



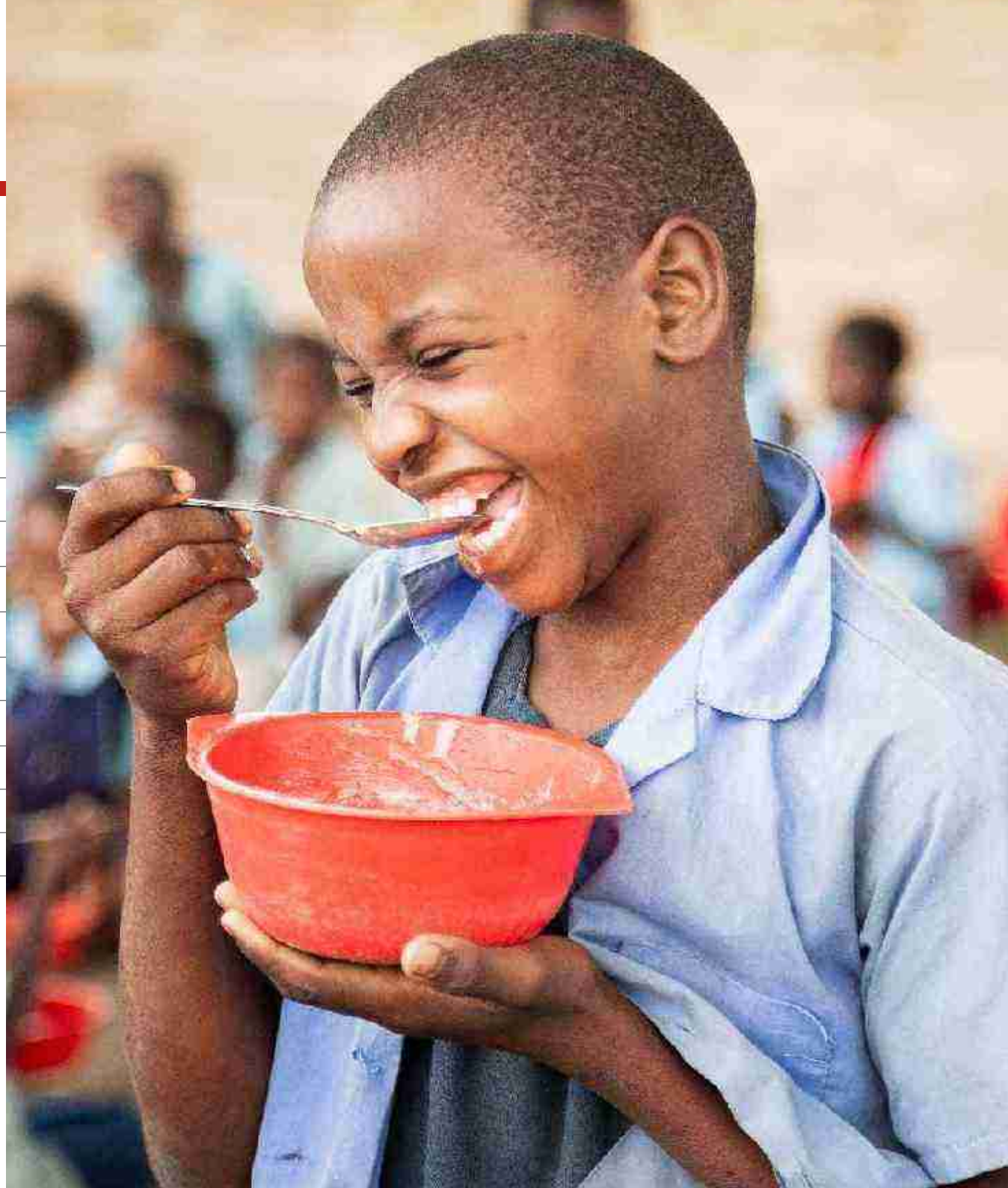
JAM

ANNUAL REPORT

2020

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REFLECTING ON 2020

A YEAR OF TURMOIL AND ACHIEVEMENT



Considering the tumultuous year that was 2020, reflecting on what we overcame, achieved and delivered, fills me with a great sense of inspiration and hope.

What really stands out for me is that our organisation proved its resilience, and we have some truly uplifting stories to tell.

Our almost 40 years of experience and innovative thinking allowed us to adapt to this worldwide Covid-19 crisis and resulted in us reaching the highest number of people in our organisation's history. Just under four million people were assisted by our efforts and this is cause for celebration.

We also had one of our best financial years in 2020, with one of our highest turnovers ever. We didn't cut back because we wanted to grow and reach more people as we witnessed the needs in the communities we serve growing each day. We sold non-core assets and invested in our reserve. The fact that we had the discipline to create that reserve means we've reduced our risk and ended the year in a solid financial position.

