



Eastern Africa



FORD FOUNDATION

*Working with Visionaries on the
Frontlines of Social Change Worldwide*

The *Ford Foundation* works with visionary leaders and organizations worldwide to change social structures and institutions so that all people have the opportunity to reach their full potential, contribute to society, have a voice in the decisions that affect them, and live and work in dignity.

This commitment to social justice is carried out through programs that strengthen democratic values, reduce poverty and injustice, promote international cooperation, and advance human knowledge, creativity and achievement.



Since 1962, when the Ford Foundation established an office in Nairobi, we have supported courageous leaders on the frontlines of social change across the region. Today, as Eastern Africa readies itself for a new era of fairness and opportunity, we are working with visionary leaders who are advancing democracy and human rights for all.

We envision a future in Eastern Africa in which all people can participate fully in a just, equitable, democratic and peaceful society.



INVESTING IN THE PEOPLE OF EASTERN AFRICA

Over the past two decades, progressive reforms have swept throughout East Africa. Constitutional democracies have taken root; new laws now guarantee civil and human protections; state institutions and civil society are becoming stronger. These changes have brought the full promise of democracy closer to the region than it has ever been.

But progress is tenuous, and challenges remain. Millions of people are excluded from key institutions and opportunities that should be open to all. Our work is anchored in the belief that East Africans can realize their own vision of a just, equitable, democratic and peaceful region. We know that the promise of democracy can be fulfilled only if all people are able to participate fully in their society.

WHAT FORD IS DOING

Our Nairobi office focuses on serving three countries—Kenya, Uganda and Tanzania—with the majority of grants distributed to projects in Kenya and Uganda. All of our work is designed to break down barriers that prevent many East Africans, particularly women and youths, from acting as engaged citizens and contributing to the region’s future.

We aim to change key institutions and social structures that perpetuate inequality and exclusion so that all people have access to opportunity. To that end, our grantees are working to help poor farmers gain access to markets and to enable communities that depend on natural resources to become the recognized stewards of their lands so they can expand their livelihoods and build assets. Much of this work is characterized by a focus on women, who dominate most agricultural work but whose access to land, markets and other resources is the most limited. We believe

that empowering women is fundamental to advancing progress in the region as a whole.

Across Eastern Africa, our grantees also strive to deepen civic and political participation, strengthen civil society and expand access to diverse media and free expression. Here, too, their efforts promote gender equality and human rights so that all East Africans can contribute to—and benefit from—their society’s social and economic development.

The foundation’s staff has a deep understanding of local issues. All of our efforts are led by and for East Africans and are rooted in a longstanding commitment to social justice. Our work seeks to give voice to those on the margins so that they can act as change agents on their own behalf.

A HISTORY OF ACCOMPLISHMENT

For the past 50 years, the foundation’s investments in Eastern Africa have been aimed

at building more democratic, peaceful and equitable societies and improving the socio-economic and political well-being of the region’s people. When our office in Nairobi opened in 1962, on the eve of decolonization, the foundation provided nascent African governments with urgently needed technical assistance, paving the way for an expanded role in the region. Since then, we have played an active part in developing the civil service, furthering nation building and economic development, and, through support to universities, educating the next generations of East African leaders.

We continued to support the region’s transition to democracy through the 1980s and ’90s, assisting in its progression to a more democratic environment through reforms of laws, state institutions and economic policies. The foundation also supported advancements in agriculture-based rural

development, women’s rights and reproductive health. Through grants to museums and arts organizations, we worked to strengthen cultural identity and understanding as well as free expression.

By 2000, the Nairobi office’s priority was helping the poor and disenfranchised to access the information, skills and assets they need to improve their lives. As a result, our grant making reflected the importance and well-being of citizens, with particular emphasis on equipping East Africans to participate in the expansion of democracy in their countries. By 2007, when Kenya was seized by ethnic violence upon the conclusion of general elections, we had rigorously focused our grant making on advancing democracy, fairness, opportunity and human rights for all people of the region.

Today, we are devoted to redressing a long legacy of social injustice by helping communities become rightful stewards and owners of their

indigenous lands, connecting women, youths and marginalized groups to opportunity, and building renewed trust among ethnic communities.

