TOGETHER AGAINST INEQUALITY

UGANDA COUNTRY STRATEGIC FRAMEWORK (CSF)
2021 - 30
TOGETHER AGAINST INEQUALITY

UGANDA COUNTRY STRATEGIC FRAMEWORK (CSF)
2021 - 30
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>OUR COMMITMENT</th>
<th>1</th>
</tr>
</thead>
<tbody>
<tr>
<td>OUR GOAL</td>
<td>1</td>
</tr>
<tr>
<td>1 BACKGROUND</td>
<td>3</td>
</tr>
<tr>
<td>1.1 Oxfam in Uganda’s vision, mission, and goal</td>
<td>3</td>
</tr>
<tr>
<td>1.2 Key achievements in the 2015–19 strategy period</td>
<td>5</td>
</tr>
<tr>
<td>1.3 Challenges and lessons in the 2015–19 strategy period</td>
<td>5</td>
</tr>
<tr>
<td>1.4 Key shifts for 2021–30</td>
<td>6</td>
</tr>
<tr>
<td>1.5 People we will work with</td>
<td>7</td>
</tr>
<tr>
<td>1.6 Geographical focus</td>
<td>7</td>
</tr>
<tr>
<td>2 CONTEXT</td>
<td>9</td>
</tr>
<tr>
<td>2.1 Uganda’s economy</td>
<td>9</td>
</tr>
<tr>
<td>2.2 Fiscal policies and government spending</td>
<td>10</td>
</tr>
<tr>
<td>2.3 Agricultural livelihoods and climate change</td>
<td>10</td>
</tr>
<tr>
<td>2.4 Political dynamics</td>
<td>11</td>
</tr>
<tr>
<td>2.5 Social norms and the changing face of gender-based violence</td>
<td>11</td>
</tr>
<tr>
<td>2.6 Migration and forced displacement</td>
<td>11</td>
</tr>
<tr>
<td>3 THEORY OF CHANGE</td>
<td>13</td>
</tr>
<tr>
<td>4 STRATEGIC OBJECTIVES</td>
<td>15</td>
</tr>
<tr>
<td>4.1 Strategic objective 1: Inclusive and accountable governance systems are in place to promote the rights of vulnerable people</td>
<td>17</td>
</tr>
<tr>
<td>4.2 Strategic objective 2: Marginalized and vulnerable communities are economically empowered and have resilient livelihoods</td>
<td>18</td>
</tr>
<tr>
<td>4.3 Strategic objective 3: People vulnerable to crisis are safe, secure and resilient, and enjoy dignified lives</td>
<td>19</td>
</tr>
<tr>
<td>4.4 Strategic objective 4: Women and girls are empowered, enjoy their rights and live in dignity</td>
<td>21</td>
</tr>
<tr>
<td>5 HOW WE WILL WORK</td>
<td>23</td>
</tr>
</tbody>
</table>
5.1 HUMAN RIGHTS-BASED APPROACH ......................................................... 23
5.2 WORKING BETTER WITH OUR PARTNERS ........................................ 23
5.3 EVIDENCE-BASED ADVOCACY AND INFLUENCING .......................... 24
5.4 ONE PROGRAMME APPROACH ............................................................. 24
5.5 GENDER MAINSTREAMING ................................................................. 25
5.6 CHAMPIONING FEMINIST LEADERSHIP PRINCIPLES ....................... 25
5.7 SAFEGUARDING AND SAFE PROGRAMMING ..................................... 25
5.8 OPERATIONALIZATION ......................................................................... 26

REFERENCES ................................................................................................ 27
The achievements of Oxfam in Uganda and its partners in tackling the root causes of poverty and inequality have demonstrated the possibilities for change. We are motivated by a commitment to ensure that people are resilient in crises and disasters. While we celebrate our contribution to improving people’s lives, we recognize the many challenges that remain and the new ones that will emerge. Uganda is faced with ongoing poverty; the changing face of gender-based violence, including online harassment; shrinking civic space; and high levels of unemployment, especially among women and youth.

This strategic framework for 2021–30 is our commitment to work more effectively with others towards achieving a Uganda free from inequality and injustice. It is the product of careful analysis of context and trends. It has been developed in consultation with stakeholders including researchers, academics, the Government of Uganda, NGOs, civil society organizations (CSOs), the people we work with and Oxfam programme staff in other countries.

