



OXFAM

**OXFAM IN
UGANDA**
**ANNUAL REPORT
2023-2024**
HIGHLIGHTS



UGANDA
OXFAM



OXFAM

A member of Urebatriku Farmer Field School in Adjumani, West Nile. Urebatriku is reviving neglected and under-utilised plant species such as Hibiscus, sesame

TOGETHER FOR EQUALITY.

ACKNOWLEDGEMENTS

Oxfam in Uganda acknowledges all the stakeholders engaged in the fight against inequality. From Government to operational and strategic partners, donors, civil society, the private sector community leaders and individuals. Your contribution to creating positive change is invaluable. Your support made a considerable contribution to the delivery of our program and the positive change created.

This Annual report covers the period from *April 2023 to March 2024*. It is an overview of the achievements/milestones from over 47 projects implemented across all four thematic areas of the Oxfam in Uganda program.

COVER PHOTO:

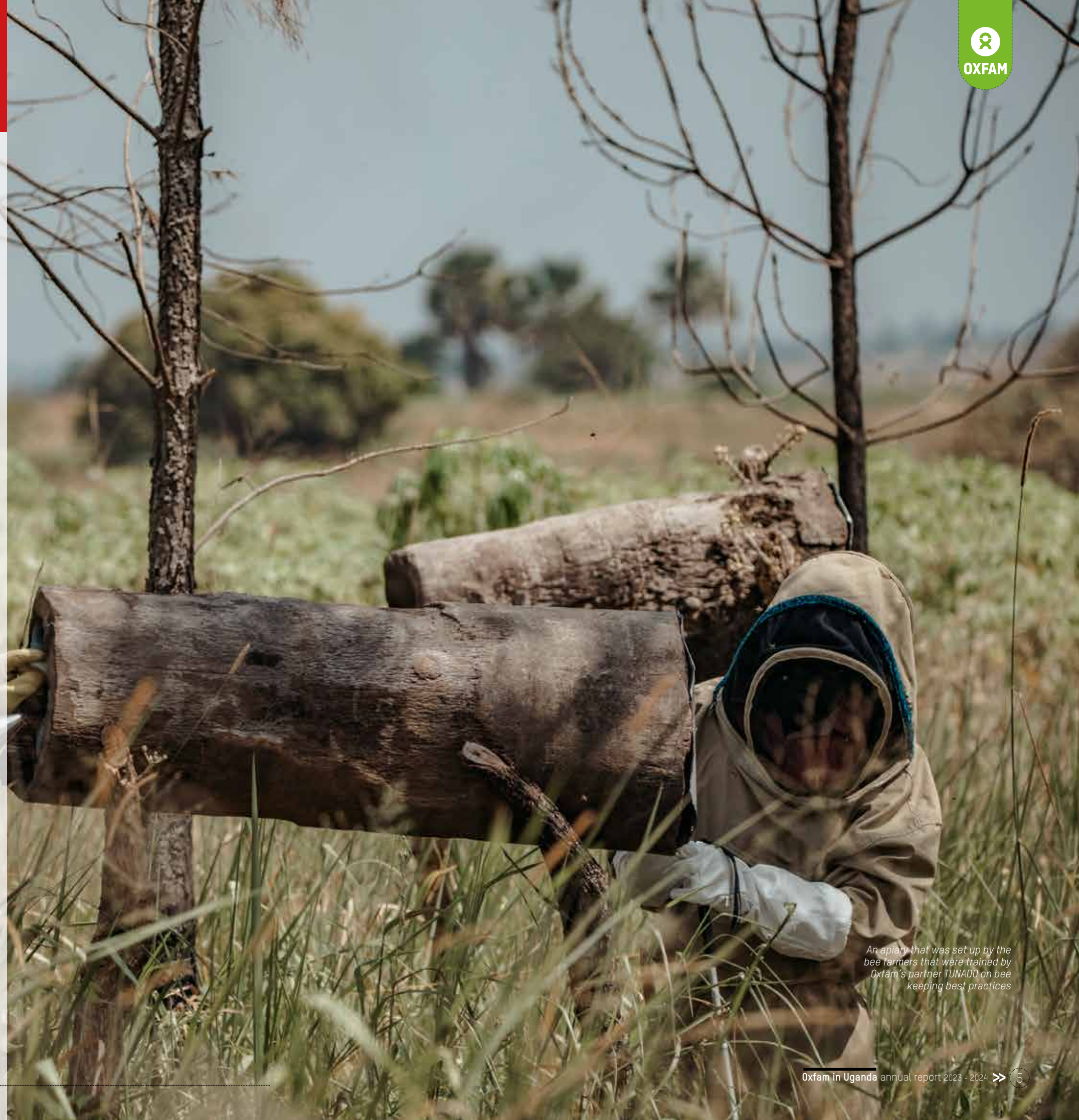
Muja Rose Wani is a resident of village 12, Zone 3, cluster 4, Bidibidi Refugee Settlement - Yumbe District. She is the Chairperson of the Women Led Forum - United Women and Girls Group and also the Refugee Welfare Council in village 12, Cluster 4. She received leadership training from Community Empowerment for Creative Innovations (CECI) with support from Oxfam.

DISCLAIMER:

Efforts were made to ensure that the information in this 2023/2024 report is correct. However, the possibility of errors or unintentional omissions cannot be excluded.