Given the economic downturn and severe challenges, this is nothing short of miraculous and we thank all our loyal donors and partners for that.

We achieved a country programme record in South Sudan last year. It was the largest budget a country programme has ever had - close to US\$ 28m.

JAM and its employees can be very proud of our efforts and results over this past year. We adapted and rose to multiple challenges. We certainly showed that we are Africans supporting African communities.

For Africa,

Ann Pretorius
Group CEO
JAM International

JAM IN ACTION

Joint Aid Management (JAM) is an African humanitarian aid and development organisation fighting hunger, malnutrition, poverty and barriers to education on the continent through relief, recovery and longer-term programmes in seven African countries. In essence we are African people, providing African solutions to uniquely African problems.

We do so according to five pillars:

Emergency Response
Water, Sanitation and Hygiene
Health and Nutrition
Food Security and Livelihoods
Education

We believe that sustainable work is best achieved by being locally led, and widely supported. By implementing community-owned projects that ensure dignity, and that expressly benefit women and children, JAM, and its local and international partners, provides lifesaving interventions as well as development projects.

JAM runs programmes in Angola, Mozambique, Rwanda, Sierra Leone, South Africa, South Sudan and Uganda with fundraising offices across the globe.

We've been on a mission to change the way the world tackles hunger and poverty in Africa since 1984, and with the help of generous supporters, we're getting closer every day.



THE YEAR THAT WAS:

2020

OVERVIEW

Much like Peter Pretorius found himself surrounded by a humanitarian crisis of immense proportions in Mozambique in 1984, so his now well-established response organisation, JAM, found itself facing a crisis in 2020 that had the whole world in its grip.

Africa, already embattled with socioeconomic and environmental issues, such as conflicts, displacement, natural disasters and climate change, would feel the effects of the pandemic even more keenly.

Governmental responses to the Covid-19 pandemic, such as lockdowns, saw many people lose their incomes overnight and fall ever deeper into poverty. The inadequacies of health systems were laid bare and the closure of schools have had devastating effects on children's education and nutrition.

In **Mozambique's** northern province of Cabo Delgado, violent conflict resulted in more than 300 000 people being driven from their homes and in South Sudan, flooding caused the displacement of almost 400 000 people. Intercommunal violence there also resulted in JAM's food stations in Pibor being destroyed and teams having to be evacuated.

Escalating violence and Covid-19 restrictions hampered JAM's operations but, after almost 40 years' experience responding to various crises in Africa, JAM was prepared to instantly respond and adapt accordingly.

JAM developed an emergency response plan in hygiene promotion, increased access to clean water, virus awareness messaging and ensuring continued access to food by vulnerable populations using low-risk distribution methods that minimised human contact and large gatherings.

In **South Sudan** we teamed up with the World Food Programme and the United Nations Office for the Coordination of Humanitarian Affairs (OCHA) to assist people with food.

In **Mozambique**, JAM conducted a rapid assessment to determine the most pressing needs of the people there and we intensified our engagement with the UN Cluster System, which led to a partnership with UNICEF.

In **Uganda**, our partnership with the United Nations High Commissioner for Refugees (UNHCR) saw an expansion of our training and food security efforts.

The restrictive measures in **Mozambique, Sierra Leone, and Rwanda** did not allow for any school feeding to take place, but where possible we provided take-home food rations and fresh vegetable supplies to vulnerable families.

In **South Africa**, we were able, to an extent, to use the childcare centres where we usually feed, as a hub to assist the communities. We also launched an innovative mobile text message voucher system for food basket distribution. The system, which reduces food lines and allows for social distancing, is now being rolled out across five additional African countries and expanded beyond just food distribution to other sectors of JAM activities, such as agricultural development.

The overall result of our increased efforts during this worldwide crisis is that in 2020 JAM reached 3.9-million people compared with 1-million in 2019.

PROGRAMME COUNTRIES



ANGOLA

1 599 041
beneficiaries reached

MOZAMBIQUE

958 315
beneficiaries reached

RWANDA

3 000
beneficiaries reached

SIERRA LEONE

106 885
beneficiaries reached

SOUTH AFRICA

413 218
beneficiaries reached

SOUTH SUDAN

811 532
beneficiaries reached

UGANDA

32 918
beneficiaries reached

**TOTAL PEOPLE REACHED
IN 2020**

3 924 909

LEADERSHIP TEAM



PAUL EDWARDS
CHAIRMAN



ANN PRETORIUS
GROUP CHIEF EXECUTIVE

"I have seen over more than three decades that JAM has the ability to save and transform lives - starting with individuals, expanding to families and entire communities - with health, hope and happiness."



ISAK PRETORIUS
GROUP EXECUTIVE DIRECTOR

"I appreciate that JAM is an African organisation, partnering with African communities to create better lives for our people."