**OUR GOAL**

Our goal for 2021–30 is a peaceful and resilient society in which people’s rights are upheld, and state and non-state actors are responsive and accountable. We intend to realize this through four strategic objectives:

- Inclusive and accountable governance systems are in place to promote the rights of vulnerable people;
● Vulnerable and marginalized people are economically empowered and have resilient livelihoods;
● People vulnerable to crises are safe, secure, and resilient, and enjoy dignified lives
● Women and girls from vulnerable communities, are empowered, enjoy their rights and live in dignity.

This strategic framework will be supported by three-year horizon plans that will map out the pathways for transformative change, accompanied by measurable outcomes to demonstrate progress. Over the period, we will seek to deepen our partnerships and the localization of our humanitarian responses; strengthen our influencing work through knowledge generation and translation; and bolster Oxfam’s ‘One Programme’ approach, while mainstreaming gender and feminist leadership principles in all our work.
1 BACKGROUND

This 2021–30 country strategic framework (CSF) recognizes the increasing complexity and rapidly changing context in Uganda and the region, accelerated by the COVID-19 pandemic. It underscores the urgency to develop an adaptable and flexible approach to programming, and the necessity to learn with and from others to deepen our impact.

1.1 OXFAM IN UGANDA’S VISION, MISSION, AND GOAL

Oxfam in Uganda started work in the 1960s delivering development and humanitarian support as part of the Oxfam confederation, a global movement of people fighting to end inequality and injustice. Today, we continue to tackle the inequalities that make and keep people poor. We save and protect people’s lives in times of crisis. We work with people to build their resilience and rebuild their livelihoods. We enable vulnerable people’s voices to be heard and campaign for genuine, durable change.

VISION

A Uganda free of inequality and injustice: a society where people, particularly women and young people, claim and exercise their rights and responsibilities, and influence the decisions that affect their lives.

MISSION

To tackle the inequalities that make and keep people poor.
GOAL

A peaceful and resilient society in which people’s rights are upheld, state and non-state actors are accountable, and inequality is reduced.

We seek a world in which everyone can speak up to power, demand and claim their human rights, and build a better future for themselves. We are united by our belief that a life of dignity and opportunity is a right for everyone. We recognize that we cannot achieve this on our own. We therefore work in partnership with local and grassroots organizations, civil society, individuals, volunteers, the private sector, and the government.

As we deliver our work, we embody and promote our values:

**EQUALITY**

We believe everyone has the right to be treated fairly, and to have the same rights and opportunities.

**EMPOWERMENT**

We acknowledge and seek to expand people’s agency over their lives and the decisions that impact them.

**SOLIDARITY**

We support people and collaborate across boundaries in working towards a just and sustainable world.

**INCLUSIVENESS**

We embrace diversity and difference, and value the perspectives and contributions of all people and communities in their fight against poverty and injustice.

**ACCOUNTABILITY**

We take responsibility for our action and inaction and hold ourselves accountable to the people we work with and for.

**COURAGE**

We speak truth to power and act with conviction on the justice of our causes.

Oxfam’s principles are clear:

- **We are rights-based.** Our work is grounded in our commitment to the universality of human rights. We uphold and advocate for the implementation of international human rights instruments.

- **We are feminist.** We recognize that there is no economic, social, or environmental justice without gender justice. Feminist principles guide all our action and interaction.

- **We fight inequality.** We take sides against poverty and injustice everywhere, working with people, communities, partners, and allies for just and sustainable solutions.

- **We are humanitarian.** We work with communities before, during and after crises to build their resilience and save lives. We work together address the root causes of conflict and disaster.

- **We are both local and global.** We are a global network of locally rooted, interdependent CSOs. We build solidarity and connect people across borders and regions.
● **We are driven by diversity.** Within Oxfam, and in our work with others, we are inspired by people of different sociocultural backgrounds, genders, ages, and abilities.

● **We are a knowledge organization.** We consistently seek to generate new insights that can drive solutions to complex problems. Our advocacy and campaigning asks are grounded in evidence and experience.