A RESOURCE FOR SOCIAL TRANSFORMATION

We are deeply optimistic about the future of Eastern Africa. At the heart of our work is a commitment to look beyond short-lived solutions and toward long-term social transformation that can change people’s lives. This demands that we take risks, provide early support for groundbreaking leaders and ideas, and remain committed to tackling some of the most challenging issues the region faces.

In addition to supporting our grantees, Ford acts as a resource for knowledge, new ideas, inspiration and connection to others. We believe this is essential to advancing lasting social change.

SELECT STRATEGIES AND INVESTMENTS IN THE REGION

The foundation's past and present work in Eastern Africa—a small sampling of which is offered on these pages—reflects our commitment to supporting progress over the long term.

EASTERN AFRICA

UGANDA

KENYA

TANZANIA

ESTABLISHING FAIR SYSTEMS

We helped to establish systems and structures at all levels of government that now serve as models for the delivery of people-centered services, programs and projects.



1960s

Now we support efforts to foster wider citizen participation in democratic processes by strengthening the systems that govern fair and peaceful elections.

TRANSFORMING HIGHER EDUCATION

Our support to universities was crucial in establishing postgraduate training in economic policy planning and in educating the next generation of professionals to serve across Eastern Africa during the post-colonial period.



1970s

These investments have established academic institutions that are transforming education through innovative curricula, yielding a new generation of leaders.

STRENGTHENING CIVIL SOCIETY

The foundation seeded the creation of diverse and robust civil society movements across the region, helping underrepresented groups engage with government and encouraging greater openness and democratic participation.

Today we support civil society's efforts to advance democracy by advocating for government accountability, progressive policies and equal partnership with the state.

PROMOTING WOMEN'S RIGHTS

We have supported the emergence of key human rights organizations, the growth of the women's rights movement and a legal framework that advances the rights of women.



1980s

Currently our grantees play leading roles in advancing constitutional reform and access to justice for historically excluded voices. They help the next generation of women leaders build skills, network and enhance their visibility in all aspects of society.

PROTECTING NATURAL RESOURCES

Ford funded the development of Community-Based Natural Resource Management, ensuring that natural resources are conserved and sustainably managed, with benefits for communities that derive their livelihoods from wild-life and forestry.



This support laid the groundwork for our current efforts to transform how land resources are governed, especially in implementing the land reform provisions in Kenya's Constitution.

BUILDING FINANCIAL ASSETS

We helped pioneer microfinance through grants and program-related investments to microfinance institutions, providing crucial backing for a strategy that has since helped reduce poverty in some 40 countries.

Today our grantees promote policies that help poor women and men participate in profitable markets and that increase access to financial services for rural communities.

2000s

IMPROVING MEDIA CONTENT AND DIVERSITY

Key grants to media developers and producers have helped transform fledgling alternative media outlets into resources for civil society, through the development of new platforms, diverse content and investment in new voices.



Now we support local media content that is rigorously factual and focused on critical issues, which helps to keep citizens informed and connected to a free, diverse and inclusive media landscape.

ADVANCING ARTS AND CULTURE

The foundation provided vital early funding for the GoDown Arts Centre, a unique space where a large number of diverse Kenyan arts organizations create, collaborate and raise the public profile of contemporary East African art and culture.



We continue to promote free expression by supporting new spaces for performance, visual arts and public dialogue.



WORKING ON THE FRONTLINES IN

Eastern Africa

Strengthening Civil Society and Philanthropy

WE ARE WORKING to increase the effectiveness of civic organizations by strengthening their infrastructure and the regulatory environment in which they operate.

Truly democratic, equitable and peaceful societies depend on the full participation of an informed and engaged citizenry, a goal not yet fully realized in Eastern Africa. Ford grantees are united in the belief that to strengthen citizen participation in the region, they must replace barriers to civic engagement with ideas and structures that amplify the voices of citizens and civil society as a whole. To that end, they are working with civil society groups—particularly those focused on securing the rights of women—to bring about urgently needed reforms that improve the lives of families and the performance of society at large. And they are providing resources and facilities that help East Africans hone their advocacy skills and strategize about how to make government at all levels more sound.

In Kenya, Ford grantees helped to inaugurate a new constitution that established a greater role for women in a more open and accountable government. A current project builds on this success by inviting citizens from outside government and other formal institutions to take part in dialogues about the country's future.