NICO ESTERHUIZEN
CHIEF FINANCIAL OFFICER

"Living a life of meaning. Seeing people who do not have the immediate means to live successful lives, eventually thriving is what drives me to serve JAM."



AMANDA KOECH OTIENO
CHIEF PROGRAMMES OFFICER

"I work for JAM because it is good at finding African solutions that use the least amount of resources but which have the greatest impact."



KILLEN OTIENO
CHIEF OPERATING OFFICER

"I cannot tolerate child poverty or child hunger. I work for JAM because I find that we share this concern and I want to be part of the solution."



ABEBA AMENE
COUNTRY DIRECTOR
SOUTH SUDAN-UGANDA

"I work for JAM because I identify with the Christian and other values it stands for and because it's a good place to grow professionally and be able to support my loved ones."



ARSÉNIO MUCAVALA
COUNTRY DIRECTOR
MOZAMBIQUE



DAMARICE AGER
COUNTRY DIRECTOR
SIERRA LEONE

"JAM is my organisation of choice because of its Christian values, its child-centredness and its vision of an Africa that thrives. Africa can thrive if we believe the resources are available within."



DAVID BROWN
COUNTRY DIRECTOR
SOUTH AFRICA

"It is a privilege to work for JAM and apply the experience and capabilities I have developed over the years to make a difference in the lives of others, especially children who deserve a better future."



DORANCE COOPER
COUNTRY DIRECTOR
ANGOLA

"I truly believe in JAM's vision to see an Africa that thrives."



EMERGENCY RESPONSE

887 486

PEOPLE
ASSISTED IN

2020





Being prepared to respond quickly and effectively to different disaster events, and reduce their impact, is especially important in developing countries because economic instability and lower levels of development mean they are typically more vulnerable to the shocks.

Our response team is made up of trained technical specialists who work with local and national governments and participate in the United Nations Cluster System for a coordinated approach to ensure that humanitarian actors work together, reducing duplication of efforts and ensuring all people in need receive aid.

PROGRAMME INTERVENTIONS INCLUDE

Emergency Food Assistance
Non Food Item (NFI) Distribution
Cash and Food Vouchers
Water, Sanitation, and Hygiene (WASH)
Humanitarian Logistics

INTERVENTIONS ARE DESIGNED TO

Save Lives
Stabilise Communities
Rehabilitate Communities
Increase Resilience
Prepare for Future Disasters



WORLDWIDE EMERGENCY

Responding to the Covid-19 crisis in 2020, JAM immediately arranged take-home food rations for children who could no longer receive their nutritious porridge from childcare centres and schools and put protocols in place for food distribution that would comply with pandemic restrictions. This included an innovative electronic voucher system in South Africa. As hygiene became central to stemming the tide of the virus, JAM increased its WASH programmes and JAM Angola produced a radio jingle in the local languages of Portuguese and Umbundu to educate communities (to reach about 1.5-million people) and counter misinformation.

In South Sudan our Mannapack fortified rice pipeline was also rolled out in response to the pandemic, which provided school children with meals and enabled their parents to save on food expenses. One of the many testimonies of this small reprieve is that of Charity John Laso, from Kuwait village in Juba, who was able to diversify her small business and further provide for her family.

Besides the pandemic, JAM operations were also hit by the after-effects of Cyclone Idai and violent conflict in Mozambique as well as flooding and intercommunal conflict in South Sudan.

Under the South Sudan Humanitarian Fund, JAM started a new emergency project to deliver nutrition as well as food security and livelihood support to communities in Pibor who were affected by the floods. The project has the twin objectives of saving lives and restoring livelihoods and will also seek to rehabilitate nutrition infrastructure and improve on service delivery and outreach to affected communities.



WATER, SANITATION AND HYGIENE

565 071

PEOPLE
ASSISTED IN

2020





Access to safe water and sanitation contributes to improved health and helps prevent the spread of infectious diseases, reduces child and maternal mortality rates and means that women and girls can spend more time in education and productive livelihood activities instead of time-consuming chores like collecting water.

Through our Water, Sanitation, and Hygiene (WASH) programme we aim to increase the opportunities that contribute to the uplifting of communities.

With all interventions, communities and their leaders are trained and equipped to ensure that their water solution is kept in working order and that hygiene practices are adhered to.

PROGRAMME INTERVENTIONS INCLUDE

Borehole drilling and installation of wells
Rehabilitation of wells
Rainwater-harvesting
WASH sensitisation and training
Alternative solutions, such as hippo rollers or water trucking in the case of emergencies.

INTERVENTIONS ARE DESIGNED TO

Save lives
Improve health
Empower individuals
Promote skills development
Promote education
Increase food security and livelihoods
Develop resilience and stability



WATER FLOWS THROUGH THE CONFLICT

Besides the pandemic, JAM operations were also hit by violent conflict in both South Sudan and Mozambique.