### 1.2 KEY ACHIEVEMENTS IN THE 2015–19 STRATEGY PERIOD

In the 2015–19 strategic planning period, together with partners we influenced policy on land rights, agricultural extension, unpaid care work, women’s rights, climate change, domestic revenue mobilization and humanitarian response and preparedness:

- Our contribution to the Government of Uganda’s Comprehensive Refugee Response Framework,\(^3\) and the championing of the localization agenda, are well recognized by humanitarian actors.
- We rallied the public to push for increased spending on social sectors such as health, while rejecting proposals on increased taxation.
- Our work on women’s rights has shifted debates and opinions on social norms and other barriers that affect women’s empowerment.\(^4\)
- We supported women and young people to generate higher incomes through improved skills in enterprise development and value addition.\(^5\)
- We linked farmer groups directly with private sector actors, obtaining higher prices for their produce.
- We delivered humanitarian support to South Sudanese refugees in the North and West Nile, and Congolese refugees in Kyaka, alongside their host communities. This included water, sanitation, and hygiene facilities; gender and protection interventions; emergency food security and vulnerable livelihoods work; and non-food item distributions.
- We collaborated with local governments and humanitarian actors to plan and respond better to crises, and advocate for increased direct financing from international donors to support refugees.
- Through our campaigns we built stronger networks and movements that influenced and shaped public debates on unpaid care work, tax, and public spending.

### 1.3 CHALLENGES AND LESSONS IN THE 2015–19 STRATEGY PERIOD

Shrinking civic space\(^6\) posed a major threat to the work of Oxfam and our partners in 2015–19. Several NGOs, including some partners, were temporarily closed, or threatened with closure. The result was self-censorship among international NGOs and CSOs in order to ensure programmes were not interrupted. Political volatility in South Sudan and the Democratic Republic of Congo (DRC) led to a major influx of refugees, escalating humanitarian support in the face of growing resource gaps and a challenging funding landscape.
Several lessons from the previous strategic period will inform our work in 2021–30, such as:

- Influencing governments on sensitive issues through closed-door meetings provides better opportunities for them to listen and respond positively, thus navigating the closing civic space.
- Multi-pronged approaches provide a comprehensive response to myriad emerging issues, as programmes reinforce each other and make optimal use of available resources.
- Internally, the effective delivery of a CSF will only be possible with honest self-examination and reorganization that creates a fit-for-purpose operational model.
- An appropriate and flexible resourcing model is necessary to enable adaptability and fast responses—a critical lesson from the COVID-19 pandemic.

1.4 KEY SHIFTS FOR 2021–30

This CSF focuses on challenging the systems that perpetuate inequality and injustice in Uganda. The significant shifts to be realized over a 10-year period will be operationalized through three- or four-year horizon plans. The main changes from the previous CSF adopted in the 2021–30 strategy are:

- As well as mainstreaming gender in all our programmes, we are introducing a distinct pillar on Gender Justice and Women’s Rights to provide for multiple demographics—adolescent girls and young women; men and boys actively participating in programming; people with disabilities; and other marginalized groups, as well as gender non-conforming people. A pragmatic approach will be taken to address systemic and structural hurdles, including prejudiced laws, policies, and regulations. In recognition that success will be realized through collaborations and alliances, Oxfam in Uganda will work more boldly with feminist activists and social movements to challenge systems and practices. The Gender Action Learning System (GALS) methodology and transformative feminist principles will be key approaches across our work.

- This CSF will see Oxfam in Uganda undertake urban programming, whereas the previous strategy only focused on interventions in rural areas.

- Drawing from lessons generated through projects such as Enhancing Local and National Humanitarian Actors, Oxfam in Uganda is adopting transformative partnerships. This means we will go beyond capacity and system strengthening into co-creation and joint leadership of our influencing work. In this strategic period, we are committed to working with partners outside traditional NGOs to harness the power of informal social movements. This will include working with comedians, musicians, sports personalities, and artists.

- Oxfam in Uganda will invest in transformative education in this CSF, in contrast to our previous education programmes, which delivered learning (e.g., accelerated teaching and catch-up programmes in schools). With transformative education, we will aim to position learners as participants in knowledge creation instead of situating learners
as knowledge recipients. We will promote education that enables learners to know their rights, practice critical thinking, and use their voice to challenge and change the status quo. We will invest in strengthening education systems – by influencing policies, structures, budget allocations and curricula etc. – to benefit all learners in Uganda now and into the future.

- Oxfam in Uganda will embrace an integrated approach to programming, unlike the per-project implementation used in the previous period. During that time, we deepened our understanding of linking humanitarian, development, and peace work (the ‘triple nexus’), and how these fit with Oxfam’s One Programme Approach. In line with this, we will design our programme teams to be multidisciplinary to ensure our programmes have the greatest impact. Through the One Programme Approach, Oxfam in Uganda’s programmes will have strong linkages in planning, resource optimization and holistic support to communities. A checklist to guide integration in programming and a Nexus Reference Group to lead the implementation of the One Programme Approach have been established to ensure consistency. We aim to be a learning hub on the triple nexus within the Oxfam confederation.