ACRONYMS

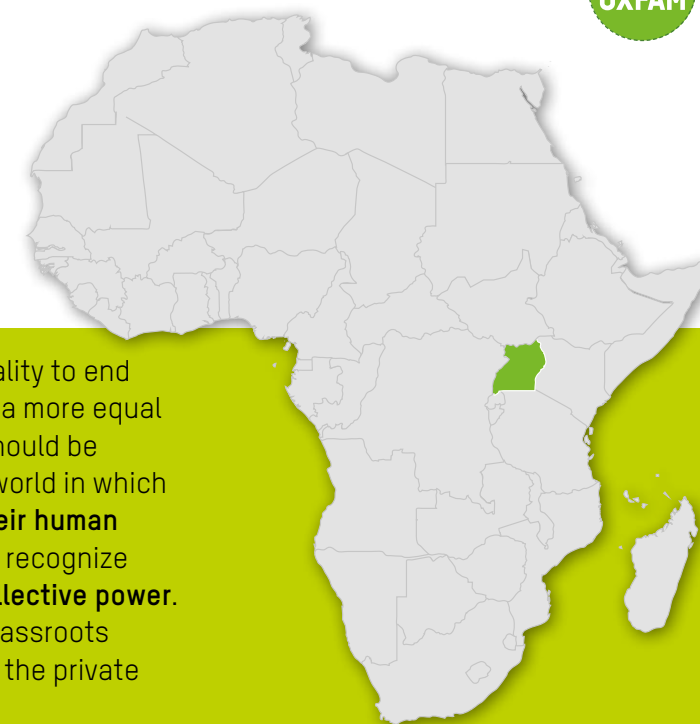
Acronym	Explanation
GALS	Gender Action Learning System
WROs	Women Rights Organisations
CSF	Country Strategic Framework
WASH	Water, Sanitation, and Hygiene
GBV	Gender-Based Violence
SRHR	Sexual and Reproductive Health and Rights
AGYW	Adolescent Girls and Young Women
GALS	Gender Action Learning System
WROs	Women Rights Organizations
UCDW	Unpaid Care and Domestic Work
MDAs	Ministries, Departments, and Agencies
KCCA	Kampala City Council Authority
PDM	Parish Development Model
MHPSS	Mental Health and Psychosocial Support
IEC	Information, Education, and Communication
VSLAs	Village Savings and Loans Associations
EAN	Education Advocacy Network
GIMAC	Gender Is My Agenda Campaign
DDMC	District Disaster Management Committee
DDPC	District Disaster Policy Committee
UNHCR	United Nations High Commissioner for Refugees
ERF	Emergency Response Fund
EFSVL	Emergency Food Security and Vulnerable Livelihoods
RISE-K	Resilience, Inclusiveness, Sustainability, and Empowerment of Communities in Karamoja
FFS	Farmer Field Schools
SD=HS	Sowing Diversity = Harvesting Security
NUS	Neglected and Underutilized Species
FSEs	Farmer Seed Enterprises
BGR	Buddhist Global Relief
ISME	Innovative Small and Medium Enterprises
PGRC	Plant Genetic Resources Center
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
NARO	National Agricultural Research Organization
NSTC	National Staff Terms and Conditions
CSOs	Civil Society Organizations
ESAFF	Eastern and Southern Africa Small Scale Farmers' Forum
PELUM	Participatory Ecological Land Use Management
CCG	Centre for Constitutional Governance
CSBAG	Civil Society Budget Advocacy Group
SEATINI	Southern and Eastern Africa Trade Information and Negotiations Institute
CBTP	Centre for Budget and Tax Policy
TUNADO	The Uganda National Apiculture Development Organization
RTCs	Rural Transformation Centers
LREPs	Local Revenue Enhancement Plans



An apiary that was set up by the bee farmers that were trained by Oxfam's partner TUNADO on bee keeping best practices

Margret Poni is a member of Asante Farmer's Group in Village 8, Imvepi Refugee settlement, Terego district. Her group practices climate smart agriculture practices under the Combating Food Insecurity Project, funded by NORAD

ABOUT OXFAM IN UGANDA



Oxfam is a global organization that fights inequality to end poverty and injustice. We are working towards a more equal future. We believe all lives are equal. No one should be discriminated against or live in poverty. We want a world in which everyone can **safely speak truth to power, claim their human rights, and build a better future** for themselves. We recognize that we cannot achieve this on our own but as a **collective power**. We, therefore, **work in partnership** with local and grassroots organisations, civil society, individuals, volunteers, the private sector, and the Government.

In Uganda, we deliver this commitment by providing quality and timely humanitarian support to crisis-affected -vulnerable communities, enhancing resilient livelihoods, promoting gender justice and women's rights, and championing inclusive and accountable governance. Our work is guided by the [Country Strategic Framework \(CSF\) \(2021-2030\)](#), which is organized around four themes with specific goals:

Governance and Accountability

Goal: Inclusive and accountable governance systems are in place to promote the rights of vulnerable people
Focus: Building active citizenship, working around the petroleum and mining industry, promoting transformative education, and promoting fiscal justice.

Resilient Livelihoods

Goal: Vulnerable and marginalized people are economically empowered and have resilient livelihoods
Focus: Sustainable access and control over natural and productive resources, gender-sensitive agriculture and the value chains, youth skilling, resilience and adaptation to climate change, and support for business development.

Humanitarian preparedness and response

Goal: People vulnerable to crises are safe, secure, and resilient and enjoy dignified lives
Focus: Emergency assistance through Water, Sanitation, and Hygiene promotion (WASH); building resilient livelihoods for crisis-affected communities; strengthening

gender and protection systems; enabling inclusive Peace initiatives; enhancing disaster preparedness capacity with communities; Steering Local humanitarian leadership; and Rights in Crisis Advocacy and policy influencing nationally and regionally.

Gender Justice and Women's Rights

Goal: Women and girls from vulnerable communities are empowered, enjoy their rights, and live in dignity.
Focus: social norm change, addressing GBV, advocacy around Unpaid Care work, monitoring progress on women's rights commitments, championing the feminist agenda, and addressing sexual reproductive health rights for young people.



VISION

A Uganda free of inequality and injustice.