In Mozambique, JAM staff had to be evacuated because of military attacks in the Buzi district near the Grudja resettlement camp for those affected by Cyclone Idai. Further flooding compounded the difficulties of operations. Nevertheless the JAM team continued against all odds to resume its WASH activities and the trucking of water to the camp. They also installed two solar power water systems and set up committees to disseminate key sanitation and hygiene information. A new, collapsible reserve water storage unit was also installed in the Grudja settlement. This is testament to the tenacity and drive displayed every day by JAM's field teams, to meet the needs of some of the most vulnerable, hard-to-reach people in the areas where we work.

JAM also intensified its efforts on the emerging needs of internally displaced persons (IDPs) in the Cabo Delgado region of Mozambique which has been severely affected by violent conflict. A rapid assessment showed the desperate need for WASH interventions there too. JAM is now an implementing partner with UNICEF in a project that will benefit 12 700 IDPs and the host community. JAM committed to developing a borehole and conducting hygiene and sanitation campaigns among IDPs and host communities using its internal resources.





HEALTH AND NUTRITION

715 286

PEOPLE
ASSISTED IN

2020





About 45% of deaths among children under five years of age are linked to undernutrition which is why we have undertaken to address Acute Malnutrition as a priority in our efforts to contribute towards strengthening the health and nutritional status of children and their families.

Screening of children, as well as pregnant and lactating women for Moderate Acute Malnutrition (MAM) and Severe Acute Malnutrition (SAM), is complemented by testing for additional health hazards such as malaria and vitamin deficiencies given the setbacks these cause in the fight against malnutrition.

Management of MAM involves supplementary feeding, dietary counselling for caregivers, and routine medical treatment to improve the nutritional status and prevent the condition from deteriorating. Those with SAM (without clinical complications) are referred to our out-patient therapeutic programmes (OTPs) for treatment.

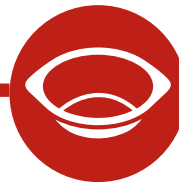
Those with clinical complications are referred to in-patient therapeutic care, to be treated at stabilisation centres.

PROGRAMME INTERVENTIONS INCLUDE

- Malnutrition screening at clinics or outposts
- Nutrition prescriptions - therapeutic milk formula and ready-to-use-therapeutic food (RUTF)
- Supplementary feeding
- Outpatient therapeutic programmes
- Take-home rations
- Administration of vitamins and vaccines
- Deworming
- Nutrition education
- Nutrition surveillance

INTERVENTIONS ARE DESIGNED TO

- Save lives
- Improve nutritional health
- Develop resilience and stability



"I am very thankful to JAM because my daughter was helped with the therapeutic milk and Adelina quickly recovered."

THERAPEUTIC MILK HAS TRANSFORMATIVE RESULTS

JAM's malnutrition clinics in Angola continue to report success stories. Last year the JAM team watched the transformation of one-year old Adelina Nacessa who, with the right treatment, went from malnourished to healthy in just over a month with the right treatment.

On August 7, 2020, Adelina was admitted to the Balombo Nutrition Centre with symptoms that included swollen feet, vomiting and weight loss. She weighed just 7kg. During the first five days at the centre, Adelina received Therapeutic Milk F75 and was then later moved on to Therapeutic Milk F100. By 14 September, Adelina had recovered and was no longer vomiting. The swelling on her legs had disappeared and her weight had increased to 9.5kg. Cleared of any other illness, she was released from the centre and was able to return home.

Her mother Maria was elated by her child's recovery, saying: "I am very thankful to JAM because my daughter was helped with the therapeutic milk and Adelina quickly recovered."

Dr Mari Begonha de Cauto, who has been working for the Angolan Ministry of Health for the past 18 years, has hailed the immeasurable contribution JAM has made in providing assistance to communities in the fight against malnutrition, both through our provision of therapeutic milk and the take-home Mannapack fortified rice programme for recovered/discharged malnourished children. "Families can at most afford white soft porridge and vegetables for their children. The poorer communities do not have the money to prepare diversified diets. Fortunately, soya in the MannaPack rice will provide proteins that are lacking in the children's diet and this will help them fight malnutrition at home," she said.