- We will embrace digital integration, tapping into the power of vibrant, innovative youths across Uganda to build strong movements against poverty and injustice.

1.5 PEOPLE WE WILL WORK WITH

Our primary stakeholders and constituencies are the people who face inequality and live-in poverty in Uganda. The specific groups are women, young people (aged 12–35), vulnerable communities and marginalized groups. We will work together with men, as significant actors in Uganda’s socioeconomic structures and systems.

We will be by the side of refugees, internally displaced people and everyone who experiences disasters and humanitarian crises. We will provide hope and ensure that they are resilient. We will partner with activists, communities, social movements, CSOs and digital influencers for transformation in governance. This will be possible with the technical and financial support of development partners in Uganda and abroad.

1.6 GEOGRAPHICAL FOCUS

Oxfam in Uganda will seek to consolidate its work in the country’s Greater Northern and Eastern Regions, informed by levels of poverty and vulnerability. However, we will remain agile to respond effectively to humanitarian crises that occur anywhere in Uganda. We will be present at the national level to support the influencing of policies and laws; we will work locally on issue-based engagements to tackle factors that entrench vulnerability.
We will also support the implementation of legacy projects in Rwanda, Tanzania, and Burundi, where Oxfam will be phasing out. We will track changing dynamics through regular analyses of Uganda and the region and adjust our geographical focus accordingly for each three- or four-year plan during this CSF period.
2 CONTEXT

2.1 UGANDA’S ECONOMY

Before the COVID-19 pandemic, the Ugandan economy had gathered momentum, with GDP growing by 6.4% in 2018–19. Unfortunately, the pandemic triggered an economic slowdown; GDP growth slumped to 3.0% in FY2019–20, and 3.3% in 2020–21. Businesses have been severely affected by the pandemic, mainly through the disruption of education, construction, hospitality, tourism, transport, food services, arts, entertainment, and recreation. According to the Economic Policy Research Centre, business activity dropped by more than half. Over 70% of businesses reduced their workforce during the period.

Before COVID-19, Uganda was already grappling with structural inequality in access to healthcare, education, and livelihood opportunities. An Oxfam report reveals that income inequality has increased significantly since the 1990s. In 2016, the richest tenth of the population enjoyed 35.7% of national income, while the poorest tenth claimed just 2.5%. The impacts of COVID-19 have therefore affected the country unequally. Those that were already vulnerable are in a downward poverty spiral. It is projected that the lockdown measures that were put in place to control the spread of COVID-19 could result in an increase in the poverty rate of 2.7 percentage points.
Uganda’s population was projected to be 41.6 million in 2020, with the majority under 18 years. The urban population is growing, with 10.6 million people projected to have lived in cities in 2020.

The working population of Uganda is estimated at 15 million, with 9 million of these in employment. Youth (18–30) make up 73% of the unemployed. The youth unemployment rate, at 13%, is higher than the national unemployment rate of 9.2%. Most of the women in the paid employment work in the informal sector in low-paying jobs.

Many young people are migrating to urban areas and cities searching for employment opportunities, which are not being adequately generated due to limited industrialization and the poor development of the services sector. When young people fail to get jobs, they often end up in urban slums.

2.2 FISCAL POLICIES AND GOVERNMENT SPENDING

Uganda’s tax regime is regressive, with about two thirds of total revenues coming from indirect taxes, such as value-added tax and excise duty. The burden of consumption taxes is borne most by low-income earners. Between 2010 and 2017, Uganda lost about $3bn because of tax incentives and exemptions, nearly 16% of its total tax revenues, mostly to multinational companies that do not pay their fair share of taxes.

Due to limited revenue collections, Uganda’s tax-to-GDP ratio is the lowest in East Africa, at 13.8%. The country’s rising deficit stood at 9.9% of GDP in 2020–21. Public debt has risen above 50%, with increased spending on health, stimulus packages and social protection for the vulnerable during COVID-19 applying additional fiscal pressure. This value is projected to increase to a peak of 51.9% of GDP in 2022–23. Increasing debt means that money will be allocated to interest payments, rather than being invested in the key social sectors of health, education and others critical for poverty alleviation.

Uganda is estimated to have reserves of 6.5bn barrels of commercially viable oil and gas resources and is projected to earn up to $3.6bn in petroleum revenues annually once production commences. However, issues related to governance, revenue sharing, community rights and environmental protection continue to arise. Unresolved issues related to loss of land, involuntary displacement, gender-based violence, as well as environmental degradation continue to pose a risk to the lives and livelihoods of communities living near prospective oil fields.