Still, the region's weak NGO infrastructure inhibits day-to-day work and can make it difficult to hold government accountable. East Africans must also bridge deep and often hostile divisions based on race, ethnicity, religion, gender, class and clan. To ease these differences, the foundation's grantees are working to leverage and strengthen the capacity of local organizations to expand citizenship, promote universal human rights and prepare the next generation of civic leaders.

Each year, for instance, one of our grantees hosts a six-day camp for young up-and-coming leaders. The camp prepares them to stand up for their rights and lead the way toward development and reform. Another assists East African students who are studying the history and nature of social movements, ensuring that the next generations of leaders are equipped to guide a strong and sustainable civil society sector into the future.

ON THE FRONTLINES

Our grantees are strengthening the nonprofit sector in Eastern Africa. Their work includes:

Establishing a fellowship program to develop the skills, knowledge and experience of community activists and build the women's rights movement

GRANTEE: Fahamu Limited

Strengthening programs that better equip the creative sector to mobilize civic participation.

GRANTEE: The Performing and Visual Arts Centre Limited

Providing training and technical assistance to bolster civil society leadership and new advocacy networks in Uganda.

GRANTEE: Uganda National NGO Forum

For a full list of grantees, go to www.fordfoundation.org

WE SUPPORT CIVIC ORGANIZATIONS THAT WORK TO GIVE ALL PEOPLE A VOICE IN THE DEMOCRATIC PROCESS.



Protecting Women's Rights

OUR GRANTEES COMBAT inequality and discrimination, endeavoring to increase women's visibility so they have a voice in the decisions that affect their lives.

Every day, East African women perform vital roles in the quest to make their societies more democratic, peaceful, equitable and just: They serve as leaders in their households, houses of worship, movements and organizations, and at the local and national levels of government. But despite these valuable contributions and perspectives, women rank among the poorest and most at risk in East African society.

Against entrenched cultural obstacles, progressive women and men are fighting discrimination and clearing a path to equality for women and girls in Eastern Africa. The Ford Foundation partners with women's organizations, academic institutions, autonomous government agencies and religious institutions to eradicate injustices and promote gender equality.

In courtrooms and legislatures across the region, for instance, our grantees are advocating for fairness and crafting policies that advance human rights for all citizens. Through local community associations, media outlets and large nonprofit organizations, women's groups are building and activating robust networks to demand women's inclusion in decision-making spaces. One longtime grantee teaches young women to play football, both to build their confidence and to provide a team environment where they can talk about issues that affect their lives.

In 2012, the Kenyan Women's Political Charter provided a blueprint for implementing women's civil rights under Kenya's two-year-old constitution. Our grantees worked to establish the charter and continue to build awareness and monitor the implementation of women's legal gains under the constitution.

Members of the Uganda Association of Women Lawyers monitor and prosecute gender-based violations, using the law to ensure women's constitutional rights and enhance their ability to participate in the democratic process. In neighboring Tanzania, a national radio program broadcasts essential information about rights and laws to women and families who can't access traditional legal resources.

ON THE FRONTLINES

Our grantees work with state, social, cultural and religious institutions to institute programs and policies that fight discrimination and further gender equality. Projects include:

Ensuring that the rights guaranteed by the constitutional framework of Kenya—equality, equity and parity—are fully realized, and empowering communities to take part in enacting reforms through the constitutional dispensation process.

GRANTEE: The Centre for Legal Empowerment (Kituo cha Sheria)

Establishing mechanisms for women to participate in government at the national and local levels.

GRANTEE: Women's Empowerment Link (WEL)

