



**OXFAM**

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



**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.



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

# ACRONYMS

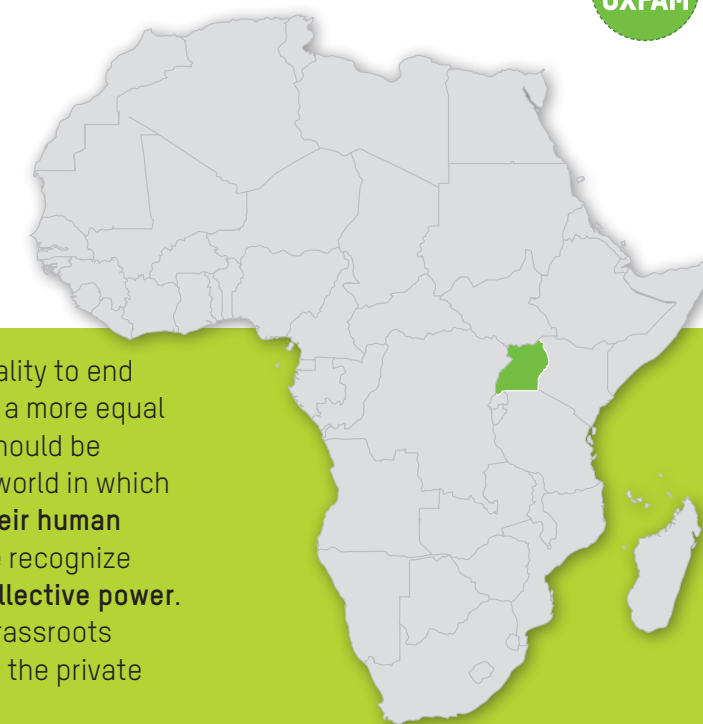
Acronym	Explanation
GALS	Gender Action Learning System
WROs	Women Rights Organisations
CSF	Country Strategic Framework
WASH	Water, Sanitation, and Hygiene
GBV	Gender-Based Violence
SRHR	Sexual and Reproductive Health and Rights
AGYW	Adolescent Girls and Young Women
GALS	Gender Action Learning System
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





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

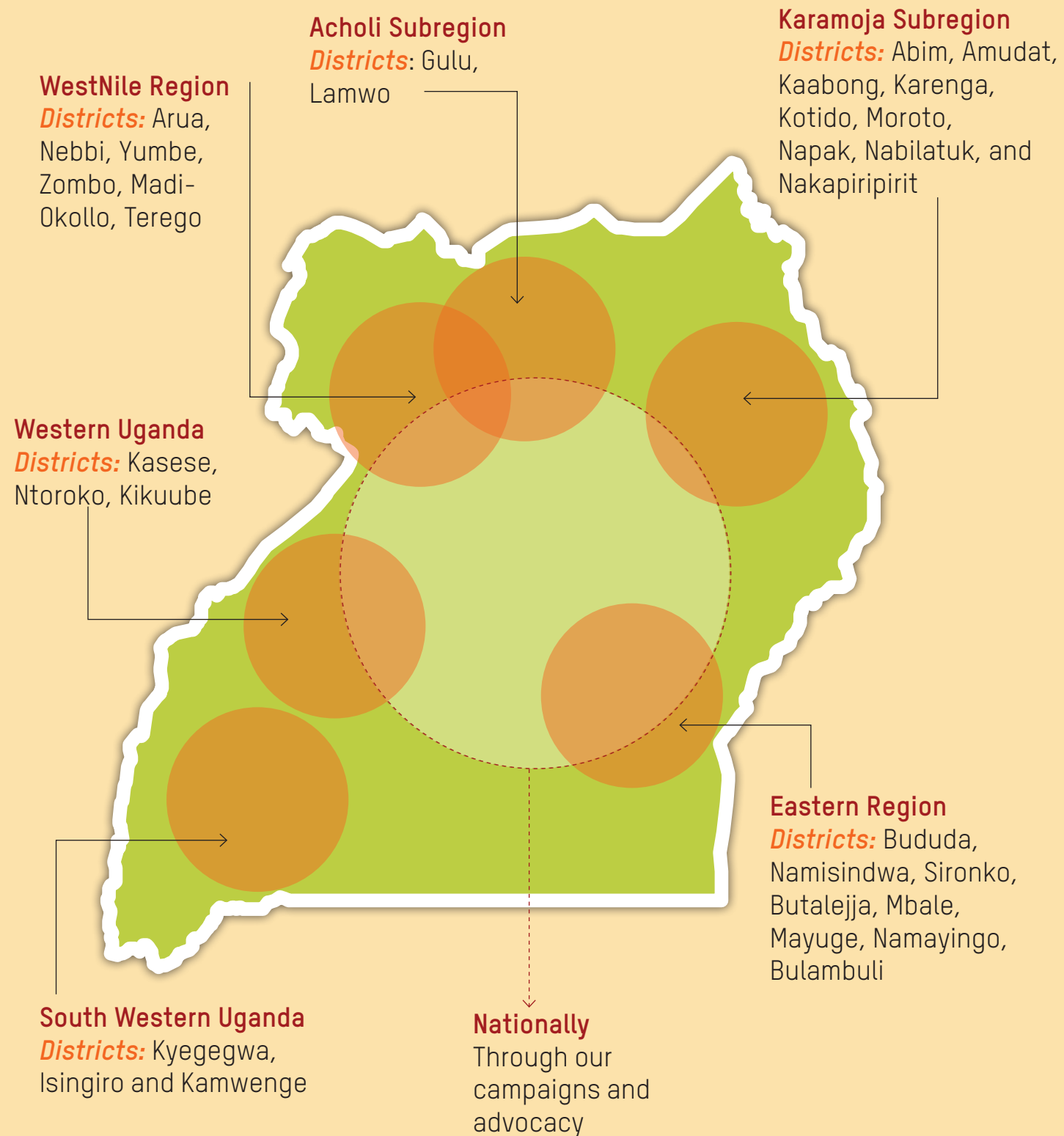
To tackle the inequalities that make and keep people poor.



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 (RWCI) 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*