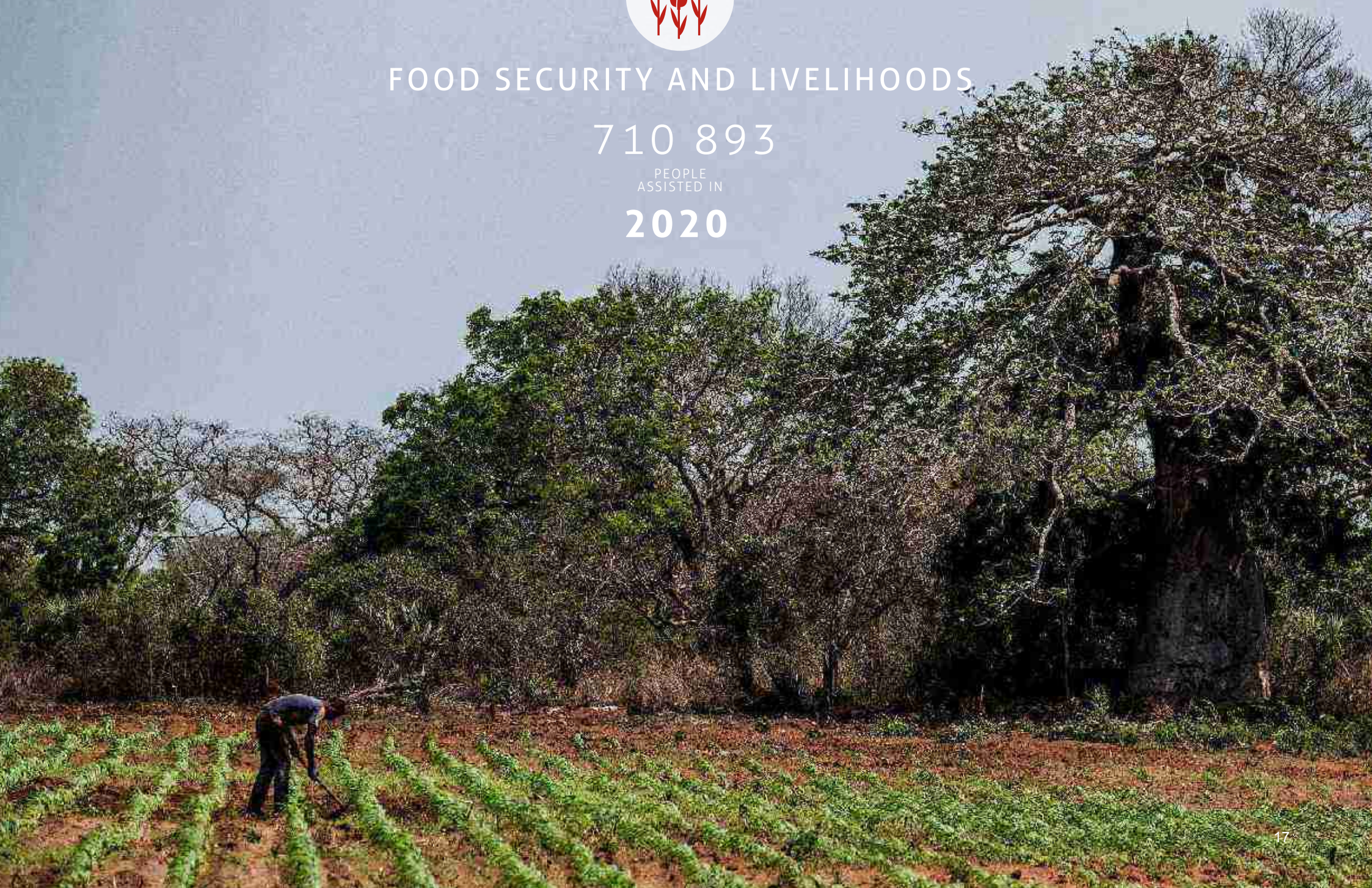


FOOD SECURITY AND LIVELIHOODS

710 893

PEOPLE
ASSISTED IN

2020





Our food security and livelihoods programmes are tailored to not only alleviate hunger but also to promote sustainable food systems that can achieve food security, improve nutrition and promote agricultural pursuits that uplift communities.

Training, nutrition gardens and other grassroots educational livelihood initiatives are critical in this regard because they improve agriculture practices, provide inputs and tools and strengthen local market links.

Our Food for Assets and Cash for Assets (FFA/CFA) interventions aim to address immediate food needs while helping households to develop or improve essential community assets, such as roads, flooding breaks or multipurpose centres, as a way of building resilience. Cash or food is given in exchange for the labour necessary to build these assets.

PROGRAMME INTERVENTIONS INCLUDE

- Community gardens
- Community farms
- Livelihood training
- Cash/Food for assets
- Food for work
- Value-chain systems
- Small farmer markets
- Farmer service centres
- Supplementary feeding
- General food distribution (GFD)

INTERVENTIONS ARE DESIGNED TO

- Improve food security
- Uplift women
- Improve nutritional outcomes
- Improve skills
- Develop stability and resilience
- Empower and restore dignity



GROWING FOOD AND LIFE SKILLS

In 2020, with support from the United Nations Refugee Agency (UNHCR), JAM supported 400 households in the Imvepi Refugee Settlement in Uganda with vegetable seeds and trained 280 refugees and 120 host community members on kitchen gardening practices. This was aimed at capacitating people to produce vegetables for their own consumption and to sell any surplus to earn an income. The Food Security and Nutrition project has received high praise and support from the Ugandan government who continue to provide land for project expansion. The project has also received commendation from UNHCR and World Food Programme.