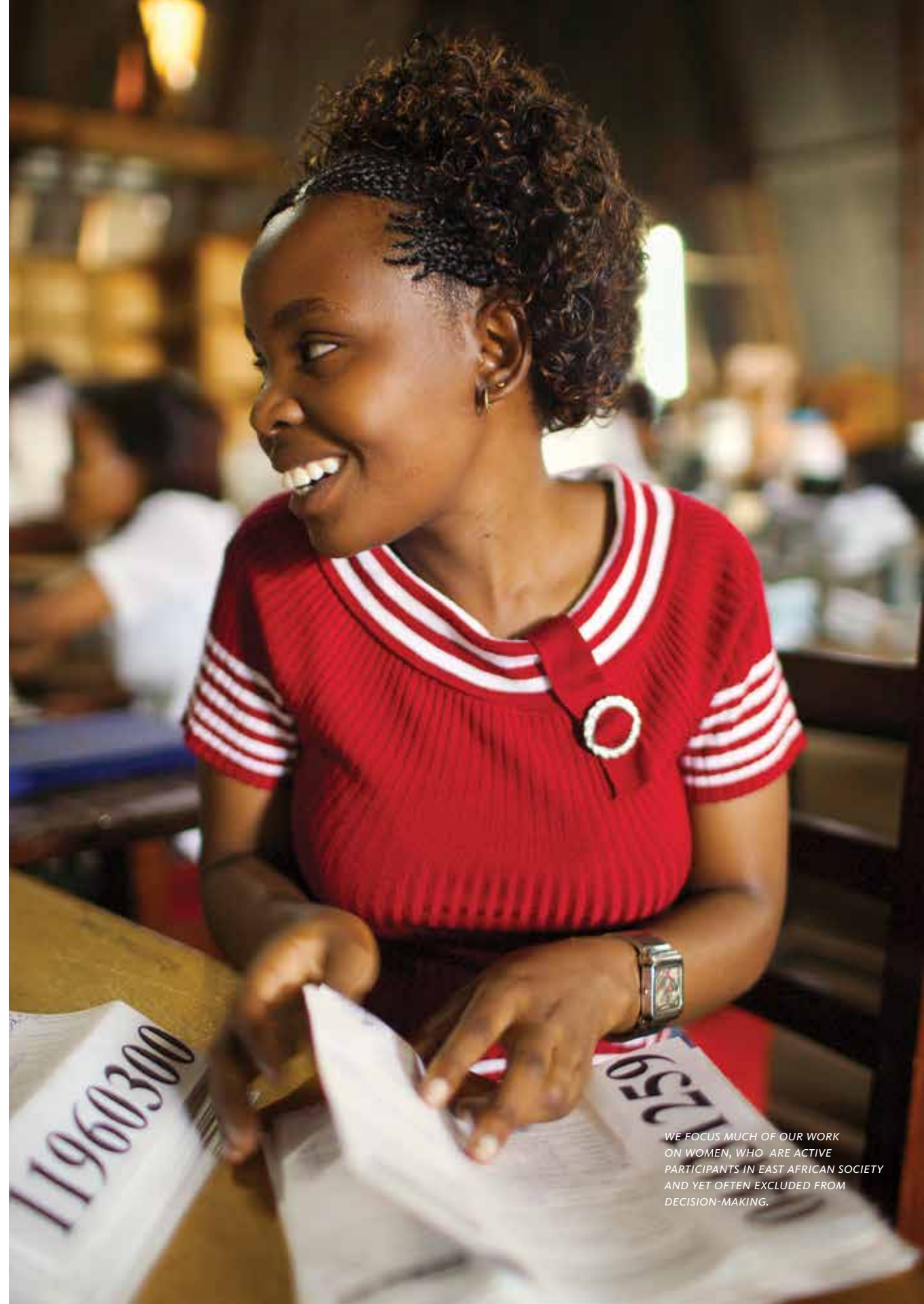
Working to build and strengthen a diverse and cohesive women's rights movement, and to amplify the voices of African women at the global level.

GRANTEE: Akina Mama Wa Afrika (AMWA)

Organizing strategic dialogues between men and women, educating men about gender-based violence, and conducting community outreach to generate discussions on gender equality and women's political participation.

GRANTEE: Men for the Equality of Men and Women (MEW)

For a full list of grantees, go to www.fordfoundation.org



WE FOCUS MUCH OF OUR WORK ON WOMEN, WHO ARE ACTIVE PARTICIPANTS IN EAST AFRICAN SOCIETY AND YET OFTEN EXCLUDED FROM DECISION-MAKING.



BY FINDING INNOVATIVE WAYS TO IMPROVE THE LIVELIHOODS OF POOR RURAL RESIDENTS, WE CAN HELP THEM MOVE OUT OF POVERTY.

Expanding Livelihood Opportunities for Poor Households

WE INVEST IN PROGRAMS that help rural East Africans improve their livelihoods and alleviate poverty.

Many citizens of Eastern Africa live in rural areas, where their livelihoods depend on agriculture and related pursuits. In these areas, a majority of people live on less than a dollar a day, and few flourish above the poverty line. Most of the people living in extreme poverty are women, who endure routine discrimination. Beyond the reach of electric grids, millions of rural residents can only dream about virtual highways that lead out of poverty.