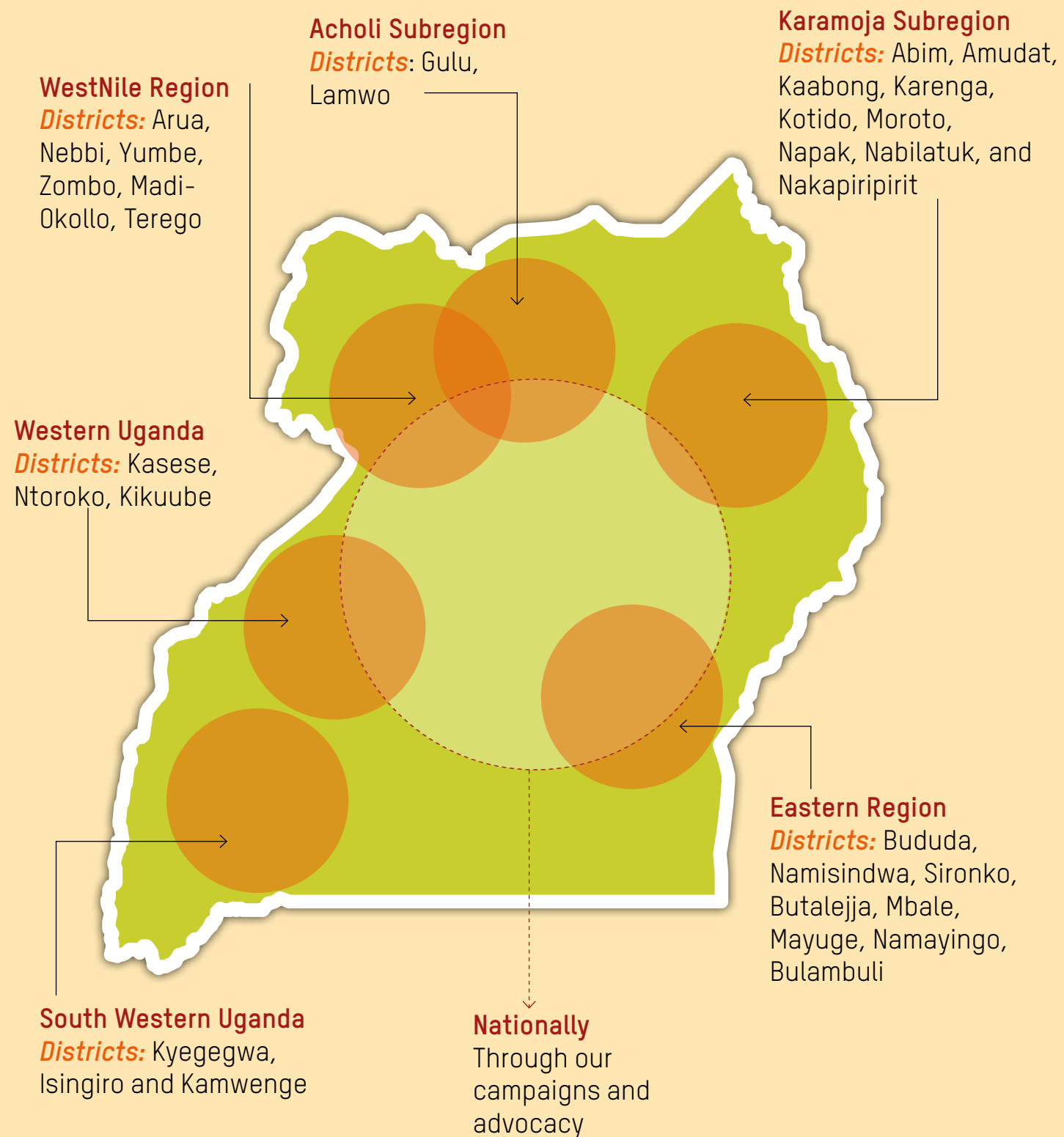
MISSION

To tackle the inequalities that make and keep people poor.



TO CONTRIBUTE TO CHANGE THAT LASTS, WE MOBILIZE THE POWER OF THE PEOPLE, INFLUENCE THOSE WITH POWER TO TRANSFORM THE SYSTEMS, POLICIES AND PRACTICES THAT HAVE THE MOST SIGNIFICANT IMPACT ON PEOPLE'S LIVES.

GEOGRAPHICAL FOCUS



Jane Adili is a refugee from South Sudan, residing in Zone 3, Village 8, Bidi Bidi Settlement in Uganda. Jane serves as a woman leader on the Refugee Welfare Council I (RWC I) committee for Village 8. Jane and other welfare council members were trained on leadership by Oxfam and CECI.



FOREWORD



*Francis Shanty Odokorach
Country Director
Oxfam in Uganda*

Reflecting on this year, I am deeply moved by the resilience, dedication, and collaboration that have defined our work at Oxfam in Uganda during the 2023/2024 financial year. It has been a year of transformation as we worked with communities, partners, and supporters to make a meaningful difference.

Together, we reached over 580,000 people, addressing contextual issues such as food insecurity, gender inequality, and climate change challenges. I am particularly proud of our strides in amplifying women's voices, empowering over 70% of women and girls in our project areas to take leadership roles, challenging harmful practices, and fostering safe and equitable spaces. These are not just numbers but stories of real change in people's lives.

Our partnerships have been key to this success. From Women's Rights Organizations and refugee-led organizations to private sector allies, these collaborations have enabled us to tackle systemic barriers and build sustainable solutions. Whether responding swiftly to humanitarian crises, enhancing disaster preparedness, or advocating for policies that prioritize the marginalized, every effort was strengthened by the trust and commitment of our partners.

We are particularly proud of our commitment to equitable partnerships, especially advancing the principles of localization. By empowering local humanitarian leadership to take charge of initiatives, we have ensured that the solutions we create together are deeply rooted in local realities, sustainable, and impactful.

This year, we also prioritized improving staff welfare, recognizing that the strength of our work is

deeply tied to the well-being of our team. By fostering a supportive, inclusive, and empowering work environment, we have enhanced our internal capacity and set ourselves a standard as an organization committed to fairness and care.

Additionally, as we respond to the pressing challenges of climate change, we have taken bold steps toward "going green." From integrating eco-friendly practices into our operations to championing climate-smart initiatives within the communities we serve, we are walking the talk in fighting climate change and promoting sustainability in everything we do.

This year has also reminded us that lasting change is a collective journey. From communities taking the lead in disaster preparedness to farmers adopting climate-smart practices, I am inspired by the courage and innovation we have witnessed. It reinforces the Oxfam mission that, together, we can create a more just and equal future.

As we move forward, we will deepen our partnerships, amplify the voices of those often unheard, and continue advocating for systemic change. I am incredibly grateful to our donors, partners, and the passionate Oxfam team for making this journey possible. Thank you.

*Francis Shanty Odokorach
Country Director
Oxfam in Uganda*

HIGHLIGHTS OF ACHIEVEMENTS

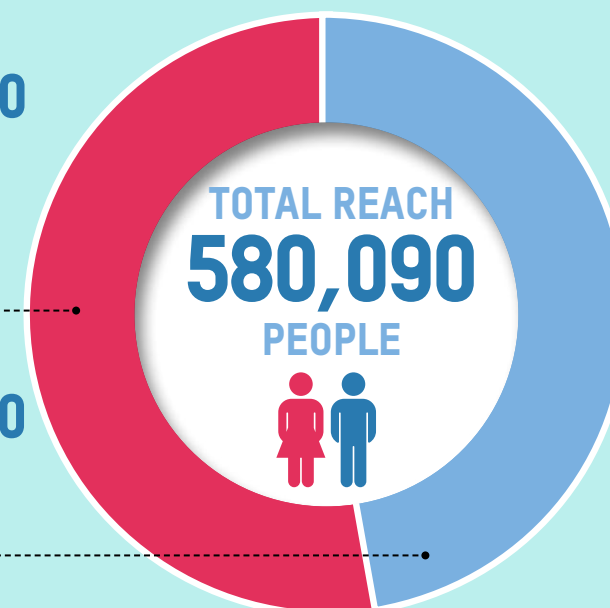
TOTAL REACH



305,000
Females



275,090
Males



3,042
People with disability



240,530
Young people

THEMATIC REACH



Resilient Livelihoods:
29,490



Gender Justice and Women's Rights:
7,705



Total number of projects:
47



Governance and Accountability:
1,907



Humanitarian Response and Preparedness:
540,990

YEAR IN REVIEW

Moses Mungutie and his wife Clare Kwiocwingu of Pacoch village in Panyango sub-county, Nebbi District. Moses is a change agent of combating gender based violence after undergoing a gender training by Oxfam and UWONET

GENDER JUSTICE AND WOMEN'S RIGHTS

PROGRAM CONTEXT

Despite progress in policy formulation and implementation, recent setbacks have been observed in the legislative environment. Pressing issues include Gender-based violence, inadequate menstrual hygiene management for girls, and increased teenage pregnancies, among other barriers that keep women and girls behind. Such circumstances underscore the need for sustained advocacy, policy reforms, and community engagement to achieve gender justice and empower women.