2.3 AGRICULTURAL LIVELIHOODS AND CLIMATE CHANGE

Agriculture is the main source of livelihoods for the majority of Uganda’s population: it employs 72% of the workforce and constitutes 23.5% of GDP. Agricultural exports are primarily unprocessed. Subsistence farming is common in some areas due to the fragmentation of land as a result of population pressures; in other areas, limited resources affect optimal land use.
The country is grappling with a rush for large-scale land-based investments, increasing land conflicts and the displacement of local communities. Large-scale land acquisitions and encroachment on wetlands continue despite the existence of laws and institutions regulating operations.\(^\text{35}\)

The country is experiencing significant adverse impacts from climate change, including changing weather patterns, drops in water levels, as well as extreme weather such as more floods, droughts, and famines, all of which exacerbate socioeconomic vulnerabilities and displace communities.\(^\text{36}\)

### 2.4 Political Dynamics

Uganda’s shifting civic space\(^\text{37}\) is likely to further stifle NGOs’ work in the coming years, especially those working on active citizenship. In recent years, several NGOs, including some partners, were temporarily closed, or threatened with closure. The result was self-censorship among international NGOs and CSOs in order to ensure programmes were not interrupted. As witnessed in the previous strategic period, this might force more organizations to self-censor to avoid state repressions.

### 2.5 Social Norms and the Changing Face of Gender-Based Violence

Uganda’s constitution, alongside a number of laws,\(^\text{38}\) articulate a commitment to attain gender equality. However, bridging the gap between policy and practice remains the challenge of our times, as evidenced by gender gaps in health and education, economic and property rights, and participation in leadership.\(^\text{39}\)

The right to live free of violence is necessary to attain gender equality. However, gender-based violence remains a systemic challenge in both private and public spheres.\(^\text{40}\) It is reinforced by social constructs that further deter women from seeking legal redress. There is a low conviction rate for gender-based violence due to lengthy court processes, ineptitude in prosecution and socioeconomic pressures on survivors and their families.\(^\text{41}\)

However, women’s agency is critical to each individual, and the collective resilience women have mustered to change their condition and position can be seen in the progressive policies and laws\(^\text{42}\) that have been won through women’s organizing.

### 2.6 Migration and Forced Displacement

Uganda is a major refugee-hosting country, with over 1.5 million (as of August 2021) refugees from DRC, South Sudan, and Burundi, all of which continue to experience instability and volatility.\(^\text{43}\) It was envisaged that the election of a new president in DRC in 2019 would create a new path for reconciliation, peace, and stability. However, this is yet to be seen. Competition for resources and political instability continues in eastern DRC – particularly Ituri, Orientale and North Kivu provinces – driving more refugees to Uganda.\(^\text{44}\)
In South Sudan, a unity government has been formed, raising hopes of a permanent peace, but food security remains a critical challenge, especially in the Upper Nile, Lakes and Jonglei States of South Sudan, with more than 6 million people affected by hunger. The Intergovernmental Authority on Development and the East African Community are increasingly involved in shuttle diplomacy to stabilize regional peace, but regional geopolitics remains one of the biggest drivers of refugee flows to Uganda.

Overcrowding coupled with limited livelihood opportunities for young refugees and nationals alike is driving migration from refugee settlements and host communities to urban centres. The continuous arrival of refugees has put immense pressure on Uganda’s public services in refugee-hosting districts. The depletion of natural resources magnifies the risks of environmental and social hazards, such as flooding, land conflicts and arguments over resources, alongside the loss of vegetation, wetlands, and local watersheds.
3 THEORY OF CHANGE

We will play a convening role to provide a platform on which a vibrant civil society will champion the demand for rights, especially women’s rights and land rights. It is our conviction that the government will be responsive to sustained demands, resulting in the desired change. Underpinning this conviction are the assumptions that:

- State policies, laws and their implementation will allow room for constructive feedback from civil society.
- There will be reasonable national stability.
- Cultural and religious institutions will adopt and advocate for progressive culture changes.
- Partners will continue prioritizing support on promoting rights of all people.
Figure 1: Oxfam in Uganda’s theory of change, 2021–2030

Key assumptions: State policies, laws and implementations will appreciate constructive feedback from civil society; national stability; development partners’ support; no catastrophic natural disasters
4 STRATEGIC OBJECTIVES