Despite these challenges, paths to better livelihoods in Eastern Africa have begun to multiply. Change is most visible at the state level, where grantees have worked to pass legislation and regulations that promote economic and social justice for rural communities. These changes are especially important because gains in the agricultural sector propel economic growth about four times as fast as equivalent increases in any other sector. Other grantees are working to help smallholder farmers, herders and fisherfolk, as well as entrepreneurs whose livelihoods depend heavily on agricultural revenue, to gain access to financial services, strengthen their business practices, increase productivity, and enter new and viable markets.

One organization, for instance, tailors microfinance loan products to smallholder farmers and entrepreneurs, then gauges a loan's efficiency, demonstrates its impact and compiles best practices for wider use. On the coast of Kenya, another grantee is involving women and the poor in the production and marketing of indigenous chicken breeds, an enterprise that has the potential to reach and increase the incomes of millions of very low-income smallholders.

Lastly, a grant from the foundation has established Maarifa (knowledge) centers that provide Internet access and information on agriculture to communities living in the remote arid lands of Eastern Africa. The Arid Lands Information Network (ALIN) has created 14 such centers in the most hard-to-reach regions of Kenya, Uganda and Tanzania, connecting residents with the tools and information they need to improve their health and agricultural practices, increase their incomes and better their lives.

ON THE FRONTLINES

Our grantees help smallholder farmers and entrepreneurs strengthen the infrastructure and networks that can lead to success and growth. Projects include:

Increasing the participation of women in fish farming and expanding the portfolio of agricultural financial products and services tailored to the fish supply chain.

GRANTEE: Kenya Women Holding

Developing guidelines for linking rural households to markets and increasing benefits to women and the poor.

GRANTEE: Kenya Agricultural Research Institute

Piloting a Web-based platform to track the social impact of financial services on smallholder livestock farmers and building a sustainable model for providing agricultural technical assistance.

GRANTEE: Juhudi Kilimo

Analyzing women's rights and economic opportunities in an effort to improve gender relations and address the root causes of poverty.

GRANTEE: International Livestock Research Institute

For a full list of grantees, go to www.fordfoundation.org

Expanding Community Rights Over Natural Resources

WE SUPPORT LAND REFORMS that give women and those living in marginalized communities fair access to—and ownership of—natural resources.

Fertile land and rich natural resources have the potential to help surmount poverty for millions of East Africans whose livelihoods depend on harvesting and fishing. But a colonial legacy of oppressive, race-based policies remains reflected in unfair land tenure systems and inequitable land distribution, leaving much of the region's land in the hands of a privileged few. We know that having access to natural resources enables people to build assets, secure livelihoods and provide for their families. Yet many rural households are excluded from owning and using these resources.

The Ford Foundation works with organizations to change these exclusive systems and policies. We focus particularly on women, whose rights as citizens and community members have historically been denied and whose claims over ancestral lands, traditional territories, and marginalized regions and enclaves are routinely dispossessed, irregularly allocated or grabbed.

In Kenya, the 2010 Constitution and the National Land Policy secured a national commitment to ending unfair control of land and natural resources, presenting immense opportunities for justice and equity. Our grantee partners are working to make sure that the land reforms set forth by these laws are realized, playing a key role in changing the rules and institutions governing land management and administration. In one important victory, they incorporated the rights of women and communities into four key land laws.

In Uganda, grantees worked to realize a new, more inclusive National Land Policy. As part of Tanzania's Katiba Initiative, a grantee is reaching out to hunter-gatherers and pastoralists to help them articulate and present their views and needs to the National Constitution Review Commission. The work is ongoing, but these victories bring hope for further, enduring change.

ON THE FRONTLINES

Our grantees are helping rural communities secure the rights of access, ownership and control over natural resources. Projects include:

Publishing and disseminating a score-card that assesses the government's performance in implementing land reforms.

GRANTEE: Land Governance and Development Institute (LGDl)

Implementing a ruling from the African Commission on Human and People's Rights that secured the right of the indigenous Endorois people to use the area of Lake Bogoria, their traditional home, as a livelihood source.

GRANTEE: Kenya Land Alliance

Teaching communities to use a mapping tool to develop detailed information about the status of land and the laws governing it.