THE PROGRAM

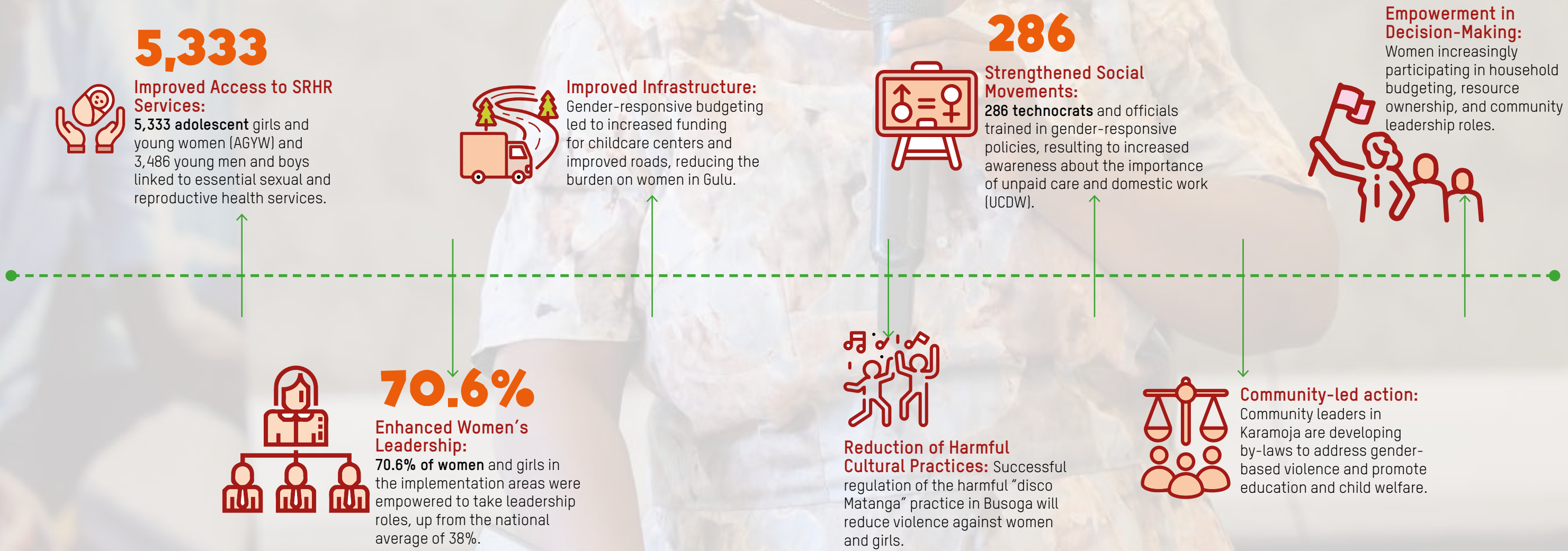
The Gender Justice and Women’s Rights program aims to foster safer, more equitable gender relations by empowering social movements and Women’s Rights Organizations (WROs) to drive legislative reforms and promote fair social norms. This initiative emphasizes policy, research, advocacy, and capacity-building, all grounded in strategic partnerships and social movement-building. The program particularly targets the most marginalized, addressing gender and intersecting vulnerabilities while advancing the institutional commitment to gender transformation.

In alignment with Oxfam campaigns such as the Enough Campaign (aimed at eliminating gender-based violence), Women’s Land Rights, and Rights in Crisis, the program also supports initiatives in Women’s economic empowerment, Care (We-Care) and sexual reproductive health and Rights (SRHR).

SNAPSHOT SUMMARY OF MILESTONES AND IMPACT

HIGHLIGHTS

Prof. Mary Ssonko, the lead researcher making a presentation of the findings of the Care Policy Scorecard in Uganda during the validation workshop. The score card was done by Oxfam and ACODE, under the IDRC funded project, as an analysis on Uganda’s Investment and Policy Action on Care and Domestic Work



GOVERNANCE AND ACCOUNTABILITY

PROGRAM CONTEXT

In 2023, the government reviewed its progress on the 5-year National Development Plan (2020-2025) and found that performance was falling short of the targets. The midterm review showed that the real economy grew by only 4%, below the expected target, while the fiscal deficit rose to 9.1% of GDP, exceeding the goal of 7.8%.

The government of Uganda has also struggled with issues like not adhering to the Charter of Fiscal Responsibility, particularly due to the rapid increase in public debt, which has more than doubled in the past five years. Additionally, high levels of corruption persist, with the Inspector General of Government (IGG) reporting that the country loses about 10 trillion shillings annually to corruption.



Oxfam joined Ministry of Finance, and other key stakeholders at the launch of Uganda's second Extractive Industries Transparency Initiative (EITI) Report

THE PROGRAM

The Governance and Accountability program focuses on fostering active citizenship, effective resource mobilization, and transparent utilization for better service delivery. Delivered through grants and strategic partnerships, the program empowers citizens and their agencies through research, capacity building, advocacy campaigns, and other influencing mechanisms. It encourages participation in decision-making processes with an overall goal to ensure inclusive and accountable governance systems are in place to promote the rights of vulnerable people.

SNAPSHOT SUMMARY OF MILESTONES AND IMPACT

Throughout the year, the program enhanced community participation in governance and accountability mechanisms, Empowered women and marginalized groups to lead and advocate for their rights, strengthened local government capacity to manage and allocate resources effectively, and improved the quality of education through teacher learning circles as well as improved service delivery in refugee and host communities.

HIGHLIGHTS

60



Efficient and Inclusive Public Finance Management System

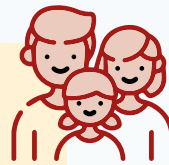
- Facilitated community engagement to demand for addressing service delivery issues such as inadequate market latrines and multiple commodity taxes.
- 8 actions were adopted to improve services, including the construction of a girls' latrine at Drabi Primary School.
- Strengthened the capacity of **60 government officials** for effective local revenue mobilization and gender-responsive budgeting.
- Enhanced collaboration between citizens and authorities, empowering marginalized groups like refugee women to advocate for change.