In Mozambique the JAM greenhouse on Pambarra Farm is used to train locals in community farming. The vegetables grown are used as supplements in our school feeding programme and also help feed orphans and vulnerable children. In Sofala province, an FFA project saw locals receive maize, beans and vegetable oil in exchange for their work to improve the assets in their community.

The JAM Rwanda Vocational Training Centre trains vulnerable young people in various trades from hairdressing to motor vehicle mechanics and provides lessons in languages, entrepreneurship and computer literacy. Agricultural skills and kitchen gardening are also taught at the centre's model farm. The ultimate goal of this project is to contribute towards improved household food security, livelihoods and to reduce malnutrition.

In South Africa, gardens are being planted at early childhood development (ECD) centres. By focusing on food gardens, struggling centres are able to grow a variety of vegetables ensuring a diversified diet for children. Vegetables harvested reduce expenditure while also generating some extra income. An added bonus is that from a young age children are learning how to plant and harvest their own food.



EDUCATION

1 046 173

CHILDREN
ASSISTED IN

2020





Every child deserves a better future and through this programme we address the barriers to access education.

School feeding programmes are recognised the world over as a key part of education, they alleviate hunger and meet daily consumption needs, encourage attendance and learning ability. In some instances, in-school meals are combined with take-home rations which help address the needs of the child's family - often a barrier to accessing education. Keeping children in education, in turn, assists in uplifting the community and the economy.

School nutrition gardens complement our school feeding programme, increasing the nutritional diversification of diets as well as providing practical education in nutrition, planting, harvesting and income-building.

Improvements to the infrastructure of JAM-supported schools and Early Childhood Development (ECD) centres are made to ensure a healthy, safe learning environment for vulnerable children.

PROGRAMME INTERVENTIONS INCLUDE

School feeding
ECD centre Feeding
Take-home rations
School gardens
School improvements

INTERVENTIONS ARE DESIGNED TO

Address barriers to access education
Promote education
Promote child nutrition
Improve children's attention span
Encourage learning
Improve the learning environment
Empower and restore dignity



JAM SOUTH AFRICA STEPS UP TO THE COVID CHALLENGE

Although Covid-19 restrictions closed down many of the childcare centres where JAM South Africa distributes its highly nutritious porridge, we remained at the forefront of fighting hunger, quickly adapting to find new ways of getting food to vulnerable children and their families, with staff members often going the extra mile.

In Khayelitsha, one of our monitors decided to go door to door in order to identify the most vulnerable and get meals to them in the form of food rations and parcels. One particular family was really struggling to make ends meet. Because of the lockdown, the mother's shifts at work had been reduced resulting in a salary cut and in some months, no salary at all. After the distribution of a food hamper was made, she phoned the monitor to express her gratitude: "On my way home I was thinking and praying talking to myself saying 'Dear God, in that house I don't even have maize meal to prepare something for supper tonight - but when I got home, there was a food parcel from JAM with a 5kg Pick n Pay brand maize meal!"

With necessity requiring invention, JAM teamed up with food retailer Pick n Pay to institute an electronic voucher system. In the initial six months from launching the voucher system, JAM issued more than 25 000 vouchers, providing more than 3-million meals in partnership with 443 trader partners, including small traders.



OUR PEOPLE

THE HEARTBEAT OF JAM



AMANDA OTIENO



Amanda is currently serving as JAM's Chief Programmes Officer, supporting our African regional offices and donor support offices.

She was born in a small rural area of the Rift Valley in Kenya, but considers herself a "citizen of the world". Her challenging upbringing shaped her worldview as well as her future career path.

"You give me lemons, I make lemonade," she chuckles.

Although she grew up in a middle-class setting, the family experienced several upheavals that saw them move into areas where there was a lot of hunger and poverty. She witnessed people suffering through drought, famine and political conflict in East Africa.

"I got the feeling that I needed to help other people by taking their stories out of there," she says of her decision to pursue degrees in communications and community development.

But she had her own fair share of hardship too. The second of seven girls, Amanda felt gender discrimination first hand, especially after her mother died and she had to help raise her younger sisters.

"In a patriarchal society, they saw us as a useless bunch of girls. When there were tribal clashes and we had no boys to offer to assist in the fighting, they came and took our movable assets."

She was forced to take on odd jobs in order to provide for her siblings: "I learnt that with the least amount of resources you can make a change."

She was also determined to speak out on gender issues: "I will always stand on the right side of justice for girls when they are not treated fairly. I am doing what I do from a very, very deep motivation."