GRANTEE: Ujamaa Center at the Coast of Kenya

Building the capacity of the Batwa forest peoples to pursue recognition of rights to their ancestral land and compensation for their losses.

GRANTEE: United Organisation for Batwa Development in Uganda

For a full list of grantees, go to www.fordfoundation.org



WE BELIEVE THAT TRADITIONAL COMMUNITIES' RIGHTS TO ACCESS AND OWN NATURAL RESOURCES MUST BE WELL DEFINED AND WELL PROTECTED.

Advancing Public Service Media

WE HELP NEW RANKS of independent media professionals shed light on the complex issues facing the region.

Democracies cannot flourish without independent media that delivers timely, accurate and uncensored news. East Africans have long gotten their news from state-owned outlets that are propelled by the agendas of reigning authorities and others in the profit-driven private sector. Neither has been sufficient in helping citizens become informed about and engaged in the critical matters shaping the future of their region and the world.

With independent media on the rise, the foundation’s efforts are helping to sustain and encourage its growth. Our grantees work to elevate strong yet scattered voices and help civil society organizations advance free expression across Eastern Africa, especially for marginalized groups. They train journalists to expose corruption, monitor government action and demand accountability. Grants to conduct research and develop effective public policies around media complement efforts to institute broader reform and establish public media that truly serves the public interest.

These efforts have created a new generation of media that both informs and engages. Media Development in Africa, for instance, has produced “Agenda Kenya,” “Agenda Uganda,” “Be the Judge” and “Tazama”—all popular television shows that foster interest in national governance and educate the next generation of media professionals through training programs. With millions of viewers, the satirical “XYZ Show,” produced by Buni Limited, increases awareness of social and political issues, encouraging public participation in discussions about governance and reminding elected officials of their responsibility to the public. Another grantee, Ketebul Music, works to document the stories behind 50 years of Kenyan protest music. It will produce a television documentary and a CD to provide an inspirational soundtrack for the next phases of social change.

In Tanzania and Kenya, one of our grantees prompts public debate on citizenship, electoral reform and other key national issues in televised soap operas for social change. Its name, Twaweza Communications Limited, comes from the Swahili words for “we can make it happen.”

ON THE FRONTLINES

Working in a range of media, our grantees help people make sense of the issues that are central to their lives and communities. Projects include:

Training and empowering journalists to investigate and publish stories in Reject, a bimonthly print publication dedicated to diversity, gender equity and social justice.

GRANTEE: African Woman and Child Feature Services

Documenting narratives of identity and citizenship in the lead-up to the 2012 general election in Kenya and hosting an international conference for alternative media practitioners.

GRANTEE: Kwani Trust

Creating a hub for Internet developers to promote local content, expand their online presence and engage policy makers in debates on Internet governance.