Institutional and Legal Frameworks

- Mobilized community members to influence FY 2024/25 budget processes and address service delivery gaps.
- Increased accountability through community monitoring, resulting in actions like school monitoring by stakeholders.

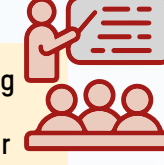
23



Enhanced Women's Participation

- Supported male champions to lead dialogues on women's rights, GBV prevention, and climate resilience.
- Organized **23 awareness sessions**, 45 radio messages, and cultural galas to foster peaceful coexistence and promote women's empowerment.

126



Strengthening Community Structures for Civic Engagement

- Trained 126 participants** on civic education and advocacy, focusing on GBV prevention, agribusiness, and budget advocacy.
- Conducted awareness sessions on teenage pregnancies, conflict mediation, and domestic violence.

95



Strengthened Education Advocacy for Active Citizenship

- Trained **95 youth** and 32 vocational instructors on civic education, promoting climate awareness through the Climate Education Caravan.
- Supported increased school enrolment in mining communities and championed girl-child education

Expanded Civil Society Space

- Promoted inclusive civic engagement in platforms like budget conferences, parliamentary meetings, and community debates.
- Amplified voices of rights holders through media, theatre, and advocacy, influencing service delivery and decision-making.

10



Evidence Generation and Dissemination

- Produced over **10 knowledge products**, including position papers and policy briefs, on critical topics like gender equity, education financing, and climate resilience.
- Conducted studies to promote accountability in social sectors and shared findings to inform advocacy efforts.

4,275



Citizen Engagement in Decision-Making

- Mobilized 4,275 community members**, emphasizing the inclusion of women, youth, and marginalized groups in governance.
- Linked vulnerable groups to government programs for economic sustainability and addressed pressing community issues like fistula rehabilitation.

1000



Simplified IEC Materials for Advocacy

- Developed and **distributed over 1,000 materials**, including training manuals, policy briefs, and advocacy materials, to enhance community awareness and participation in decision-making processes.



Promoting Human Rights and Governance

- Mobilized marginalized groups to participate in VSLAs and other initiatives, advancing gender equality and social accountability.
- Created platforms for dialogues with local leaders, amplifying the voices of women and persons with disabilities.

95



Advocacy for Active Citizenship

- Trained 95 youth** and 32 vocational instructors on civic education, promoting climate awareness through the Climate Education Caravan.
- Supported increased school enrolment in mining communities and championed girl-child education

HUMANITARIAN PREPAREDNESS & RESPONSE

PROGRAM CONTEXT

Uganda faces several humanitarian challenges, including disease outbreaks, a high number of refugees, climate-related disasters, and food insecurity. Within the year in review, Uganda hosted over 1,660,524 refugees and asylum seekers (48,792), 91% of whom reside in settlements in thirteen rural refugee hosting districts and 9% in urban areas. The numbers continued as new arrivals and new births were registered. This influx has strained resources, leading to challenges in providing adequate food and support to refugees. International support has dwindled, resulting in reduced food rations and increased hardships for refugees.

Climate change has exacerbated natural disasters in Uganda, with increased frequency of floods, droughts, and landslides. These events have led to displacement, loss of lives, and destruction of property, further complicating the humanitarian situation. Uganda remains vulnerable to a number of epidemics that pose a challenge for communities already constrained with access to water and sanitation facilities.



PROGRAM DESCRIPTION

The humanitarian program focuses mainly on saving lives and strengthening the resilience of communities, especially women, young people, and vulnerable groups that are exposed to crises and disasters. The program delivered effective and timely response in line with the Core Humanitarian Standards to ensure that the affected people can cope, remain resilient, and take actions to rebuild their lives. Oxfam's long-term development initiatives are strategically linked to humanitarian outcomes in

target communities, ensuring peaceful co-existence and a smooth transition from recovery to development. Oxfam further enhanced the local partner's preparedness and capacity to respond to disasters of all categories across the country in a timely and effective manner. It increased the resilience of communities prone to disasters through the integration of climate change adaptation and Disaster Risk Reduction initiatives in both the humanitarian and development work. This contributed to strengthened

local humanitarian leadership, strengthened community-based early warning systems, and the development of disaster risk reduction strategies and plans at local and national levels.

SUMMARY OF MILESTONES AND IMPACT

Throughout the year, Oxfam and partner initiatives improved livelihoods, enhanced resilience, strengthened leadership structures, and fostered social cohesion among crisis-affected populations and their host communities. They ensured timely and quality humanitarian response as per the impact below.



Alex Mutali from Nambiti, Mbale, Mt Elgon disseminates early warning information and advisory in the event of disasters through microphones

HIGHLIGHTS

339,083



Timely and Quality Humanitarian Response (WASH, Gender & Protection, EFSVL)
• Reached **339,083**

- **individuals** with safe water, dignified sanitary facilities, and hygiene knowledge across Kyaka II, Rwamwanja, Kyangwali, and Nakivale.
- Implemented projects in partnership with UNHCR, Oxfam CATFUND, Irish Aid, and EU-TF, mainstreaming gender and protection principles.

14,283



Addressing Barriers to Girls' Education through WASH

- Improved access to sanitation, water, and menstrual hygiene in five schools, benefiting **14,283 individuals**, including 9,579 students.
- Constructed inclusive facilities and distributed 515 MHM kits, surpassing targets and increasing school enrolment.
- Enhanced education environments, addressing systemic challenges and fostering participation.

19,416

WASH Response in Mt. Elgon Region

- Assisted **19,416 individuals** affected by disasters with rehabilitated water sources, sanitation facilities, and hygiene promotion.

4,300

EFSVL and Livelihoods Support

- Provided **4,300 households** with improved agricultural inputs, tools, and training for food and income security.
- Supported 80,000 individuals with food, NFIs, and cash assistance through the Emergency Response Fund (ERF).
- Strengthened small-scale livelihood initiatives like soap production and poultry rearing.

Community Resilience and enhanced local Leadership

- Trained local and national actors in disaster preparedness and resource management under Hilton and ECHO projects.
- Established humanitarian platforms and strengthened refugee coordination structures.
- Enabled local partners to lead rapid assessments, develop contingency plans, and access funding.