**R**eflecting 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

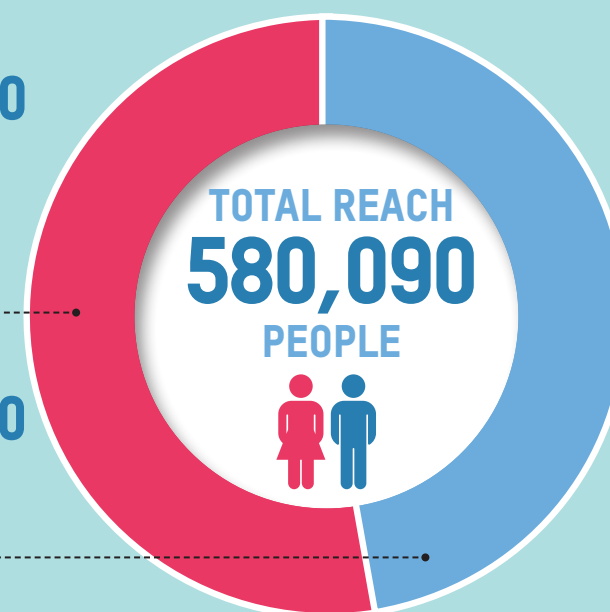
## TOTAL REACH



**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

**D**espite 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

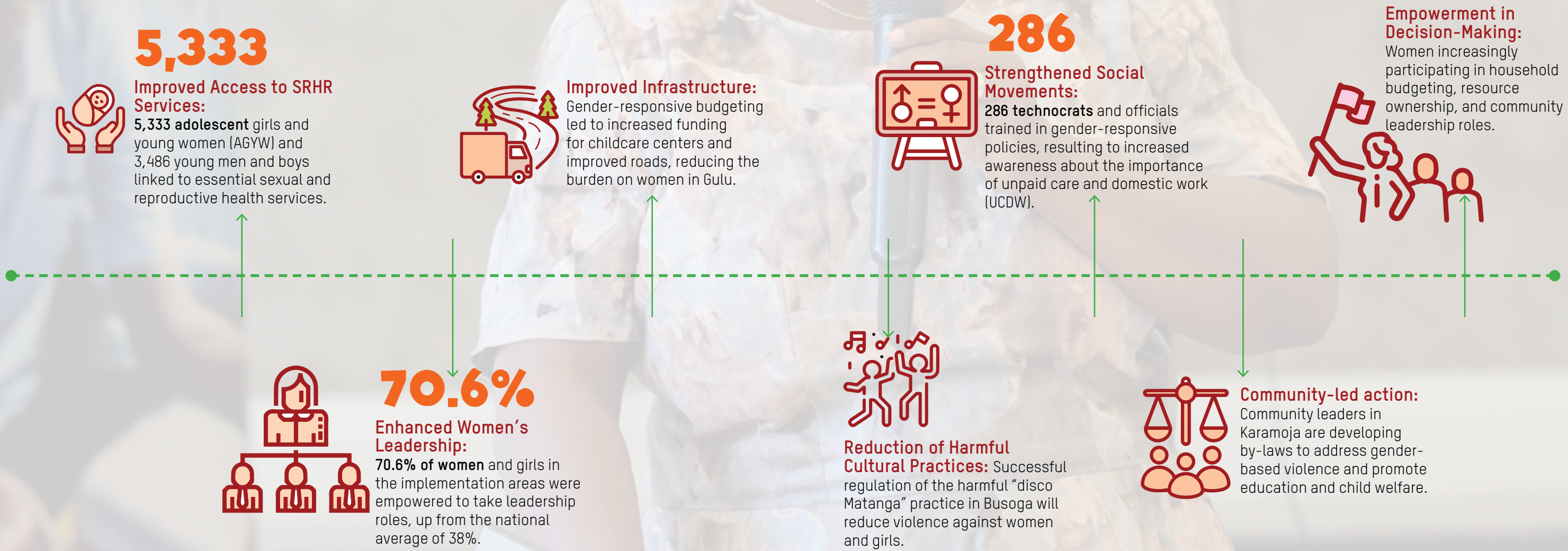
The Gender Justice and Women’s Rights program aims to foster safer, more equitable gender relations by empowering social movements and Women’s Rights Organizations (WROs) to drive legislative reforms and promote fair social norms. This initiative emphasizes policy, research, advocacy, and capacity-building, 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







## DETAILED MILESTONES AND IMPACT

**T**he Gender Justice and Women's Rights program made significant strides in promoting gender equality through a multi-faceted approach that includes policy influence, capacity building, and community engagement. Despite ongoing challenges, the program's impact is clear, as seen in the increased participation of women in decision-making, improved gender-responsive policies, and growing cultural commitment to addressing harmful practices.

### Promoted Sexual Reproductive Health and Rights (SRHR) for Adolescent Girls and Young Women.

Through the Stand Up project funded by Global Affairs Canada (GAC), the program significantly advanced the SRHR of marginalized groups, especially Adolescent Girls and Young Women (AGYW). By engaging 5,333 AGYW and 3,486 young men and boys, the initiative created a multiplier effect, spreading awareness on SRHR topics. Community dialogues, gender-

sensitive training, and government consultations were key in fostering safe spaces for discussing sensitive topics like gender-based violence (GBV). These efforts have built local support, with cultural leaders showing commitment to challenging harmful practices.

Performing arts was also a powerful medium for addressing gender norms in schools, leading to 4,730 AGYW being linked to essential health services. These efforts were in collaboration with Femme Forte and the Center for Health, Human Rights and Development (CEHURD).



Convening strategic meetings with cultural leaders in Busoga region to explore collaborative approaches in promoting Sexual and Reproductive Health and Rights



A football match between the youth of Kadenge and Gorofa villages. The games are platforms for youths to engage and learn about sexual reproductive Health.



# THE ROLE OF SCHOOL PEER EDUCATORS IN KADENGE VILLAGE, LOLWE ISLAND

**In Lolwe Island in Namayingo district, Rose Zarik, a 17-year-old primary seven pupil at Kadenge Primary School, is leading the charge as a peer educator in promoting sexual and reproductive health and rights (SRHR).**

Despite the challenges posed by the remote location and lack of secondary education facilities, Rose remains determined to complete her studies and create a brighter future.

Rose is one of 10 peer educators at Kadenge Primary School Health Club, established by Femme Forte under the “Stand-Up for SRHR” project in 2022. This initiative, funded by Global Affairs Canada and implemented by Femme Forte, aims to empower students to make informed decisions about their reproductive health and address the challenges young girls face, such as access to SRHR services, teenage pregnancy, family planning, early marriage, and limited access to education and health services.

Namayingo district, known for its high teenage pregnancy rates, poses significant barriers, especially for young girls without access to secondary education or vocational training. Rose’s dedication shows how school peer educators can bridge critical gaps in SRHR education.

In Kadenge primary school, the health clubs have become platforms for pupils to learn about SRHR topics, such as abstinence, menstrual hygiene, the dangers of early marriages, and how to prevent teenage pregnancies and HIV. Alongside her peers, Patrick Muwanguzi and Akello, she educates fellow pupils on abstinence, drug abuse, menstrual hygiene, and discipline among others.

With no secondary school on the island, many children especially the girls are forced to end their education



*Rose Zarik, a member of Health Club at Kadenge P/S in Lolwe Island, Namayingo district*

after primary school, as traveling to the mainland in Namayingo by ferry takes more than three hours.

However, through the health clubs, these peer educators are working to change that mindset – encouraging their peers to pursue their future even in the face of limitations. ‘As a girl, you have to protect and take care of yourself – not to say you do it because your parents are watching. When you have this in mind, then you are able to make informed decisions about your life and the future,’ Rose noted.

The work of peer educators like Rose, Patrick, and Akello reflects the impact of empowering young people to take charge of their health and future.

‘I could not think that I could ever be the one involved in promoting menstrual hygiene. I realised that the girls need to be supported during this time because of the pain and the discomfort it causes,’ Patrick noted.

The peers also address the negative impact of peer pressure, gender-based violence (GBV), and poverty, which are among the driving factors behind health risky sexual behaviors at the island.

Rose explains, “some children engage in sexual activities due to GBV in their homes or because their parents can’t meet their basic needs.” Beyond the lessons on reproductive health, the peer educators also acquire practical skills, such as making reusable sanitary pads.

“We have been taught how to make pads and use them, and we are encouraged to teach others in the community and other schools.” Akello shares. Just like Akello, Patrick adds that, ‘we were trained on how to make reusable pads with the already existing materials like cotton cloth, polyester or the common kavera (polythene) and how to use them. We also train other children on how to make reusable pads,’

This knowledge not only promotes menstrual hygiene among the girls but also empowers students to help break cultural myths and taboos surrounding menstruation. ‘We reach out to both boys and girls. Most boys don’t want to be involved in the menstrual hygiene,’ Patrick noted. ‘There are very many jobs I can make. Even if my parents fail to take me back to the secondary school, I will not marry immediately. We have been empowered to know the effects of child marriage. There are things we can do even when you are not in school such as tailoring, mechanics, hair dressing and saloon work,” Akello added.

The health clubs are also creating a sense of community responsibility. Peer educators like Rose and Akello assist students in reporting cases of child abuse reported by the pupils, which often go unaddressed by parents.

“Most parents don’t listen to their children’s issues, when we encounter such situations, we report them to



*Patrick Muwanguzi, the chairperson of Health Club at Kadenge Primary School in Lolwe Island, Namayingo district*

the local chairpersons, and we go together to seek solutions,” says Akello. Their efforts are not only transforming their school environment but also spreading essential knowledge within the broader community, ensuring that students, families, and local leaders are more aware of the importance of SRHR education and support.

With funding from Global Affairs Canada, Oxfam, CEHURD, Femme Forte Uganda, and Reproductive Health Uganda and School of Public Health – Makerere University are implementing six and a half years Stand-Up for SRHR project. The project addresses key gender inequality and human rights issues, particularly harmful social norms, traditional practices, and taboos regarding gender and sexuality; lack of adequate information on or access to comprehensive SRHR services; and lack of meaningful decision-making power by young women and girls regarding their health and sexuality. This project is implemented in Uganda, Mozambique, and Canada.



## Strengthened Social Movements for Gender Justice

With funding from the Hewlett Foundation, Oxfam and its partner UWONET trained 286 technocrats and officials from different levels, including middle-level management from various Ministries, Departments, and Authorities (MDAs) and Kampala Capital City Authority (KCCA),

raising awareness about the importance of Unpaid Care and Domestic Work (UCDW). Both the national and sub-national governments have been engaged in initiating and adopting gender-responsive budgeting processes. This led to increased funding for infrastructure like water and

childcare centers, reducing the burden on women. Engagements with local governments, particularly in Gulu, resulted in the allocation of funds to improve the Laroo- Opwoymal- Unyama road. The road's development reduced the time women and children took to access markets, health centers, and schools.



*A courtesy visit to its Oxfam's and UWONET's WE-Care Phase V partner Mission Uganda in Gulu district.*

## Promoted Equitable Participation in Decision-Making

A survey conducted at the end of the WE Care phase IV and baseline phase V revealed that 70.6% of women and girls felt empowered to take leadership roles, compared to 38% at the national level. This empowerment extended to household budgeting, ownership and control over productive resources

like land, and active participation in community leadership roles. At the community level, women and girls took up leadership roles in self-help groups, Village Savings and Loans Associations (VSLAs), faith-based organizations, and local administrative structures. At the district level, women and girls have been engaging in budget-making processes, policy development, and review processes, where they share messages on recognition of UCDW as a public good and promoting women's economic empowerment. The findings further noted that women were challenging cultural stereotypes like the position of the woman in a house and advocating for their right to inherit their ancestral land within family setups.