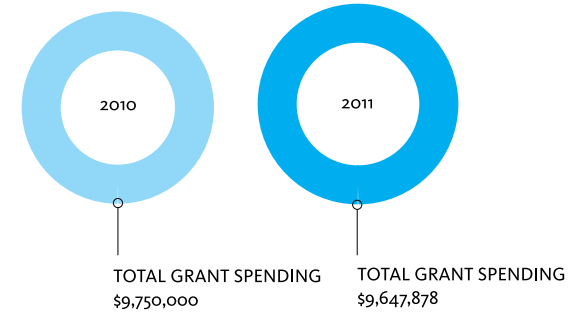
GRANTEE: Code IP Trust

For a full list of grantees, go to www.fordfoundation.org

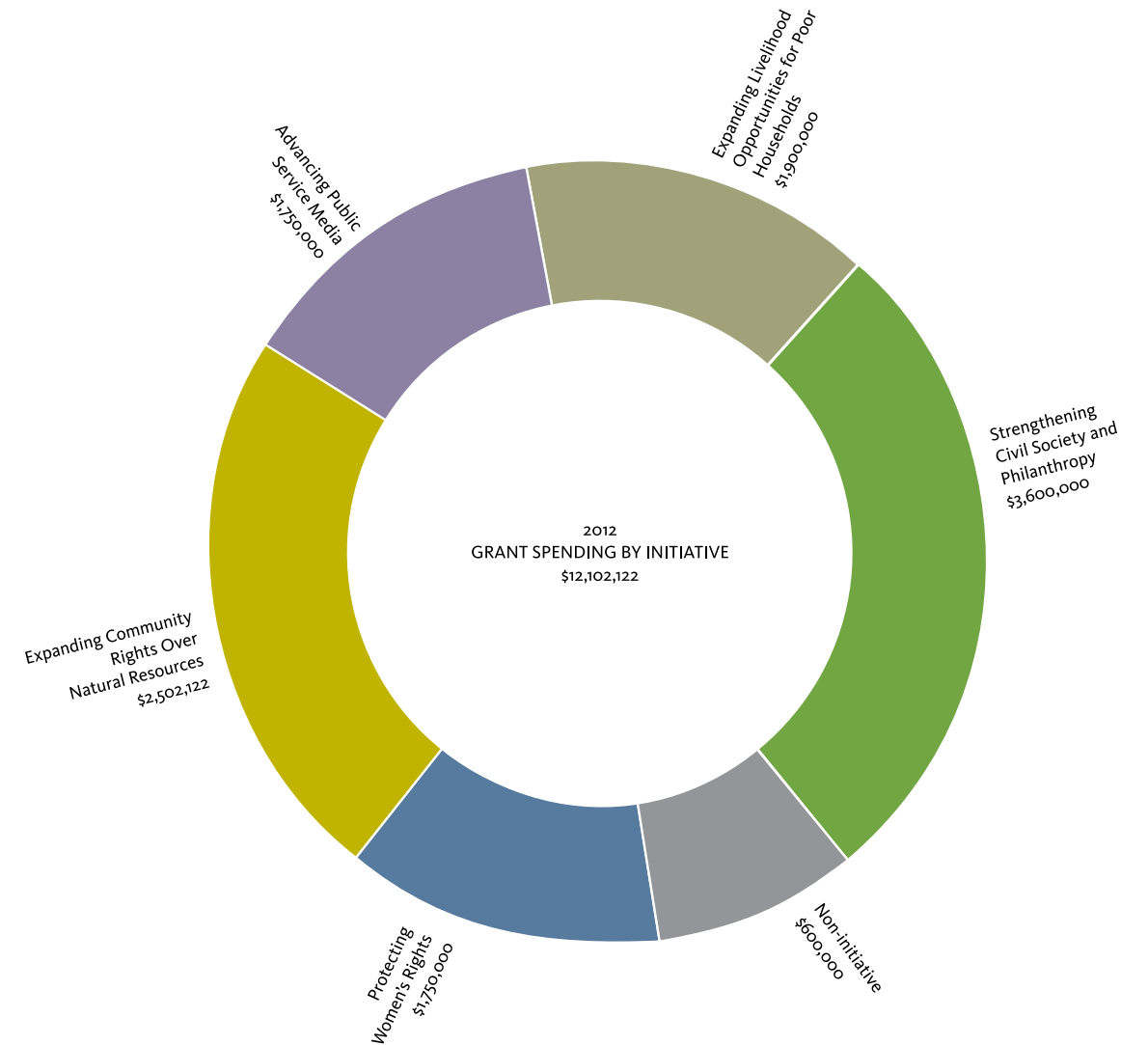


FREE EXPRESSION IS CRITICAL TO INCREASING AWARENESS OF SOCIAL AND POLITICAL ISSUES AND ENCOURAGING PUBLIC DIALOGUE. THIS CARTOON IS BY GADO, THE MOST SYNDICATED POLITICAL CARTOONIST IN EASTERN AND CENTRAL AFRICA.

ISSUES, INITIATIVES AND GRANT SPENDING IN EASTERN AFRICA



ISSUE	INITIATIVE
Democratic and Accountable Government	• <i>Strengthening Civil Society and Philanthropy</i>
Human Rights	• <i>Protecting Women's Rights</i>
Economic Fairness	• <i>Expanding Livelihood Opportunities for Poor Households</i>
Sustainable Development	• <i>Expanding Community Rights Over Natural Resources</i>
Freedom of Expression	• <i>Advancing Public Service Media</i>



TO LEARN MORE about the Ford Foundation and our grant making, visit www.fordfoundation.org

TO APPLY FOR A GRANT, visit www.fordfoundation.org/regions/eastern-africa/for-grant-seekers where you will find a Grant Application Guide that describes our process and an online form you may use to submit a grant inquiry.

BOARD OF TRUSTEES

IRENE HIRANO INOUYE
Chair of the Board
Washington, D.C.