JAM's focus on women suits her motivation perfectly since it is women on the fringes that the organisation serves.

"There is always a connection between women," she says and when they don't speak the same language, her secret weapon is song. She explains that it does not take long for women from various backgrounds to find joy in each others' company through JAM's various projects.

"When you speak to the hearts of women, they will listen to you."

Although she has worked at a number of other humanitarian aid organisations over the past 20 years, JAM is the one that has made her feel best understood.

"JAM offers local solutions that are cost-effective and long lasting for Africans," she says, adding that other organisations tend to come from the outside with their ideas instead of digging deeper "under the roots".

Her vision for the future is to see JAM become a thought leader in the humanitarian field and share its expertise with others: "I believe in cross-pollination, people mixing with other people and sharing knowledge can only be good for the continent.

"If we walk together, we can quicken the pace," she says, pointing to the very African notion of ubuntu.

OUR PEOPLE

THE HEARTBEAT OF JAM



ABEBA AMENE

When Abeba tells people about JAM she describes it as being “an organisation with a large heart and even bigger ambition”.

As Country Director of South Sudan and Uganda, Abeba runs what is arguably JAM’s most ambitious programme in some of the most difficult terrain in Africa.

“We do not exist in an easy area, we take on the worst of food insecurity. We operate in all the red zones,” she says, adding that JAM consistently punches above its weight in a region that has been ravaged by conflict and natural disasters that have resulted in it being the largest refugee crisis in Africa.

Last year the team lost a colleague to the violence; the JAM food stations in Pibor were destroyed; staff had to be evacuated; some of their drivers regularly come under attack.

“But, we understand the context in which we are operating,” Abeba says and this is what she appreciates most about JAM - the organisation’s determination to employ local people who are well acquainted with the area, the situation and who speak the language.

“When you work to alleviate suffering for people who look like you and who you could really have been were it not for good fortune or luck then you tend to dig in a little deeper and a little bit longer,” she says.

“Our work with communities has been described as ‘a symphony’. One of our other partners says she has never seen such interaction between a community and an organisation.”

Abeba understands the plight of many of those she works with intimately, having grown up in a home that was a stop-over for refugees.

“In my teenage years, my pastime was more of drafting asylum applications than going to the movies,” she says.

Her experiences developed in her a deep compassion for people and she too ventured into journalism, but after a while she decided that the profession was one of observance and she needed to do more.

She joined the International Resources Group where she worked with retired ambassadors on various issues from conflict resolution to resilience and climate change issues across the borderlands of South Sudan, Uganda, Kenya, Ethiopia and Somalia.

“I learnt how extreme weather patterns like droughts can ravage community livelihood assets and push them to hunger. I have been around people who have gone days without a meal. It seems an injustice to me,” she says, adding that whereas she could have stayed in the United Kingdom where she went to study further, she feels that “Africa is where our responsibility as Africans lie.”

“This narrative of suffering, hunger, famine, displacement is not our story. Our story is of resilience, creativity, commitment, hard work, vibrant energy and wanting better for all our people.

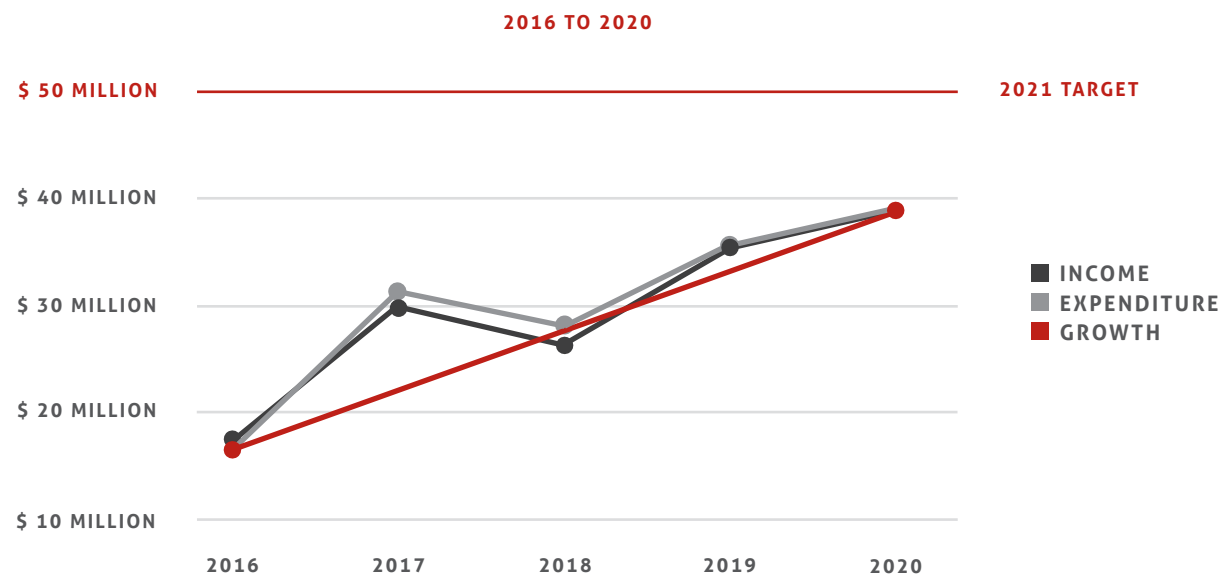
“We soldier on.”

