

TOGETHER AGAINST INEQUALITY



UGANDA COUNTRY STRATEGIC FRAMEWORK (CSF)
2021 - 30



OXFAM

INTRODUCTION

Everyone in Uganda has a right to safety, security, a livelihood and a say in decisions that affect them. Oxfam will work with others to achieve a Uganda free from inequality and injustice.

This strategic framework for 2021–30 sets out our commitment to a just and sustainable future, and how we will achieve it.

2021: WHERE WE ARE

Before the COVID-19 pandemic hit, Uganda's economy was growing quickly. However, unemployment and underemployment are stubbornly high, with 40% of people of working age out of work. Inequality is high: the richest 10% receive over a third of national income; the poorest 10% just 2.5%.

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%

Investment in public services is insufficient, with problematic levels of national debt displacing funds that could otherwise help the country's poorest people through better education, health, and employment assistance.

Despite legal protections, women remain at risk of gender-based violence in all spheres of life. More widely, there are gender gaps in health, education, economic and property rights, and participation in leadership.

As of August 2020, there were an estimated 1.4 million refugees from South Sudan, the Democratic Republic of Congo, and Burundi in Uganda. Overcrowding, coupled with limited livelihood opportunities for young refugees and Ugandans alike, is driving migration from refugee settlements to urban centres. This is putting further pressure on Uganda's struggling public services.

OUR COMMITMENT

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.

STRATEGIC OBJECTIVES

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



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.

Marginalized and vulnerable communities are economically empowered and have resilient livelihoods



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 innovative approaches such as Gender Action Learning Systems (GALS).
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.

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



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

STRATEGIC OBJECTIVES

- 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.
 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.

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

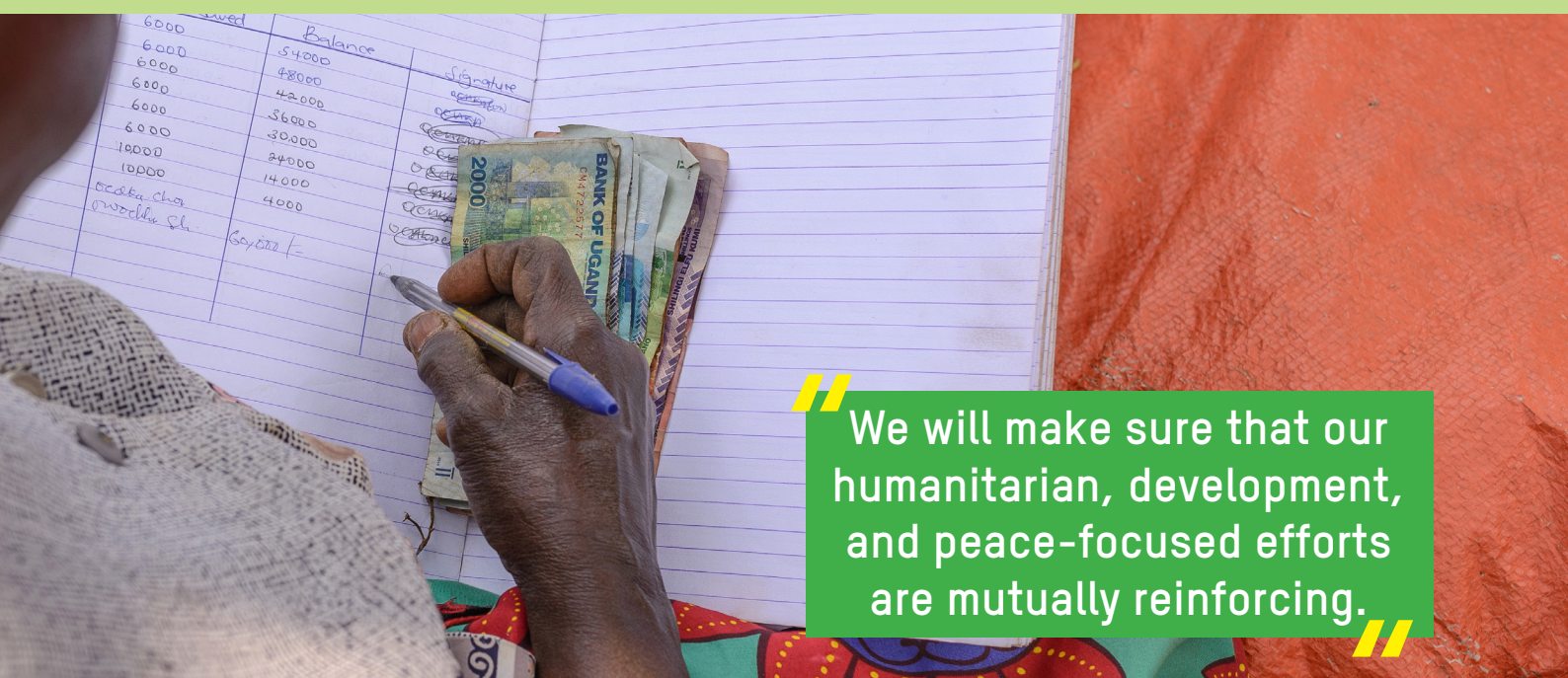
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WE WILL:

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.



HOW WE WILL WORK

- We will pursue 'transformative partnerships', which means that we will share creation and leadership of our influencing work with our partners.
- With our partners, we will invest in policy analysis and research to generate credible evidence for advocacy, promote citizen-led campaigns to amplify the power of people in pursuit of a fair society, and arrange private meetings with government representatives, giving them opportunities to listen and respond more positively than in the public sphere.
- We will make sure that our humanitarian, development, and peace-focused efforts are mutually reinforcing.
- Rather than delivered learning (e.g., accelerated teaching and catch-up programmes in schools), our education programmes will influence policies, structures, budget allocations and curricula to promote learners' knowledge of their rights, critical thinking skills and their ability to challenge the status quo.
- 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.
- We will mainstream gender in all programmes and project activities, creating gender-disaggregated data for everything we analyse.
- We will make sure that our programmes are safe for our staff, partners, and target communities. 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 make sure that our humanitarian, development, and peace-focused efforts are mutually reinforcing.

WHO 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 be by the side of refugees, internally displaced people and everyone who experiences disasters and humanitarian crises.
- We will work with non-traditional partners to harness the power of informal social movements – so you will see us working with comedians, musicians, sports personalities, social media influencers and artists.
- We will deepen our digital engagement, tapping into the power of Uganda’s vibrant and innovative youths to build strong movements against poverty and injustice.
- We will work with local partners, academic institutions, think tanks and subject experts on high-quality analyses on relevant development and humanitarian issues. We will collaborate with the Oxfam confederation’s global knowledge hubs to ensure strong local-to-global linkages.

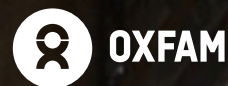
WHERE WE WILL WORK

- We will continue to focus our work in Uganda’s Greater Northern and Eastern Regions, focusing on areas with high levels of poverty and vulnerability.
- We will remain agile to respond effectively to humanitarian crises that occur anywhere in Uganda, and we will be present at the national level to support the influencing of policies and laws.

SHORTER-TERM HORIZON PLANS

To deliver this strategy for 2021–30, we will create plans to cover three-year period. These will explain how we will achieve change and specify the measurable results we will use to assess our progress.

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AGAINST
INEQUALITY**








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