*Acen Dorine, tabling a motion during the Nebbi District Women Caucus Meeting*



*Akello Jesta Okori, District Councillor Kamana B, Puvungu West Pakwach Town Council.*

In regions like Karamoja, through the Resilience, Inclusiveness, Sustainability, and Empowerment of Communities in Karamoja project (RISE-K), training local community

actors on gender-responsive leadership have resulted in them identifying and addressing human rights issues, including gender-based violence, and further coming up with

plans to address them. The communities are developing by-laws such as one towards promoting education and child welfare in Amudat.



*Community Based Monitors advise, guide and monitor on service delivery and hold duty bearers to account and participate in budgeting process to push community needs in Nakapiripirit District*





A team from Oxfam and the partners implementing the RISE-K Project engage with Community Based Monitors in Nakapiripirit District

## Addressed Harmful Cultural Practices

Oxfam and its partners, through the Stand-Up Project, have been working to challenge the social-cultural practice known as disco Matanga in the Namayingo District of the Busoga region in Uganda. This practice involves playing music at night and drinking alcohol for four to seven days in preparation for a funeral, with the goal of collecting money.

It also involves sexual activities based on the belief that children conceived during disco Matanga will replace the deceased. This harmful practice has led to the abuse of young girls and women and has contributed to the spread of HIV/AIDS and other sexually transmitted infections.

CEHURD, an Oxfam implementing partner with legal expertise, held meetings with local leaders and

engaged with both the Busoga cultural and district leadership. These efforts led to the district council committing to regulating disco Matanga through an ordinance. This marks a significant step in addressing harmful social norms at the community level and is expected to reduce violence against women and girls once the ordinance is passed and implemented.

## Govt bans eastern Uganda's funeral dance

Monday, October 07, 2024



## A JOURNEY OF GROWTH AND COMMUNITY IMPACT

Through training from UWONET, I have gained valuable skills in leadership, community engagement, lobbying, and advocacy. When I began my journey as a district councilor in 2017, I lacked confidence and the necessary skills to effectively present views or motions in council meetings. The UWONET training empowered me to advocate for my community, especially for women and the girl child, and to confidently deliberate in council sessions.

Being part of the Women Caucus has provided crucial support from fellow councilors, particularly women. Together, we actively engage with schools, empowering both girls and boys, ensuring no one is left behind. We collect their views and take them back to the council for lobbying. Acting as role models and speaking as one voice, we inspire communities to learn and follow our lead.

Our advocacy efforts have yielded significant results, particularly in improving healthcare and water access. For instance:

**Healthcare:** We lobbied for maternity wards at Alwi and Wadelai Health Centre III, constructed by AVSI. Another ward is underway at Panyigoro Health Centre III, alongside a rehabilitation of the facility. At the Health Centre IV, we successfully advocated for an incinerator to ensure proper waste disposal. Additionally, through collaboration with male councilors and community partners, we secured a midwife for Booro Health Centre II in Panyimu Sub-county.

**Water Access:** Pakwach District faces acute water challenges. It receives only four boreholes annually from the government. To address



A young lady fetches water from a water point constructed by Africa Water Solution for the community of Ragem sub-county Pakwach, Uganda

this, we prioritized areas most in need and partnered with Africa Water Solution, which installed a solar-powered water system in Ragem Sub-county, extending it to Alwi Sub-county, Okiya Village, and Faluma Parish. This system has been particularly beneficial for women in these areas.

## LEGISLATIVE PROGRESS

UWONET and Oxfam also equipped us with the knowledge to draft and advocate for bylaws and ordinances. One major achievement is the Pakwach District Education Ordinance, which focuses on combating teenage pregnancy and defining the roles and responsibilities of

parents and children. Drafted with their guidance and approved by the Attorney General, this ordinance is now being implemented. We have conducted dialogues with community, religious, and cultural leaders to popularize it, helping to keep girls in school and prioritize education.

## ACCOUNTABILITY AS A PILLAR OF LEADERSHIP

Transparency and accountability are central to our work. We regularly return to the community to report on our achievements and challenges. This practice builds trust and ensures that our term in office leaves a tangible impact.

Namugaya Dinah, Councillor, Alwi Sub-county, Secretary of Social Services, Pakwach District Local Government & Publicity Officer, Women Caucus



Namugaya Dinnah, Women Councillor Representing Alwi - Subcounty Pakwach District, Uganda.



Namugosa, an enrolled midwife at Wadelai Health Center III lays a maternity bed as she prepares to receive a patient

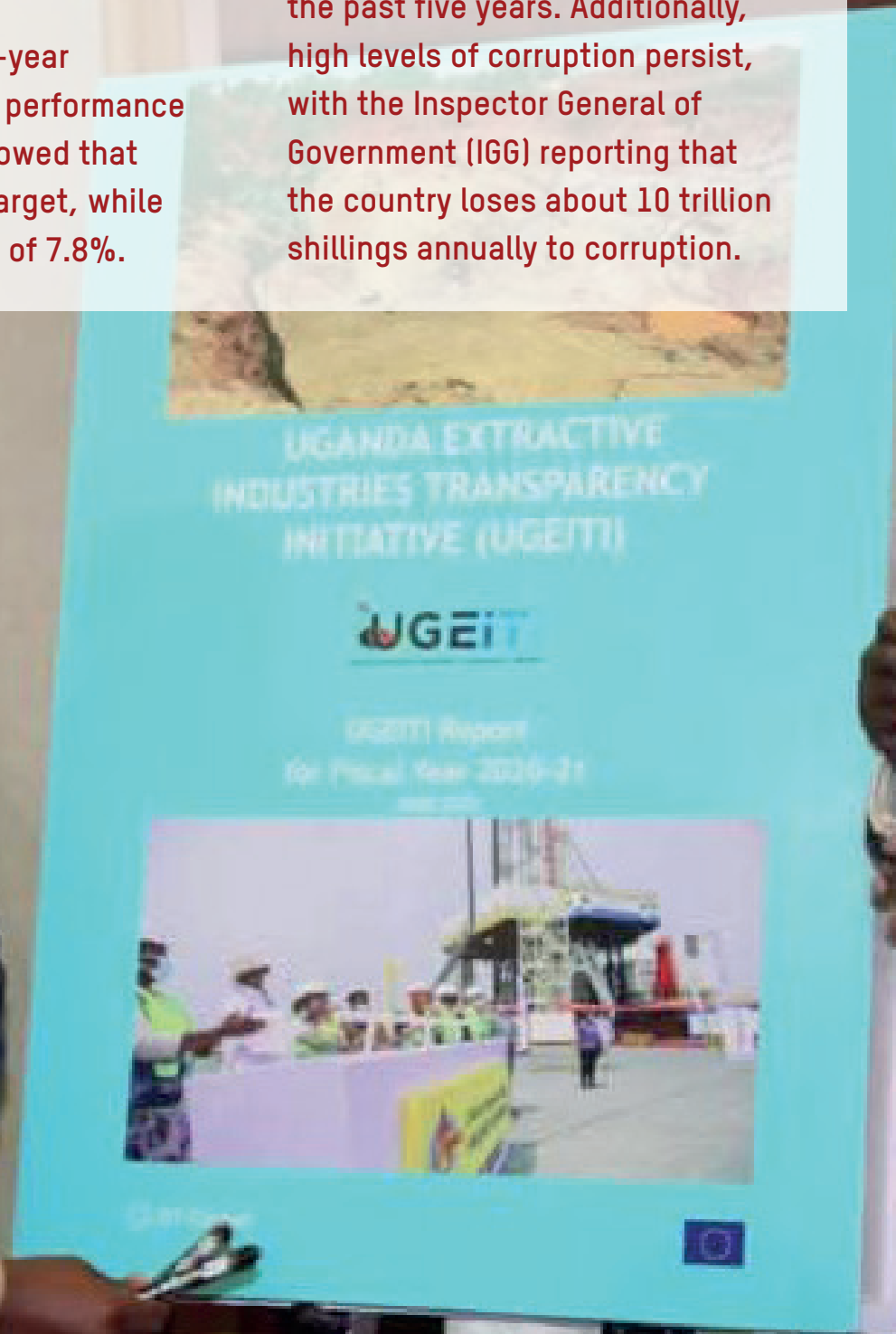


# GOVERNANCE AND ACCOUNTABILITY

## 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

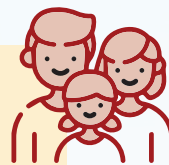
- Facilitated community engagement to demand for addressing service delivery issues such as inadequate market latrines and multiple commodity taxes.
- 8 actions were adopted to improve services, including the construction of a girls' latrine at Drabi Primary School.
- Strengthened the capacity of **60 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.