271



Social Cohesion and Peacebuilding

- **Empowered 271 women and girls** in leadership roles, with 16 refugee women elected to leadership positions.
- Established women-led foras to address GBV, early marriages, and school dropouts, conducting 12 meetings and 23 awareness sessions.
- Supported male champions advocating gender equity, resolving conflicts, and facilitating resource access.
- Strengthened cultural and religious alliances, resolving over 50 conflicts and promoting reconciliation.
- Facilitated community environmental and livelihood initiatives, enhancing resilience and reducing tensions.

Advocacy, Awareness, and Knowledge Sharing

- Engaged in national and international events promoting gender equity and peacebuilding
- Led exchange visits, stakeholder roundtables, and environmental initiatives such as tree planting and waste management.

24

Enhanced Disaster Risk Reduction (DRR) Capacity

- **Trained 24 participants** in disaster management in Lotisan and Katikekile, integrating DRR into sub-county disaster plans.
- Strengthened 36 local/national actors' capacity in advocacy, media, and digital rights

A close-up photograph of a person's hands, which are dark-skinned and weathered, sorting through a large quantity of small, light-colored grains (possibly millet or sorghum) in a traditional woven basket. The person is wearing a dark blue t-shirt with white text. The background is blurred, showing more of the person and some other items. The lighting is natural, highlighting the texture of the hands and the grain.

RESILIENT LIVELIHOOD

PROGRAM CONTEXT

During the FY 2023-2024, Climate change and weather changes continued to adversely affect food value chains operations from production to processing and distribution. The small and medium-sized businesses in the agricultural sector, manufacturing, and transport alike continued to struggle to survive due to the heavy tax burden, high costs of gasoline, and low purchasing power of consumers, which consequently eroded returns and profitability. Funding from donors for the humanitarian and development sector continually declined and was reduced in absolute figures during this period, contrary to the increasing need for support. Prices of essential items skyrocketed in many markets, including in rural areas, further straining the survivability and resilience of the people we work with. However, the costs of implementation of different projects also surged. Strides in achieving land rights work were influenced by the growing political fluidity, which affected our approach to very sensitive land matters like land evictions.

PROGRAM DESCRIPTION

Resilient Livelihoods (RL) seeks to economically empower citizens to realize better standards of living through increased food and income security. It focuses on seed and land rights, value chains and markets, climate change, and business support. The program targets female and male small-scale food producers, pastoralists, youth, and women. These have limited or no access to and control over productive resources and are more prone to shocks and other vulnerabilities that perpetuate and exacerbate poverty and inequality. The program theme also works with social movements and CSOs to engage duty bearers on securing women's sustainable access and control over natural and productive resources, empowering smallholder farmers, gender-sensitive agricultural practices, diversification, value addition, and the creation of market linkages. GALS and adult literacy approaches facilitate entrepreneurial business development and increase employable skills among young people, leveraging innovative technologies for resilience and adaptation to climate change.

SUMMARY OF MILESTONES AND IMPACT

HIGHLIGHTS



Access, Control, and Ownership of Resources

- Empowered women and youth to understand and claim resource rights.
- Promoted transparent and responsible investments, mitigating resource-driven conflicts.

Policy Engagement and Advocacy

- Conducted extensive literature reviews to support CSOs like ESAFF Uganda and PELUM Uganda in land rights policy advocacy.
- Contributed to the creation of the pro-people "Zero Draft National Land Policy 2024."
- CSOs engaged in the policy validation process, fostering inclusive land governance.



Community and Agricultural Resource Management

- Established six community seed banks, increasing seed diversity and participation in fairs and caravans.
- Learning exchanges to Zimbabwe enriched seed bank operations in Uganda.



100

Urban Farming Innovations

- Introduced Urban Food Hives using recyclable materials, benefiting **100 urban farmers**. Supported urban farming with private-sector collaboration, enhancing food production skills.



Strengthening Farmer-Led Seed Systems

- Distributed nine climate-resilient groundnut varieties to strengthen food security.
- Farmer Field Schools (FFS) focused on commercializing local food plants and nutrition.
- Promoted farmer-managed seed systems, increasing confidence and knowledge among smallholder farmers.



Disaster Management and Community Empowerment

- Enhanced disaster resilience with improved seed banks and infrastructure.
- Supported eight Farmer Seed Enterprises with organizational, financial, and quality assurance training.
- Participation in Village Savings and Loans Associations (VSLAs) boosted farmer unity and production.



Promoting Food and Nutrition Security

- Diversified food production through agroecological practices and resilient crops.
- Emphasized local food plant consumption and post-harvest handling for smallholder farmers.



557

Supporting Smallholder Beekeepers

- Trained 557 beekeepers in good apiculture practices, increasing honey production and household income.
- Established bulking centers to enhance market access and ensure fair pricing for honey products.



1,555

Off-Season Vegetable Production

- Trained **1,555 farmers** on vegetable agronomy, enabling year-round production and income generation.
- Example: Lojora farmers earned UGX 1,564,000 in three months from vegetable sales.



Income Security and Market Access

- Empowered farmers with market access, entrepreneurship skills, and gender-responsive value chains.
- Supported MSMEs through the iSME Impact Super Star Competition, providing tailored advisory services.

20

Sowing Diversity = Harvesting Security Project

- Trained **20 trainers** on seed production and marketing, creating profitable seed enterprises.
- Held seed fairs, improving market access and stakeholder collaboration for smallholder farmers.



159

Sustainable Agricultural Practices

- Promoted agroecological and climate-resilient agricultural practices among smallholder farmers.
- Distributed seeds and tools to **159 women** and youth farmers, reducing undernourishment from 38% to 6%.



150

Ecosystem Management and Tree Nurseries

- Established **150 tree nurseries** producing over 5,000 seedlings, promoting environmental conservation.
- Introduced energy-saving stoves, reducing pressure on vegetation and providing income opportunities.



Progressive Policies and Advocacy

- Empowered women and youth to advocate for inclusive policies and sustainable practices.
- Formed Uganda Seed Working Group, advocating for farmer variety registration and limiting harmful chemicals.



Advocacy for Farmers' Variety Registration

- Engaged stakeholders to support the registration of farmers' varieties, producing a detailed policy brief.
- Organized national workshops and awareness events to promote farmer variety registration.



Promoting Alternatives to Harmful Chemicals

- Convened multi-stakeholder platforms to develop the apiculture sector agenda.
- Advocated for the protection of pollinators and sustainable agricultural practices.

IMPROVING QUALITY AND SUSTAINABILITY EFFORTS

KNOWLEDGE AND LEARNING PRACTICE

Oxfam in Uganda prioritizes investment in knowledge and learning to enhance program quality. Guided by a knowledge and learning framework now in its third year, the program employs various avenues for reflection and learning, such as project evaluations, monitoring activities, partner reviews, periodic project reviews, and documentation of case stories and best practices. These efforts help identify achievements, gaps, recommendations for improvement, and lessons learned, which are integrated into project implementation.