**SO1:** Inclusive and accountable governance systems are in place to promote the rights of vulnerable people

**SO2:** Marginalized and vulnerable communities are economically empowered and have resilient livelihoods

**SO3:** People vulnerable to crises are safe, secure and resilient, and enjoy dignified lives

**SO4:** Women and girls from vulnerable communities are empowered, enjoy their rights and live in dignity

**GOAL:** A peaceful and resilient society in which people’s rights are upheld, state and non-state sectors are accountable, and inequality is reduced

Figure 2: Oxfam in Uganda’s goal and four strategic objectives, 2021–30
At the core of the delivery of our strategic objectives will be a focus on Oxfam’s One Programme Approach, ensuring that there is effective integration of development, humanitarian, influencing and peace work. We will ensure that all our interventions save the lives of people in crisis, build their resilience through sustainable livelihoods, protect their rights, and promote social cohesion and peaceful co-existence among vulnerable communities. We will scale up innovations and best practices under the four strategic objectives using tested approaches such as ICT for Development, GALS and water ATMs. We will consolidate our programmes so that target communities in one location can benefit from many interventions spanning the strategic areas efficiently.
4.1 Strategic Objective 1: Inclusive and Accountable Governance Systems are in Place to Promote the Rights of Vulnerable People

This will be achieved when:

- people’s participation and opinions on public matters are respected;
- public policies and laws are pro-poor, gender-just and responsive to public demands; and
- there is equitable access to quality public services for all, including women, young people, and vulnerable people, such as refugees and marginalized groups.

We will:

1. Support advocacy for legislation and structures that catalyse active citizenship through civic and democratic actions.
2. Promote tax justice for increased quantity and quality of finance for development.
3. Promote transparency, accountability, inclusivity and sustainability in the petroleum, and mining industries.
4. Promote transformative and civic education among young people, especially girls and women, to make sure they know their rights and responsibilities and are empowered to use their voice to challenge formal and informal structures.
5. Promote fair, transparent, accountable, and inclusive public financial management to provide equitable and quality basic services like education, and health.
6. Spearhead initiatives for changes in fiscal policy, economic models, financing frameworks and related practices to build fiscal justice and reduce inequality.
4.2 STRATEGIC OBJECTIVE 2: MARGINALIZED AND VULNERABLE COMMUNITIES ARE ECONOMICALLY EMPOWERED AND HAVE RESILIENT LIVELIHOODS

This will be achieved when target communities can:

- cope with economic and social stress;
- adapt to new ideas; and
- change to exploit livelihood opportunities.

We will:

1. Work with social movements and CSOs to engage duty bearers (e.g., cultural leaders, local leaders, members of parliament, etc.) on securing women’s sustainable access and control over natural and productive resources.
2. Empower smallholder farmers, especially women and young people, on gender-sensitive agricultural practices, diversification, value addition and the creation of market linkages through GALS and adult literacy approaches.
3. Facilitate entrepreneurial business development and increase employable skills among young people, leveraging innovative technologies.
4. Invest in community-led research, technology, and innovation to inform local strategies for resilience and adaptation to climate change.
5. Invest in movement-building at all levels to influence adaptation and mitigation, planning, financing, implementation and monitoring of climate change interventions.
4.3 STRATEGIC OBJECTIVE 3: PEOPLE VULNERABLE TO CRISIS ARE SAFE, SECURE AND RESILIENT, AND ENJOY DIGNIFIED LIVES

This will be achieved when affected people can:

- cope with crises;
- remain resilient;
- take action to rebuild their future; and
- co-exist peacefully in the long term.

We will:

1. Support reconstruction of livelihoods in communities prone to disasters by integrating climate change adaptation and disaster risk reduction into humanitarian and development work, influencing policy and practice, and strengthening early warning systems and environmental protection initiatives.
2. Support contingency planning and its implementation by government, private sector, and other actors.
3. Strengthen local humanitarian leadership, ensuring that local and national humanitarian actors (including refugee-led and host community organizations) can conduct timely and effective responses to shocks and emergencies, including linkages with the Comprehensive Refugee Response Framework.
4. Promote and strengthen structures for social cohesion and peaceful co-existence between crisis-affected populations, including host communities, in line with UN triple nexus aspirations.
5. Support transformative education and learning in emergencies for teachers and learners. This involves positioning learners as participants in knowledge creation instead of simply knowledge recipients.

6. Contribute to regional humanitarian policy influencing and advocacy work to promote the protection of rights of people in crisis and address the structures and systems that exacerbate conflict and instability at national, regional, and global levels.