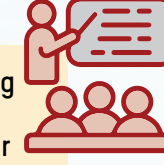
23



### 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.

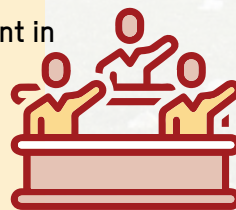
10



### 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





## DETAILED MILESTONES AND IMPACT

CONTRIBUTED TO AN EFFICIENT AND INCLUSIVE PUBLIC FINANCE MANAGEMENT SYSTEM

**W**orking with partners, Oxfam facilitated and empowered community members in the various districts of operation to engage with duty bearers to address local service delivery issues. Issues such as the lack of latrines in markets and multiple taxes imposed on the same commodity, among others, were identified during the quarterly monitoring visits and brought to the attention of the relevant leaders. Communities voiced their needs for the FY 2024/25 and presented their issue briefs on the state of service delivery for social sectors in the different districts of operation. Up to 8 actions were adopted on the service delivery issues presented in refugee communities as a result of community engagement, including the Education Department's commitment to constructing a girl's latrine in Drabi Primary School in Madi Okolo and monitoring of Drabi Primary School by the District Education Officer (DEO) and other school stakeholders.

**Enhanced the capacity of government officials to mobilize, allocate, and utilize local revenue mobilization for improved service delivery.**

Oxfam and its partners strengthened the capacity of up to 60 government officials to mobilize, allocate, and manage local revenue more effectively,

supporting better service delivery. Through targeted training on local revenue management and accountability, officials were empowered to engage in budget processes that prioritize gender-responsive spending in key social sectors. Challenges identified included insufficient data in source-specific revenue registers, the absence of a comprehensive revenue register, limited knowledge among tax collectors about relevant laws and regulations, delays in revenue remittance from districts to local governments, and non-compliance by large hotel owners with Hotel Tax obligations. Oxfam and its partners will address these issues in the coming years to support enhanced local revenue mobilization and accountability in 2024.



*Community involvement in local revenue mobilization*

Additionally, Oxfam fostered collaboration with local government structures, leading to greater appreciation among elected leaders and technocrats for advocacy efforts that engage citizens and rights holders. As a result, 208 women and girls have strengthened their leadership, decision-making, and mediation skills in peacebuilding, governance, and community planning. This has notably led to the election of 16 refugee women to leadership positions in Bidi Bidi and Imvepi settlements and has enabled six refugee women leaders to bring advocacy issues before government and UN representatives through community consultations and formal submissions.



*Monica Modo Azalia is a dedicated member of the Alliance committee, Monica serves as a lay leader at St. Charles Lwanga Akino Catholic Church in West Nile*

### Generated and disseminated evidence

In collaboration with its partners, Oxfam created a series of knowledge products to raise awareness and support advocacy efforts. These included position papers, assessment reports, and policy briefs, among other materials. Several studies were commissioned to promote accountability, effectiveness, and inclusivity in budget decisions, including an annual

assessment of gender and equity budget performance in Bulisa and Tororo districts, a revenue tracking assessment for the mining industry, a study on Transforming Education Financing in Africa, and research on teenage mothers and survivors of teenage pregnancy in the Busoga sub-region. Additionally, joint initiative reports from Communities of Practice, such as the Media

Engagement Report, Community Engagement CoPs, and Local Revenue Enhancement Plans (LREPs), were developed. Over the reporting period, Oxfam and its partners produced more than 10 knowledge products, helping to bridge critical knowledge gaps and support the nurturing and socialization of young people into responsible citizenship.





### CSO PRE-BUDGET DIALOGUE FY2024/25

Government should prioritize investments in green energy initiatives to foster sustainable development and address pressing environmental concern.

**Siragi Magara**  
Extractive Industries Coordinator,  
OXFAM Uganda

#UGBudget24





### CSO PRE-BUDGET DIALOGUE FY2024/25

We have been struggling to fund Jinja express way because of the cost. It involves compensation. We are still struggling to acquire the funding

**Hon. Matia Kasaija**  
Minister of Finance, Planning & Economic  
Development

#UGBudget24



### Empowered citizens to demand service delivery

In its efforts to influence government decision-making, Oxfam collaborated with partners and community members, empowering them to engage with responsible authorities. Through quarterly monitoring exercises, community members raised critical issues such as inadequate market, m services,

lack of latrines, multiple taxes on identical goods, and unreceipted tax payments. These engagement spaces provided a platform for communities to express their needs for the FY 2024/25 and to present issue briefs on service delivery in social sectors across various districts.

Up to eight actions were adopted as a result of community engagement

to address service delivery challenges in refugee communities. Notable outcomes included the commitment of the Education Department to construct a girls' latrine at Drabi Primary School in Madi Okolo and the monitoring of the school by the District Education Officer (DEO) and other stakeholders, initiated through a community interface meeting.



CSOs held a press conference on their position on National Budget Framework Paper (NBFP) FY 2024-25



The participants pose for a group photo during DANIDA SP II (Education Component) mid term review meeting at Lodonga Polytechnical Institute in Yumbe District

### ENHANCED LOCAL CITIZEN ENGAGEMENT IN DECISION-MAKING THROUGH PLATFORMS FOR GOVERNMENT INTERACTION AND SERVICE MONITORING.

Citizen participation in local decision-making processes has been enhanced through platforms designed to engage local government leaders and share insights from monitoring service delivery. In total, up to 4,275 community members were mobilized and actively supported to engage in decision-making and advocate for human rights within specific project areas. Empowerment efforts included initiatives like creating and managing Village Savings and Loan Associations (VSLAs), developing agribusiness value chains, and fostering social accountability, among other activities. Through these initiatives, the program reached vulnerable and marginalized groups, such as women and girls, the elderly, youth, persons with disabilities, and more. Rightsholders were also connected to government programs like the Parish Development Model (PDM) to support economic sustainability, and efforts were undertaken to address pressing community issues, such as providing fistula rehabilitation.

### Enhanced Participation of Women in Community Engagements

Oxfam, in collaboration with its partners in refugee settlements, actively promoted women's participation in community engagements by facilitating the involvement of male champions. These male champions played a pivotal

role in conducting community dialogues, trainings, and sensitization sessions to raise awareness about women's rights and address societal challenges such as Gender-Based Violence (GBV), early marriages, and teenage pregnancies. They were equipped with knowledge in child rights and protection, conflict resolution, counselling, women empowerment, and leadership inclusion. They also fostered an understanding on critical issues like peacebuilding, Mental Health and Psychosocial Support (MHPSS), and climate change through diverse communication channels and engagement activities. A total of 23 awareness sessions, 14 community dialogues, 45 radio spot messages, radio talk shows, and three cultural galas were organized in both refugee and host communities. These efforts, led by male champions alongside cultural and religious alliances, significantly contributed to promoting peaceful coexistence between refugees and host communities.



## SIMPLIFIED INFORMATION, EDUCATION, AND COMMUNICATION (IEC) MATERIALS FOR COMMUNITY AWARENESS

Oxfam and its partners developed and distributed a range of Information, Education, and Communication (IEC) materials to enhance community awareness and participation in decision-making processes. These initiatives aimed to empower stakeholders with the knowledge and tools to address pressing societal challenges and advocate for systemic change.

### Educational Materials for Schools and Communities

To promote civic and social education, Oxfam created resources tailored for schools and communities. These included the **Civic Education Handbook** for secondary school students, which focused on governance and civic responsibilities, and the **Social Contact Magazine**, which tackled critical issues such as normalizing mental health conversations and improving access to essential services. These materials aimed to provide accessible and relatable content for diverse audiences.

### Advocacy Materials for Policy Engagement

To support advocacy and influence policy discussions, 100 booklets of the **CSO Tax Proposals for FY 2023/24** were designed, printed, and presented to the Parliamentary Committee on Finance, Planning, and Economic Development. Additionally, 500 policy briefs were developed to analyze the state of climate financing in Uganda, highlighting its effects on Uganda's



Photo Credit: Luigi Giussani Foundation (LGF)

sovereignty and domestic resource mobilization. These materials served as key tools for engaging policymakers and stakeholders in meaningful dialogue.

### Training Manuals for Capacity Building

200 training manuals were reprinted and shared with Local Government Officials and Tax Justice Campaigners to enhance stakeholder capacity. These manuals covered topics such as local government revenue mobilization, allocation, and utilization, as well as taxation, budgeting, access to information, mobilization, and advocacy. The manuals served as vital references during training sessions, equipping participants with the tools to mobilize communities and engage in accountability initiatives effectively.