Structured Learning and Reflection Sessions

During the year, Oxfam organized four internal quarterly program reviews, a bi-annual staff forum, and an annual Oxfam partners staff event. These gatherings focused on tracking progress toward annual operational plans (AOPs). The

annual and bi-annual forums also emphasized partnership health and concrete action plans for realizing transformative partnerships.

Continuous Learning Mechanisms

Oxfam's Community Feedback Mechanism (CFM) remains a critical

accountability tool. It offers a structured way to gather feedback from communities and partners, ensuring continuous learning and adaptation and strengthening program relevance and impact.



Staff making a presentation during the annual partnership meeting



The partners and the staff pose for a group photo after the annual partner's meeting



Land Rights Coordinator at the launch of LEAP project in Moroto

SOCIAL ACCOUNTABILITY TO COMMUNITIES AND STAKEHOLDERS

Accessible and Transparent Communication

Oxfam ensures that information shared with communities, partners, and stakeholders is timely, relevant, and accessible. Project objectives, budgets, and timelines are shared during inception meetings, while updates and reports are disseminated via community meetings, workshops, newsletters, and social media platforms. Regular annual reports, available to various stakeholders, highlight progress, challenges, and lessons learned, fostering accountability.

Collaborative Approaches with Partners

Oxfam emphasizes co-creation and collaboration with partners during proposal development, learning, documentation, and messaging. Effective involvement, consultation, and participant consent are sought before publication. This collaborative



Group discussions during the bi-annual partners meeting

approach enhances program relevance, effectiveness, and ownership, ensuring that initiatives are tailored to stakeholder needs and perspectives.

and learn collaboratively, fostering stronger partnerships and effective program delivery.

CAPACITY BUILDING FOR TRANSFORMATIVE PARTNERSHIPS

The program invests in building the capacity of partner organizations through training on project management, monitoring and evaluation, advocacy, and leadership. Platforms like the Lango Humanitarian Platform enable stakeholders to share knowledge

COMMUNITY FEEDBACK MECHANISMS

Oxfam monitors, consolidates, and analyzes community feedback to inform program adaptations. The PQL/MEAL unit tracks feedback from partners and communities, ensuring that concerns are addressed promptly. Empowering communities to share experiences and provide input has resulted in significant program improvements.



HUMAN RESOURCE

Oxfam is dedicated to building a diverse and inclusive team that embodies and actively practices its core values to drive the success of the Country Program. The success of our programming is driven by the passion and commitment of our staff, who continuously make Oxfam proud by overcoming challenges and delivering impactful programming. Significant progress has been made in creating a supportive workplace, enhancing employee engagement, and prioritizing staff well-being and retention.



OUR TEAM COMPRISES 95 DEDICATED STAFF MEMBERS, 58 MALES AND 37 FEMALES

STAFFING:

Our team comprises 95 dedicated staff members, 58 males and 37 females, who bring diverse perspectives and a shared commitment to Oxfam’s mission. The team is led by the Country Director and supported by a Country Management Team comprising six members, 70% females and 30 males.

Digitalization of HR Processes
Oxfam is aligning its HR digitization strategy with the Country Strategic Framework to enhance efficiency

across core HR functions. This transformation covers areas such as leave management, recruitment, contract administration, learning, reporting, and IT self-service.

The new digital systems have significantly improved accessibility and engagement, offering a seamless and user-friendly experience for HR services. These tools enable staff to interact efficiently with HR processes daily. To ensure effective use, the HR team provides training and support for new staff, empowering them

to leverage these digital systems effectively.

LEARNING AND DEVELOPMENT

Oxfam supports staff growth by offering diverse learning opportunities, including online courses, in-person training, international workshops, and on-the-job development. During the reporting period, many employees benefited from these initiatives, improving their skills and advancing their careers.

While funding challenges persist for resource-intensive training, incorporating a dedicated budget for learning and development would enhance career growth, strengthen programming, and improve overall staff capacity.

DIVERSITY AND ORGANIZATIONAL CULTURE

Our diverse team fosters a collaborative and inclusive culture that has grown stronger over time. This culture supports staff in challenging times, such as bereavement, by offering comfort and solidarity. The physical, mental, and emotional well-being of our team, alongside strong interpersonal relationships, are outcomes of this positive culture. We are committed to nurturing this supportive environment as it continues to strengthen year after year.

NATIONAL STAFF TERMS AND CONDITIONS (NSTC)

To adapt to changing workforce needs and position ourselves as an employer of choice, Oxfam in Uganda recently reviewed and secured approval for its

updated HR Manual, i.e National Staff Terms and Conditions (NSTC). This review addressed key staff concerns and introduced various benefits, reinforcing our commitment to accountability and responsiveness.

FEEDBACK MECHANISMS

To foster open communication, Oxfam has established multiple feedback channels, including annual staff surveys. These mechanisms enable us to gather insights, make necessary adjustments, and continuously improve. This proactive approach contributes to staff satisfaction and retention.

Through these initiatives, Oxfam remains committed to empowering its team, building a vibrant workplace culture, and ensuring the well-being and professional growth of its staff.