7. We believe in delivering effective and timely responses in line with the Core Humanitarian Standards. Oxfam’s long-term development initiatives will be strategically linked to humanitarian outcomes in target communities, ensuring a smooth transition from recovery to development.
4.4 STRATEGIC OBJECTIVE 4: WOMEN AND GIRLS ARE EMPOWERED, ENJOY THEIR RIGHTS AND LIVE IN DIGNITY.

This will be achieved when women and girls:

- effectively participate in the democratization process, leadership roles, and decision-making processes at various levels;
- enjoy their rights and live in dignity when patriarchy is dismantled; and
- benefit from progressive laws and policies.
We will:

1. Work with marginalized women and girls, social movements, and partners to challenge and transform social norms that perpetuate violence against women and girls through GALS methodologies, among other strategies.
2. Strengthen movements and allies to prevent and respond to violence against women and girls, including supporting access to justice and public interest litigation.
3. Transform people’s attitudes, practices, and behaviour towards women’s unpaid care work through research and influencing.
4. Influence policies among government, companies and CSOs to value and recognize women’s unpaid care roles.
5. Hold government accountable to local, national, regional, and international women’s rights commitments by working with other CSOs to monitor and report on progress.
6. Create safe spaces for feminists to convene, bringing together older and younger feminists to chart the future of women’s rights in Uganda and support the growth of feminist organizations.
7. Promote education and access to sexual reproductive health rights services for girls and young people to stem teenage and early pregnancies.
5 HOW WE WILL WORK

5.1 HUMAN RIGHTS-BASED APPROACH

Oxfam is committed to the promotion and protection of human rights through our programmatic and humanitarian approaches. Our work will be guided by the legal standards in all human rights instruments and the values and principles that inform them.

5.2 WORKING BETTER WITH OUR PARTNERS

Recognizing the power imbalances in our relationships, and past delays in operations and communication with our partners, we are adopting a ‘transformative partnership’ model that provides our partners space and voice to share their ideas and challenge us more. We commit to adhering to our core partnership principles in our engagements, including a culture of tolerance and acceptance. Partners shall hold Oxfam accountable to the same high ethical standards that Oxfam holds them.

We are also diversifying our partnerships beyond NGOs to harness the power of informal social movements, women’s rights organizations, artists, musicians, cultural leaders, writers, community groups, journalists, and comedians. We will continue to pursue strategic partnerships with companies, academic institutions and think tanks to generate credible evidence for policy advocacy. At the centre of these partnerships will be a strong push for local organizations to take on greater leadership in our humanitarian, development and influencing activities. We will invest in strengthening the institutional capacities and systems
of partner organizations to adequately mitigate and respond to crises, while enabling them to expand their networking and advocacy for enhanced influence. This will include refugee-led engagements related to the regional policies and practices of international agencies and donors. The latter will include efforts to influence donors to directly fund local humanitarian actors.

5.3 EVIDENCE-BASED ADVOCACY AND INFLUENCING

Oxfam in Uganda will promote citizen-led campaigns to amplify the power of people in pursuit of a fair society. We will strengthen the digital and social media skills of those we work with. We will strengthen long-term relationships with local and international media. To navigate the stifled civic space, we will build relationships at different levels to create opportunities for advocacy and lobbying. We will influence with modesty, not speak on behalf of people nor usurp their voices. Instead, we will use our worldwide influencing network to push for more spaces in which the most vulnerable people can be heard and seen.

We will continue to invest in policy analysis and research to generate credible evidence for advocacy. We will work with local partners, academic institutions, think tanks and subject experts to conduct high-quality and timely analyses on issues informed by key poverty indices and development trends in Uganda. Oxfam in Uganda will strengthen its internal capacity to generate, simplify and disseminate work on current and emerging themes. Through the research process, we will collaborate with the Oxfam confederation’s global knowledge hubs and teams to ensure strong local to global linkages.

Learning from COVID-19 pandemic modalities, we have embraced digital culture. We will strengthen our online presence and work with social media influencers in campaigns to shape public narratives – and seek changes in policy. Across all our work, we will use digital technology to engage young people and create spaces to spearhead their innovations. Some of the digital challenges faced over the COVID-19 period shine a light on the digital divide between sexes, so we need to ensure that women and people living poverty have access to technology. Lastly, we will strengthen the capabilities of our staff and partners to use digital tools in both programme and monitoring work, while buttressing our data security and protection measures in promoting inclusive and safe digital spaces for all.