## STRENGTHENED CAPACITY OF CSOS, LEARNERS, PARENTS, AND TEACHERS TO ADVOCATE FOR TRANSFORMATIVE EDUCATION FOR ACTIVE CITIZENSHIP.

### Training in Civic Education

A total of 95 youth and 32 Vocational Training Institute (VTI) instructors were trained in civic education, comprising 87 males and 40 females. This initiative was facilitated by Oxfam and its partner, the Education Advocacy Network (EAN), through the Climate Education Caravan. The program aimed to empower learners, teachers, and parents to equip communities in West Nile with skills and knowledge to manage the climate crisis effectively.



The project participants convene to plant trees during the climate caravan in West Nile

### Advocacy for Sustainable Education Financing

Oxfam, in collaboration with its partner SEATINI, participated in the **Gender is My Agenda Campaign (GIMAC)** during a side event in Addis Ababa. Here, the African Union and its member states were urged to adopt sustainable, gender-responsive domestic financing for education. The advocacy highlighted the need to leverage fair and progressive taxation, end austerity measures, address the debt crisis collectively, and reform the global debt architecture to prioritize education funding in Addis.

ordinances, and advocacy for education policies. Through community sensitization and awareness-raising, there has been a mindset change in terms of appreciating girl child education in the targeted districts, where girls were always left at home while boys were sent to school.

### Empowerment of School Management Structures

The program also focused on strengthening school management structures in the Nakapiripirit, Moroto, and Amudat districts. These structures were equipped to actively promote education through various initiatives, including go-back-to-school campaigns, enactment of education



Oxfam meets with school management team in Moroto district



## STRENGTHENED CIVIL SOCIETY SPACE FOR THE ENJOYMENT OF CIVIC RIGHTS AND FREEDOMS

Oxfam and partners worked to enhance citizens' participation in civic spaces, empowering them, especially women, to voice their concerns effectively at local, national, and global levels. These efforts fostered inclusive platforms where diverse perspectives could shape decision-making.



Oxfam organised a training on digital rights, influencing and policy for the staff and the partners. **Left:** Philip Kabuye, The Policy Advisor Digital Rights and Space at Oxfam Novib facilitating a session on digital rights **Right:** The participants pose for the photo after the digital rights training

## Promoted Inclusive Citizen Participation

Strategic initiatives were developed and implemented to ensure the active involvement of ordinary citizens, including women, in events and decision-making forums. These initiatives spanned local to global platforms, creating inclusive spaces for citizens to contribute their perspectives effectively. For instance, women-led foras participated in protection coordination meetings within refugee settlements, sectoral meetings on Sexual and Gender-Based Violence (SGBV), and commemorative events such as International Women's Day, World Refugee Day, and 16 Days of Activism against Gender-Based Violence. These activities equipped women with the skills to articulate their issues in formal settings.



Joyce Maka, the secretary for women's affairs in Bidibidi Settlement Zone 2, Village 1 in a peace-building session with other village members

## Amplified Citizen Voices through Creative Platforms

Oxfam and its partners empowered citizens to engage constructively with leaders across community, local, and national levels, using innovative platforms to amplify their voices. For example, the Centre for Constitutional Governance (CCG) utilized its online Civic Space TV to engage with community-based drama groups. These groups captured the perspectives of youth, women, boda boda riders, artists, and market vendors, presenting them through theatre and skits. These performances were broadcast on radio, sparking call-in programs and promoting mindset change among listeners.



Citizens chat about the road to 2026





## Influenced Policy and Service Delivery

Oxfam and its partners leveraged available spaces to influence decision-making processes for improved service delivery. A total of 12 budget events were held, including district budget conferences and Parliamentary Committee meetings. Rightsholders actively participated in these forums,

which included dialogues, citizen debates, and committee discussions. Key concerns, such as social service delivery and political participation, were brought to the forefront. Partners like the Civil Society Budget Advocacy Group (CSBAG), SEATINI, and the Centre for Budget and Tax Policy (CBTP) played a pivotal role by presenting position papers, policy briefs, and recommendations during these events.

## Community-Driven Advocacy

A 2023 Annual Face the Citizens Debate was held, where District Council members and Members of Parliament engaged with Fisherfolk Ambassadors and community members. As a direct result of this interaction, a regular psychiatric clinic was institutionalized at Butoolo Health Centre III. This highlights the tangible impact of inclusive and community-driven advocacy in improving service delivery and addressing citizen concerns.



Capacitating Participatory Budget Club Members on Service Delivery Monitoring, Budget Tracking and advocacy



Engaging and updating the District Public Accounts Committees of Zombo and Nebbi on audit performance of their Local governments





# 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





## DETAILED MILESTONES AND IMPACT

DELIVERED TIMELY AND QUALITY HUMANITARIAN RESPONSE  
WASH, GENDER, PROTECTION, AND EFSVL INITIATIVES

**O**xfam delivered a timely and impactful humanitarian response in Kyaka II, Rwamwanja, Kyangwali, and Nakivale through various projects funded by UNHCR, Cat Fund, Irish Aid, and EU-TF. These initiatives enhanced access to safe water, improved sanitation facilities, and promoted knowledge of key hygiene practices while ensuring gender and protection considerations were mainstreamed. In total, 339,083 people (203,450 females and 135,633 males) were reached across the southwest regions, with the following breakdown: Kyaka II – 118,986 (71,392 females and 47,594 males), Rwamwanja – 86,848, and Kyangwali – 133,249.



*Gai Yai is a participant under WASH in schools and received Menstrual Hygiene Kits at Thika Primary School*

### Addressing Barriers to Girls' Education through WASH

Under the "Equal Opportunity to Girl Child Education" initiative, the OHK project tackled barriers to girls' education by providing dignified sanitation facilities, safe water, and menstrual hygiene management (MHM) solutions. The project directly benefited 14,283 individuals, including 9,579 school-going children from five schools and 4,704 community members in refugee and host communities. Key accomplishments included the construction of a five-stance girls' latrine block with inclusive handwashing and washroom facilities at Ofua 6 Primary School. This intervention benefitted 704 girls, and according to the school records, increased enrolment from 298 to 704.

Additionally, the project extended or rehabilitated piped water systems in five schools and refurbished latrine blocks with rainwater harvesting systems to ensure a steady water supply. The distribution of 515 MHM kits, exceeding the

target of 200, provided girls with essential hygiene materials, reduced the stigma around menstruation, and improved school attendance. These initiatives addressed systemic barriers, significantly enhancing girls' health, safety, and overall well-being while fostering a supportive educational environment.

### Delivering WASH in the Mt. Elgon Region

In response to landslides, mudslides, and floods that severely impacted the Bulambuli district in Eastern Uganda, Oxfam, with support from CATFUND, implemented a comprehensive WASH project in the Mt. Elgon region. The initiative aimed to enhance access to safe water, improve sanitation facilities, and raise awareness about hygiene practices among affected communities. Key interventions included the rehabilitation of broken handpumps and boreholes, reconstruction of community spring wells, reactivation of water user committees, and installation of rainwater harvesting tanks. Additionally, the project supported water quality monitoring and provided households with materials for latrine construction. Institutional drainable latrines were also built to meet community needs. Hygiene promotion activities, such as the distribution of non-food items and awareness campaigns, further supported the affected populations. Overall, these efforts directly benefitted 19,416 individuals, significantly improving their access to essential WASH services and fostering resilience in the face of future disasters.



*WASH facilities at Masugu P-S Bulambuli, constructed by Oxfam following the landslides that destroyed properties*



*Toilet slabs*

### Enhancing Food Security and Livelihoods (EFSVL)



*To support income generation Oxfam in Uganda provided goats to farmer groups from both refugee and host communities in West Nile*

Oxfam, in collaboration with its partners, provided support to 4,300 households through various projects, including DANIDA SPII and Fred Foundation. This initiative distributed quality agricultural inputs such as cassava cuttings, hybrid maize seeds, tomato seeds, onions, and eggplants, along with essential farm tools like watering cans and hand hoes. These resources significantly boosted agricultural productivity, enabling households to expand their cultivated land from one to five acres, leading to improved food security and increased household income.

In addition, farmer groups received support to engage in income-generating activities such as poultry rearing, live-stock farming, and participation in village savings and loan associations. Comprehensive capacity-building sessions focused on climate-smart agricultural practices, financial literacy, and gender action learning systems. These interventions not only strengthened the resilience of communities but also empowered them to achieve sustainable livelihoods.





## Emergency CASH assistance

Under the Irish Aid RISE-K project in Karamoja, 541 individuals, including five persons with disabilities, 341 women, and 195 youth received emergency cash assistance to address hunger in Lotisan sub-county, Moroto district. This support enabled recipients to purchase food and participate in the agricultural production season.