FINANCIAL REVIEW

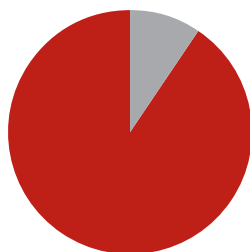
\$38 579 086
TOTAL FOR JAMINT

\$ 15 627 830
CASH RECEIVED
\$ 22 951 256
GIK RECEIVED

PROJECTED BUDGET FOR 2021 - US\$ 50 MILLION

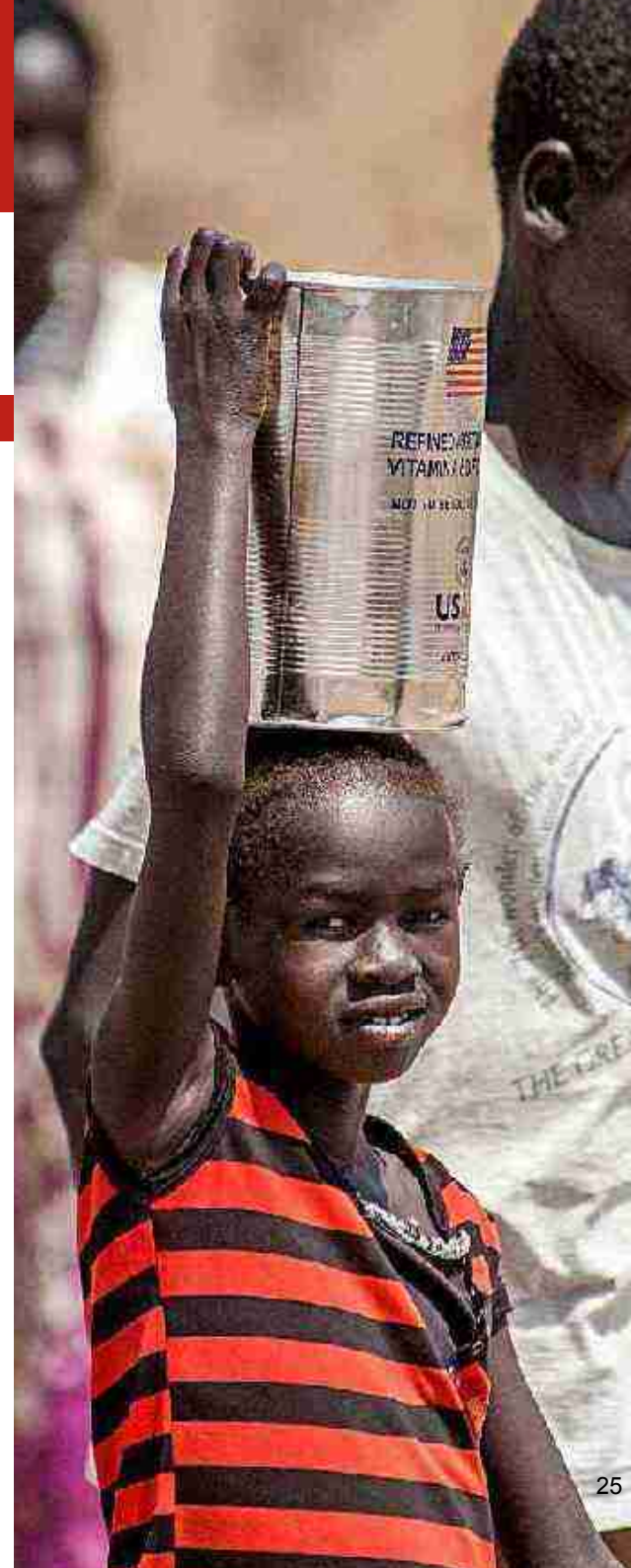


RESOURCES WELL SPENT



- ADMIN COSTS
10,56%
- PROGRAMME COST
89,44%

*THESE FIGURES WERE COMPILED BEFORE THE FINALISATION OF THE ANNUAL AUDITS BY OUR EXTERNAL AUDITORS AND INCLUDE JAM SOUTH AFRICA AND JAM WATER SERVICES.





JAM
HELPING AFRICA HELP ITSELF

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