thriving can't wait.



www.ForAfrika.org