Additionally, through the Emergency Response Fund (ERF), Oxfam collaborated with local humanitarian organizations to provide 80,000 individuals (including Kikube-1529, Kyaka II-63420, Kasese-499, Nakivale-1050, and 13,502) with food and essential items such as posho, beans, with food and essential items such as posho, beans, basins, jerricans, soap, and direct cash assistance. In Kasese, some cash recipients formed small groups to produce and sell soap, enhancing both their resilience and income generation. These inclusive efforts demonstrate Oxfam's dedication to delivering timely and effective humanitarian aid while addressing systemic challenges to promote long-term resilience and well-being among vulnerable populations.



*JESSE, an Oxfam partner delivered relief items to affected communities.*

## STRENGTHENED COMMUNITY RESILIENCE AND LEADERSHIP CAPABILITIES OF LOCAL AND NATIONAL HUMANITARIAN ACTORS

### Advancing Localization in Disaster Preparedness and Response

Through the Hilton Foundation and ECHO-funded projects in Western Uganda and the Elgon region, Oxfam scaled up its localization agenda, significantly enhancing the capacity of local and national humanitarian actors (LNHAS) and local governments. A humanitarian platform was established in Western Uganda, bringing together all LNHAS in the region. This platform served as a hub for capacity building in humanitarian work. Through the platform, members were introduced to the Charter for Change, encouraging them to endorse it.



*A team from Oxfam in Uganda and members of the Western Uganda Humanitarian Platform visited the Internally Displaced Persons Camp in Kikube district*

In the Elgon region, efforts focused on equipping local structures at district, sub-county, and community levels with the skills and knowledge needed for contingency planning and humanitarian response. As a result, local partners played a leading role in conducting rapid assessments during flooding events, which informed timely and effective responses. Additionally, district-level contingency plans were developed, guiding coordinated humanitarian actions. These local actors are now actively engaging with stakeholders and contributing to decision-making processes, strengthening overall disaster preparedness and response mechanisms.



*Oxfam and partners after a training on Strengthening Advocacy Skills to local humanitarian actors and refugee led Organisations.*

## Contingency planning:

### Enhanced Coordination and Refugee Support Structures

In Western Uganda, which hosts a significant refugee population, refugee-led organizations (RLOs) have emerged as key players in humanitarian coordination. These RLOs have successfully secured direct funding outside of Oxfam to implement initiatives, particularly in peacebuilding. This highlights the growing capacity and leadership of local actors in addressing community needs independently.



*The Western Uganda Humanitarian Platform was launched in Kagadi District*



*First training of the Capacity Assessment Tool to local actors in humanitarian response, under the Hilton Project in Yumbe*

### Community Support Structures Empowered

With funding from Irish Aid through the ICSP/RISE-K Project, Oxfam trained 24 participants from Lotisan and Katikakile sub-counties on Disaster Risk Reduction (DRR). These trainings covered the disaster management cycle, Uganda's national disaster preparedness and management policy, hazard identification, and the roles and responsibilities of disaster management committees at various levels. Participants also learned to conduct rapid needs and vulnerability assessments and to integrate DRR into local development plans. As a result, both sub-counties successfully incorporated DRR strategies into their Sub-County Disaster Management Plans, enhancing their preparedness for future disasters.

### Strengthening Advocacy Skills

Under the Conrad N. Hilton Foundation project, 36 local and national humanitarian actors' organizations received training to enhance their

capabilities in areas such as localization, advocacy, media, communication, and digital rights. This included strengthening human resource policies and equipping organizations with tools to more effectively support their communities and advocate for change.



*Group photo after the Global Refugee Forum (GRF) gathering in Kampala. The stakeholders from Government (Office of the Prime Minister, Ministry of Local Government and District), INGOs, Local actors (INGOs, Refugee led Organisations, and Community Based Organisations) refugees, UNHCR and other actors convened to generate Uganda's pledges and commitments to present to the GRF meeting in Geneva in December 2023*



*Speakers at the Global Refugee Forum gathering Kampala, including Hon Raphael Magyezi, the Minister for Local Government speaking and Hon Minister EHon. Esther Anyakun, the Minister of State for Relief, Disaster Preparedness and Refugees*



## STRENGTHENED SOCIAL COHESION AND PEACEFUL CO-EXISTENCE BETWEEN DIFFERENT CRISIS-AFFECTED POPULATION GROUPS

Oxfam's peacebuilding initiatives in Uganda's West Nile and southwestern regions have significantly enhanced social cohesion and peaceful coexistence among crisis-affected populations and diverse ethnic groups. These efforts have been particularly impactful in empowering women and girls, fostering gender equity, and building sustainable community structures within refugee and host communities.



James Rwabujangari Cattle Keeper, a Ugandan National and Hakizimana Barakagira Maize Farmer, Congolese Refugee were trained on peaceful co-existence

### Empowered Women and Girls in Leadership and Peacebuilding

The peacebuilding programs empowered over 271 women and girls by enhancing their leadership skills, raising awareness, and fostering community support. This empowerment led to significant milestones, including the election of 16 refugee women into leadership positions and the successful advocacy by six women leaders to government and UN bodies. Transitioning from traditional roles, women now actively engage in community planning, mediation, and conflict resolution, contributing to governance and community harmony. Training sessions played a key role in promoting gender equity, improving governance participation, and strengthening community cohesion.



### Establishment of Women-Led Fora

Women-led fora in refugee settlements such as Bidi Bidi, Imvepi, and Rhino Camp created platforms for women and girls to address critical issues, including gender-based violence (GBV), school dropouts, early marriages, and teenage pregnancies. These fora conducted 12 meetings and 23 awareness sessions, collaborating with male champions, cultural leaders, and religious alliances to promote gender equity and peacebuilding. Through these platforms, women's leadership and advocacy efforts successfully resolved conflicts, supported education retention, and contributed to household and community stability.



Etisam Abdullah a woman councilor in Village



Members of women led Fora in a meeting sharing women empowerment ideas

### Male Champions as Allies

Male champions played an essential role in challenging traditional gender norms and supporting women's leadership. Through community dialogues, gender equity awareness campaigns, and direct advocacy, male champions endorsed initiatives like supporting a female candidate for the 2024 Refugee Welfare Council elections. Their efforts also involved conflict mediation, community sensitizations, and addressing issues such as GBV, early marriages, and resource disputes.

### Supported Refugee-Led Women and Youth Groups

Financial and logistical support for refugee-led women and youth groups enabled them to address pressing community challenges such as peaceful coexistence, conflict resolution, and sustainable development. These groups implemented local initiatives, including tree planting, environmental conservation, and livelihood programs, which fostered self-reliance and improved living conditions for both refugees and host communities.



Seedlings of assorted tree species distributed to households in Nakivale, Isingiro through the established environment committees

### Role of Cultural and Religious Alliances in Social Cohesion

Cultural and religious alliances, comprising leaders from both refugee and host communities, played a crucial role in mediating conflicts and fostering reconciliation. With training from Oxfam and partners in peacebuilding and conflict sensitivity, these alliances resolved over 50 cases related to



Imam Sabiri Muzamir leads the congregation at Attaubah Mosque in Rhino Camp Zone 1



Geoffrey Dradri, Catechist, preaching to the congregation at St. Charles Lwanga Catholic Church, Akino zone, Ofua village

land disputes, natural resources, and intercommunal tensions. Their efforts led to tangible benefits, such as improved land access for refugees and enhanced collaboration between communities.

### Amplified Advocacy on Climate Challenges

Through commemorating key national and international events, Oxfam and its partners amplified advocacy for gender equity, peacebuilding, and climate change awareness. Exchange visits and stakeholder roundtable meetings fostered mutual learning and collaborative problem-solving. Environmental initiatives, including tree planting, waste management, and awareness campaigns, addressed climate challenges, strengthened resilience, and reduced conflicts within communities.



Gender tree, women leadership





# RESILIENT LIVELIHOOD

## PROGRAM CONTEXT

**D**uring 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.



Promotion of Neglected and Underutilized Species (NUS)

- Addressed cultural biases and promoted NUS through cooking demonstrations and community exchange forums.
- Restored nutritious local food plants, improving diets and year-round food availability.

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.





Participants march during the 7th annual land awareness week in Lira City, Northern Uganda

## DETAILED MILESTONES AND IMPACT

### ENHANCING ACCESS, CONTROL, AND OWNERSHIP OF PRODUCTIVE RESOURCES

**T**he program collaborates with social movements and civil society organizations (CSOs) to foster sustainable access to, control over, and ownership of productive resources. This approach empowers women and youth to understand and claim their resource rights, promotes transparent and responsible investments, and works to mitigate resource-driven conflicts.