LUIS A. UBIÑAS
President
New York, N.Y.

KOFI APPENTENG
Partner
The West Africa Fund

Partner
Constant Capital
Redding, Conn.

TIM BERNERS-LEE
Professor
School of Engineering and Computer Science and Artificial Intelligence Laboratory
Massachusetts Institute of Technology
Cambridge, Mass.

Founder
World Wide Web Foundation
Geneva, Switzerland

AFSANEH M. BESCHLOSS
President and Chief Executive Officer
The Rock Creek Group
Washington, D.C.

MARTIN EAKES
Co-Founder and CEO
Self-Help

CEO
Center for Responsible Lending
Durham, N.C.

JULIET V. GARCÍA
President
University of Texas at Brownsville and Texas Southmost College
Brownsville, Texas

J. CLIFFORD HUDSON
Chairman of the Board and Chief Executive Officer
Sonic Corporation
Oklahoma City, Okla.

ROBERT S. KAPLAN
Professor of Management Practice
Harvard Business School
Boston, Mass.

Senior Director
The Goldman Sachs Group Inc.
New York, N.Y.

THURGOOD MARSHALL JR.
Partner
Bingham McCutchen

Principal
Bingham Consulting Group
Washington, D.C.

N.R. NARAYANA MURTHY
Chairman Emeritus
Infosys Limited
Bangalore, India

PETER A. NADOSY
Managing Partner
East End Advisors LLC
New York, N.Y.

CECILE RICHARDS
President
Planned Parenthood Federation of America and Planned Parenthood Action Fund
New York, N.Y.

OUR OFFICES WORLDWIDE

UNITED STATES

HEADQUARTERS
320 East 43rd Street
New York, N.Y. 10017

AFRICA AND MIDDLE EAST

EASTERN AFRICA
Rahimtullah Towers,
12th Floor
Upper Hill Road
Nairobi, Kenya

MIDDLE EAST AND NORTH AFRICA
Tagher Building
1, Osiris Street, 7th Floor
Garden City
Cairo 11511
Egypt

SOUTHERN AFRICA
P.O. Box 30953
Braamfontein 2017
Johannesburg,
South Africa

WEST AFRICA
Ten 105 Close
Banana Island, Ikoyi
Lagos, Nigeria

ASIA

CHINA
International Club
Office Building
Suite 501
Jianguomenwai Dajie,
No. 21
Beijing, China 100020

INDIA, NEPAL AND SRI LANKA
55 Lodi Estate
New Delhi 110 003
India

INDONESIA
Sequis Center, 11th Floor
Jl. Jend. Sudirman 71
Jakarta 12190
Indonesia

LATIN AMERICA AND CARIBBEAN

ANDEAN REGION AND SOUTHERN CONE
Mariano Sánchez
Fontecilla 310
Piso 14
Las Condes
Santiago, Chile

BRAZIL
Praia do Flamengo 154
8º Andar
CEP 22210-030
Rio de Janeiro, R.J.
Brazil

MEXICO AND CENTRAL AMERICA
Emilio Castelar 131
Colonia Polanco
11560 Mexico, D.F



PHOTO CREDITS: Cover: Sven Torfinn/Panos | Page 1: left, Sven Torfinn/Panos; right, Stephen Morrison/EPA/Newscom | Pages 2-3: left to right, Paul Jeffrey/Kairophotos; Karen Robinson/Panos; Mikkel Ostergaard/Panos | Pages 4-5: left to right, Dai Kurokawa/EPA/Newscom; Luca Locatelli; Attila Kisbenedek/Getty Images; Andrew Aitchison/In Pictures/Corbis; Vanessa Vick; Franco Origlia/ Getty Images | Pages 6-7: Ann Holmes | Page 9: Evelyn Hockstein | Page 11: Mikkel Ostergaard/Panos | Page 12: Hudson Apunyo/Reuters/Corbis | Page 15: Ton Koene/Getty Images | Page 17: Gado (Godfrey Mwampembwa) | Back Cover: Roberto Schmidt/AFP/Getty Images

PUBLISHED NOVEMBER 2012



FORD FOUNDATION
320 East 43rd Street
New York, N.Y. 10017
USA
www.fordfoundation.org

Rahimtullah Towers
12th Floor
Upper Hill Road
Nairobi, Kenya
ford-nairobi@fordfoundation.org