Bi-annual partner's meeting

PARTNERSHIPS

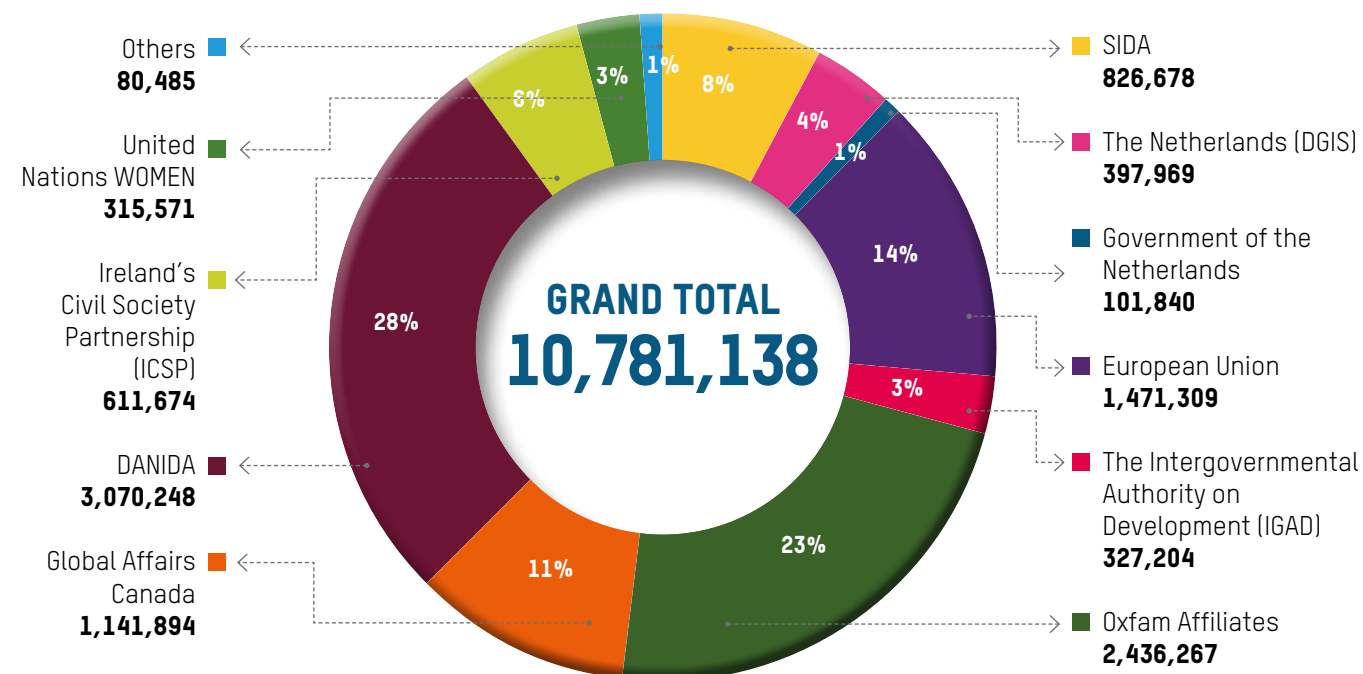
Throughout the year, we worked with a total of 66 partners. These included 36 National partners who work across the country, 24 local partners who operate within the district level, and 7 refugee-led organizations.

1	Human Rights Awareness and Promotion Forum	National
2	Hoima Union of Persons with Disabilities	Local
3	Joy Initiatives Uganda	Local
4	Centre for Constitutional Governance	National
5	Uganda National Action on Physical Disability	National
6	Gulu Women Economic Development & Globalization	local
7	Legal Aid Service Providers Network	National
8	SORAK Development Agency	Local
9	Civic Response on Environment & Development	National
10	SENSITISE UGANDA	Local
11	Civil Society Budget Advocacy Group	National
12	SEATINI UGANDA	National
13	Action for Community Development	Local
14	Children's Chance International	Local
15	Advocates Coalition for Development and Environment	National
16	Partners for Community Health and Development Organisation	Local
17	Stay in School	Local
18	VOHARO Uganda	Local
19	Teenage Mothers and Child Support Foundation	Local
20	Organisation for community Empowerment	Local
21	Talents Enabling Uganda Ltd	Local
22	Kabarole Hospital Initiative on Women	Local
23	Brain Injury Support Organisation Uganda	Local
24	The She Craft Women's Group	Local
25	Bukolooto Mosque and Community	Local
26	Centre for Disability Rights, Research & Governance	Local
27	Mental Health Uganda	National
28	Uganda Women's Cancer Support Organisati	National
29	Hope Alert Network for Devt.	Local
30	Community Volunteer Initiative for Development	Local
31	Masaka Association of Persons with Disabilities	Local

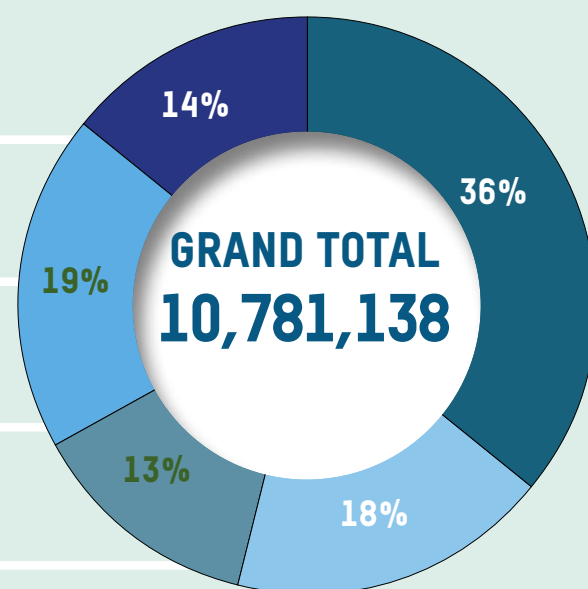
32	Education Advocacy Network Ltd	National
33	Resource Rights Africa	National
34	Center for Budget and Tax Policy	National
35	MBELENI Foundation Ltd	Local
36	Uganda Agribusiness Alliance	National
37	International Foundation for Recovery & Development	National
38	Agency for Community Empowerment	National
39	LANDNET UGANDA	National
40	ESAFF Uganda	National
41	PELUM-Uganda	National
42	Community Integrated Development Initiative	National
43	The Uganda National Apiculture Dev't Org	National
44	Climate Action Network Uganda	National
45	African Women & Youth Action for Development	National
46	SEE -IMPACT LIMITED	National
47	Land Justice Network	National
48	Network of Public Interest Lawyers Ltd	National
49	Uganda Refugee & Disaster mgt Council	Local
50	Caritas Moroto Diocese	Local
51	Uganda Red Cross Society	National
52	Catholic Relief Services	National
53	Youth Empowerment to Act	Refugee Led Org
54	World Voices Uganda	National
55	Lugbara Kari	Refugee Led Org
56	Community Empowerment for Creative Innovation	Refugee Led Org
57	I CAN South Sudan	Refugee Led Org
58	Youth Social Advocacy team	Refugee Led Org
59	Refugee Led Organisation Network	Refugee Led Org
60	Somali Women Union Uganda	Refugee Led Org
61	LUIGI Giussani Foundation	National
62	Femme Forte Uganda	National
63	National Association of Women's Organisation in Uganda.	National
64	Centre for health Human Rights & Dev't	National
65	Uganda Women's Network (UWONET)	National
66	FOTEA FOUNDATION LIMITED	National

OUR INCOMES AND EXPENDITURES

INCOME- FUNDING SOURCES (EUROS)



SECTORAL INVESTMENT (EUROS)



Gai Yai is a WASH in school project participant in Rhino Camp Refugee settlement. The WASH in Schools Project – funded by Oxfam Hong Kong, is implemented in West Nile. The project aims to enhance the ability of schools to prevent and protect the learners against WASH related diseases as well enhance community participation.

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This annual report was led and compiled by **Dorah Ntunga** with input and support from the program teams, Program Quality and learning team, Communications team, HR team, and Finance team.
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