The Ministry of Lands, Housing and Urban Development undertook the process of amending some provisions within the Land Act Cap 227 with contributions from CSOs including Oxfam directly involved in land related matters

### Policy Engagements and Advocacy

Oxfam conducted extensive literature reviews to inform and guide partners such as ESAFF Uganda, PELUM Uganda, LandNet Uganda, and the Land Justice Network in their awareness and policy engagements on land rights issues. As a result of these, partners articulated land rights issues and made key recommendations to inform a number of policy processes, including the revision of the National Land Policy. These contributions led to the development of the pro-people "Zero Draft National Land Policy 2024." CSOs were invited by the Ministry of Land to validate and contribute further to the policy development process, marking a significant step toward inclusive land governance.

### Community Efforts and Agricultural Resource Management

Under the SD=HS project, farmer field schools (FFS) and community seed banks significantly increased their seed stock across six seed banks and actively participated in national and community-level seed fairs and seed caravans. These platforms enabled process learning, knowledge sharing, and dialogue, enabling farmers to exchange seeds of diverse crops. A learning visit to Zimbabwe further enriched partners' understanding of community seed banks, enhancing the management and operations of seed banks in Uganda.



Adamasiko Community Seed bank

### Urban Farming Innovations

The Urban Food Hives Initiative introduced innovative solutions for food production in limited spaces using recyclable materials like plastic bottles and tires. This initiative benefited 100 urban farmers and 10 trainers, equipping them with skills and technologies to enhance urban farming practices. Support from JERO Farm, a private-sector partner, further bolstered the capacity of urban farmers.



Richard Mugisha of Jero Farms demonstrating to a group of members from Single Mothers Union and Oxfam staff in Luzira Uganda on sustainable urban farming



Farmers display indigenous Seeds during seed systems caravan

### Strengthening Farmer-Led Seed Systems

Together with partners, we focused on enhancing the capacity of smallholder farmers to manage their own seed systems. Farmer field schools emphasized the benefits of farmer-managed seed systems, building confidence and technical knowledge. As a result of FFS requests for support in commercializing their local food plants, Partners have structured several FFS on local food plants and nutrition to participate in NUS commercialization. The distribution of nine climate-resilient groundnut varieties improved community access to diverse genetic resources, strengthening food security and nutrition.



## Disaster Management and Community Empowerment

Improvements in district seed banks and disaster management infrastructure have enabled communities to better safeguard genetic resources and recover swiftly from crop losses during disasters. Technical, financial, and organizational support for eight Farmer Seed Enterprises (FSEs) in was enhanced through the establishment of production and marketing committees, quality assurance teams, and financial literacy training. Participation in Village Savings and Loans Associations (VSLAs) further strengthened farming communities, boosting production and fostering unity among farmers.



*Village savings and loan association - Empowering youth through access to finance*

## PROMOTING FOOD AND NUTRITION SECURITY

Oxfam and partners enhanced food and nutrition security throughout the year by diversifying food production through agroecological principles, promoting proper post-harvest handling, improving market access, supporting resilient crop adoption, and encouraging the consumption of local food plants. It also emphasizes farmer-managed seed systems to provide quality and diverse seeds to smallholder farmers, often underserved by seed companies.



*Post harvest methods of coffee beans*

## Promoted the Use of Neglected and Underutilized Species (NUS)

The promotion of NUS faces challenges, including limited information on their nutritional value, negative perceptions of local foods as being for the poor, and scarcity of some varieties. Cultural biases and poor



preparation methods also hinder their acceptance, especially among youth and men.

To address such challenges and promote NUS among youth and women, community exchange forums were organized to share knowledge and skills on local food

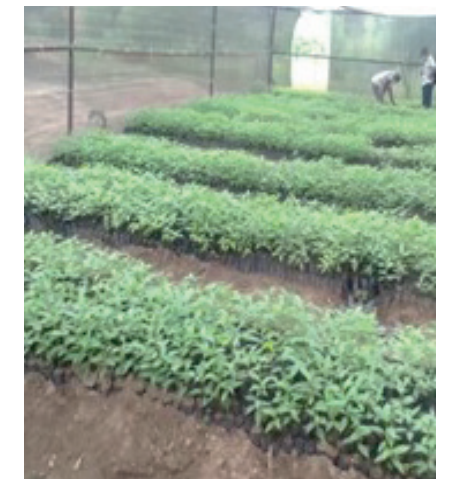
plants. Cooking demonstrations showcased traditional dishes, leading to broader appreciation among men and youth. As a result, small-scale farmers restored more nutritious local food plants, enhancing their diets and adopting strategies for year-round food availability.



*Farmers share knowledge and skills on growing local food plants*

## Supported Seed Banks and Advocacy:

Oxfam and partners supported Community seed banks, seed fairs, and food fairs, which played a crucial role in fostering advocacy and knowledge sharing. These interventions strengthened coping strategies, raised awareness about sustainable agroecosystems, and improved diets and nutrition.



## Supporting Smallholder Beekeepers

To ensure that households are able to produce and access food (economically), 557 (328M, 229F) smallholder beekeepers were equipped with good apiculture practices. Oxfam and TUNADO trained 150 bee champions (120 males, 30 females) as trainers on improved apiculture practices. These champions trained 407 additional beekeepers (208 males, 199 females), each of whom started their apiary enterprises with three traditional beehives. This contributed to increased honey production and household incomes, and consequently, their ability to purchase foods that were not produced by the households.



*Bee keeping*





## Off-Season Vegetable Production

Caritas Moroto trained 1,555 farmers (405 males, 1,150 females) on vegetable agronomy to enhance food security and resilience to climate shocks. Farmers established group gardens, generating income and ensuring access to nutrient-rich vegetables year-round. For example, the Lojora farmers group in Moroto earned UGX 1,564,000 (Euro 376) from the sale of vegetables that they produced within 3 months. They used it to support their household needs, such as buying food and buying more vegetable seeds for replanting. The adoption of short-term crops enabled households to adapt to the changing weather conditions and produce throughout the year to meet their household food and income needs.

## INCREASED INCOME SECURITY

To enhance income security, our approach focused on empowering farmers with market access, fostering entrepreneurship among MSMEs, equipping women and youth with employable skills, facilitating access to finance, and promoting gender-responsive value chains.



Bee farmer spots during the National Honey Week. The farmers work with Oxfam's partner TUNADO, the convener of the National Honey Week that brings honey value chain actors for peer learning and marketing their products

## iSME Impact Super Star Competition

Oxfam supports entrepreneurs in creating social and environmental impact and helps them develop their businesses. Every year, businesses that were part of Oxfam iSME or start-up development programs participate in our Superstar Competition to scale up and innovate through grant funding and technical support. As part of the iSME Impact Super Star Competition, we finalized tailored advisory support for the ten selected businesses. This support, customized to each business's needs, included investment readiness, marketing, sales, and talent strategy development. Additionally, circularity training was conducted for the iSMEs. Through a panel of judges, four winners were selected with tailored assistance for the top two. iSMEs strategy

## Sowing Diversity = Harvesting Security Project

Oxfam and partners conducted a Training of Trainers (TOT) session on seed production and marketing, reaching 20 participants (11 males and 9 females). The training covered critical skills such as pricing, cost-benefit analysis, market surveys, seed value chain analysis, and

business planning. These skills aimed to establish profitable seed enterprises and improve income and seed quality. Seed fairs held at sub-national levels provided market access for 13 Farmer Field Schools (FFS) involved in seed production and marketing, achieving sales of UGX 1,492,000. These fairs also strengthened relationships among stakeholders and presented new business opportunities. Despite challenges like climate change and credit access barriers, FFS groups are strategically positioned to produce a diverse and quality seed portfolio compared to the portfolio of their counterparts (seed companies).

## Supporting Smallholder Beekeepers

Efforts to support smallholder beekeepers resulted in 557 individuals being organized into 15 producer organizations to boost production and market access. Notably, during the 12th Honey Week Event in August 2023, six bee champions (four women) sold 185 kilograms of honeycomb, earning UGX 3.7 million (~EUR 952).

To enhance market access, bulking centers were identified as central hubs for honey storage. These centers create dual income streams,

commissions for storage providers and revenue from bulked honey sales. Agreements with these centers will link them to Rural Transformation Centers (RTCs), which will add value to bee products and increase income opportunities across the value chain. Quarterly price dissemination will equip farmers with negotiation tools, while the bulking centers will ensure quality control and fair pricing, contributing to the economic empowerment of beekeepers.