5.4 ONE PROGRAMME APPROACH

Oxfam recognizes that immediate survival needs co-exist with long-term needs. Therefore, we will integrate critical elements of the One Programme Approach relevant to our programmes and projects, with the understanding that solutions from one project should reinforce those in another.

We will design our interventions to save the lives of people in crises, build their resilience and sustainable livelihoods, protect their rights, and promote social cohesion and peaceful coexistence. We will pursue an area-based approach, striving to consolidate our programmes, so that target communities can benefit from interventions spanning the four strategic objectives.
This will be more efficient and allow us to better meet the expectations of our target communities.

5.5 GENDER MAINSTREAMING

We will continue to mainstream gender in all programmes and project activities. A strong gender analysis assessing differential access to power will inform all our programmes. Gender will be mainstreamed throughout the programme cycle – planning, implementation, monitoring and evaluation. We will create and share gender-disaggregated data for effective monitoring, evaluation and reporting on the impacts of crises and policies on women and girls. We will ensure that our staff and partners can analyse and report on gender issues in their own activities.

5.6 CHAMPIONING FEMINIST LEadership PRINCIPLES

We will apply feminist leadership principles to enhance women’s rights and gender justice within the organization and across our programmes. Feminism seeks to ensure that women and men are equal in law and practice. A feminist approach offers an inclusive and disruptive way of thinking; it allows us to understand how diverse systems of hierarchy, power and subordination interact across social contexts. Its objective is to create positive conditions that uphold the dignity and rights of all. We will use a feminist leadership lens to analyse the power relations that keep people in poverty and create injustice, while tackling social structures and patriarchal systems.

5.7 SAFEGUARDING AND SAFE PROGRAMMING

The COVID-19 pandemic has reminded us of the need for our programmes to be safe for our staff, partners, and target communities. Oxfam has embraced the use of personal protective equipment and social distancing as the world recovers from the pandemic. We continue proactively integrating risk assessments into our programme designs to enable teams to work safely, monitor trends and plan for likely scenarios. Oxfam will ensure that staff and partners understand the current and potential risks that communities face and put in place mitigation measures to counter these.

We will invest in the prevention of all forms of abuse, including sexual harassment, exploitation and abuse, and child abuse, both internally and in our work with partners and target communities. We will strengthen community feedback and complaints mechanisms to provide a safe space to encourage people to speak out and report any concerns and incidents. We commit to timely and professional responses to any received. We will hold ourselves to the highest ethical standards and take a zero-tolerance stance on all forms of exploitation, corruption, nepotism, abuse of authority and fraud. Using Oxfam International’s safeguarding policies and core standards as reference frameworks, we will ensure that our core and associate staff, and the people we work for, feel safe in all our spaces and interventions. Referral pathways will be mapped and publicized for easy access to support services by survivors of violence and abuse.
5.8 OPERATIONALIZATION

Sound delivery of the CSF will hinge on having an appropriate operational model as well as operational frameworks. The 10-year strategy period will be broken down into three- or four-year horizon plans with clear and measurable results to enable the assessment of progress towards the strategic objectives. The horizon plans will be subjected to annual and closing reviews in order to be more adaptive and responsive to changes in context and needs. The CSF will be operationalized through:

- the three-year horizon plans;
- a country operational model and structure;
- a fundraising strategy;
- programme plans for each strategic objective;
- a knowledge and learning framework; and
- a partnership strategy.

Over the strategy period, we will focus on strengthening programmes’ quality, as well as knowledge generation. We will ensure that we have sufficient human and material resources for the strategic period. At a minimum, we will invest in capacity strengthening, focusing on core skills like project management, fundraising, budgeting, writing and analysis, knowledge management and digital influencing. Oxfam will attract and retain high-calibre staff. We will provide an enabling environment through a ‘let’s talk’ culture that fosters dialogues.
REFERENCES


13. Ibid.


15. Ibid.


18. Ibid.

19. Ibid.

20. Ibid.

21. Ibid.


24. Ibid.

25. See a search for tax incentives and exemptions on the SEATINI website: [https://seatiniuganda.org/?s=Tax+incentives+and+exemptions](https://seatiniuganda.org/?s=Tax+incentives+and+exemptions)


28. Ibid.


34. Ibid.


   See also the LANDnet homepage at: [https://www.landnet.ug/](https://www.landnet.ug/)

36. The National Policy for Disaster Preparedness and Management (2010)


45. bid.


OXFAM IN UGANDA
TOGETHER AGAINST INEQUALITY