## PROMOTING SUSTAINABLE AGRICULTURAL PRACTICES FOR INCREASED PRODUCTION AND PRODUCTIVITY.

The program focuses on fostering diversified agroecological production systems and climate-resilient agricultural practices. It emphasizes sustainable land use, conservation, and the adoption of resilient crop varieties to ensure increased agricultural productivity. These efforts are particularly



Kitchen garden



The youths, working with Oxfam's Partner TUNADO under the RISE-K project participate during the National Honey Week in Kampala.

directed toward smallholder farmers, with a strong emphasis on empowering women and youth in agriculture.

## Capacity Building for Women and Youth Farmers

Oxfam and partners under the BGR project, made significant strides in enhancing the capacity of women smallholder farmers. A total of 159 women and youth

received training on best agronomic and climate-smart practices for sustainable food production. This training empowered farmers to adopt practices such as kitchen gardening, soil fertility management techniques, and other climate-smart agronomic methods. As a result, farmers experienced noticeable increases in crop yields, which improved household food security.



Distribution of inputs to communities in West Nile





To support income generation, Oxfam in Uganda provided farm inputs to farmer groups from both refugee and host communities in West Nile to improve their livelihoods

To further support these efforts, seeds and farm tools were distributed among the 159 smallholder women farmers. The availability of these resources enabled farmers to produce more food while

enhancing their resilience to environmental challenges. This intervention significantly reduced undernourishment rates among project participants, dropping from 38% to just 6%.

### Ecosystem Management and Tree Nurseries

150 farmers established community-managed tree nurseries, which produced over 5,000 seedlings. These nurseries are critical for improving ecosystem management and promoting sustainability. Additionally, these farmers adopted Lorena energy-saving stoves to reduce the pressure on vegetation. These stoves not only conserve resources but also provide an income-generating opportunity for farmers skilled in stove-making.



Nursery beds

## PROGRESSIVE AND INCLUSIVE POLICIES, PROGRAMMES, AND PRACTICES.

Oxfam and partners actively empowered women and youth to assert their rights, engage policymakers in discussions on inclusive policies, and collaborate with the private sector and civil society organizations (CSOs) to advocate for progressive regulations and programs. A significant milestone was achieved under the SD=HS project when ESAFF Uganda participated in global south-south learning workshops held in Addis Ababa, Ethiopia. These workshops facilitated knowledge sharing on establishing legal frameworks for farmers' variety registration systems. As a result, the Uganda Seed Working Group was formed in partnership with like-minded organizations. This collaboration led to the creation of a detailed policy brief advocating for farmer variety registration. During this year, the program focused on two critical policy issues: the need to establish guidelines for registering farmers' varieties and the urgent call to minimize or eliminate the use of harmful chemicals that threaten pollinators, particularly bees.

### Advocacy for Farmers' Variety Registration

In its efforts to support the registration of farmers' varieties, Oxfam and its partners engaged a wide range of stakeholders, including the National Seeds Certification Services, the Ministry of Agriculture, Animal Industry and Fisheries (MAAIF), researchers, and community seed banks. These stakeholders worked together to gather evidence demonstrating the feasibility of registering farmers' varieties and offered recommendations for enhancing "Schedule X," a guideline developed by NARO-PGRC for this purpose. A national stakeholder consultative workshop was organized to review and provide feedback on "Schedule X." Additionally, a side session during the Governing Body meeting in Rome was conducted, and the first National Seeds Caravan was organized to raise awareness and rally support for the recognition and legitimization of farmer variety registration.

### Promoting Alternatives to Harmful Chemical Use

To address the issue of chemical use and its impact on pollinators, TUNADO, an implementing partner, spearheaded initiatives through the Apiculture National Multi-Stakeholder Platform. This platform brought together 80 participants (48 men and 32 women), including beekeeper representatives, researchers from NARO and MAAIF, conservationists, private sector actors, and development partners. The group established the apiculture sector agenda for 2024, focusing on key recommendations such as quantifying the value of honeybee pollination for major food and cash crops, assessing the economic losses caused by agrochemical and pesticide misuse, and determining the current status of bee populations and vegetation carrying capacity. These insights aim to inform advocacy efforts and highlight the crucial role of the apiculture sector in sustainable agriculture and environmental conservation.



Oxfam and partners; PELUM, ESAFF and NARO conducted a field activity in Soroti and Amuria to pre-test Schedule X in the farmer field schools through engaging farmers to provide information on their varieties to determine if they meet the criteria for registration



# 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.

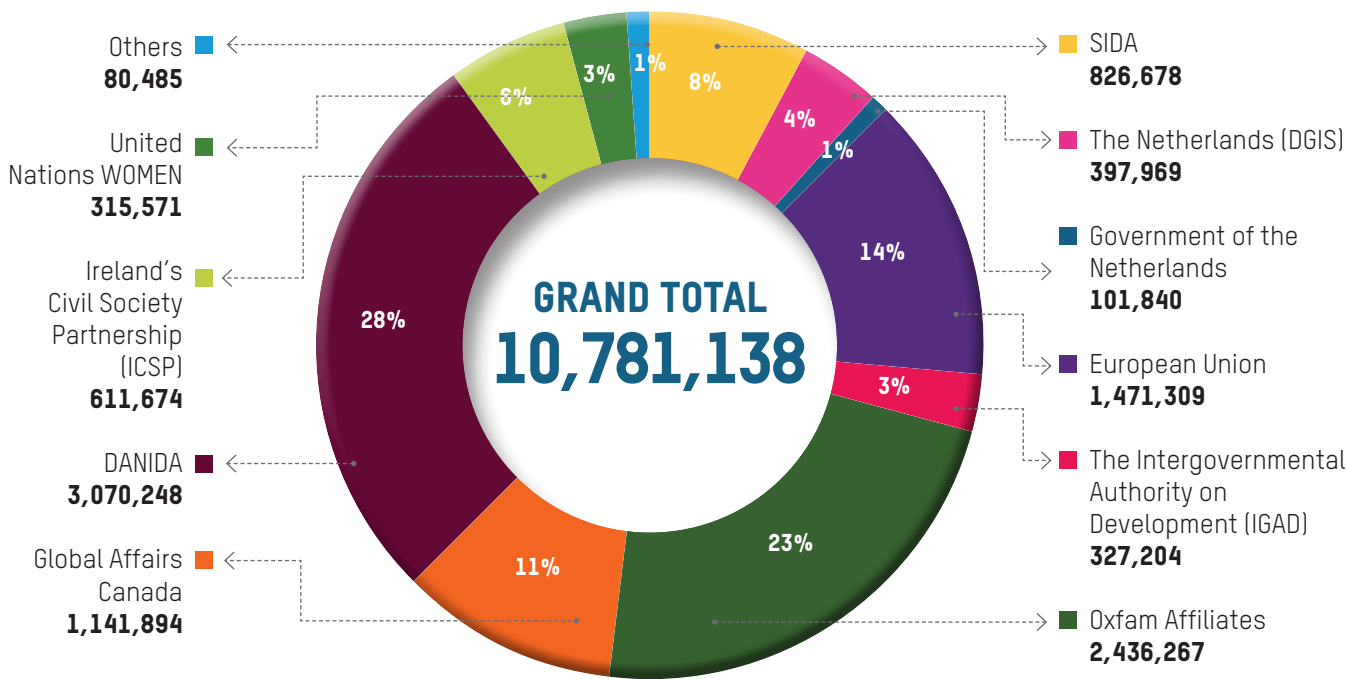
1	Human Rights Awareness and Promotion Forum	National
2	Hoima Union of Persons with Disabilities	Local
3	Joy Initiatives Uganda	Local
4	Centre for Constitutional Governance	National
5	Uganda National Action on Physical Disability	National
6	Gulu Women Economic Development & Globalization	local
7	Legal 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

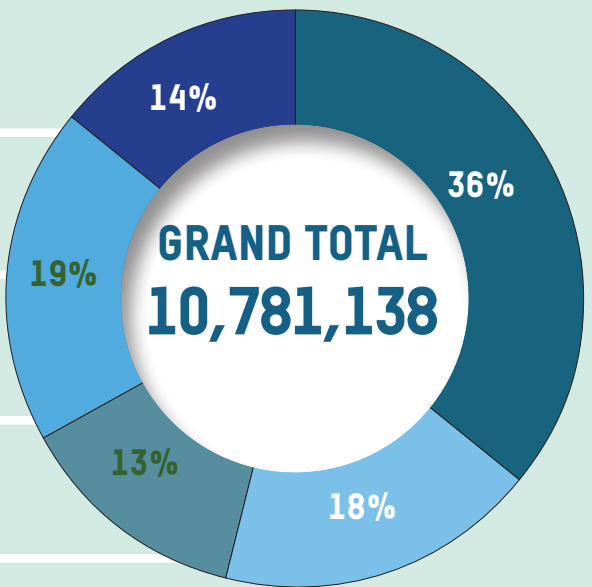


# OUR INCOMES AND EXPENDITURES

## 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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