CARE International in Uganda

BUSINESS PLAN
2021 - 2025

January 2021

Hello friends of CARE International in Uganda.

A few months into CARE Global's 75th Anniversary and the 51st for CARE International in Uganda, It gives me great pleasure to share with you all CARE International in Uganda's new five-year Business Plan (2021-2025).

Against the background of CARE's Vision 2030, CARE International in Uganda shall continue its focus on addressing women and girls' vulnerabilities.

CARE International in Uganda's plan to reach 2 million people by 2025, the majority being women, is a challenging but exciting commitment by the organization.

CARE International in Uganda's Business Plan journey started back in 2019. What we have today in this new Business Plan is due to a multi-stakeholder effort, both within and outside CARE International in Uganda.

Stakeholders ranging from District Local Governments, partners that we work with and for, the women and girls that we serve, donors, and many more have contributed to shaping the plan. All the hard work, moreover, during the COVID-19 pandemic, has led to a Business Plan that addresses life-changing needs for women and girls. Given the multi-faceted nature and complexity of poverty, we can't do everything. As expected, to remain effective at what we do, choices had to be made.

Yet CARE International in Uganda's ultimate program foci remain holistic and shall address the underlying causes of vulnerability and social injustice against women and girls.

The Uganda program foci from Climate and Gender Justice to the various Livelihoods interventions form an integrated program offer. The program interconnectedness and enabling programming approaches like gender-transformative best-practice, resilience building, nexus, market-based approaches, and diversity/inclusion should allow CARE International in Uganda to implement and scale cutting-edge programs.

CARE's global humanitarian mandate shall also come to bear as and when an emergency hits Uganda. A robust OD. foundation shall be put in place to accompany the programmatic agenda.
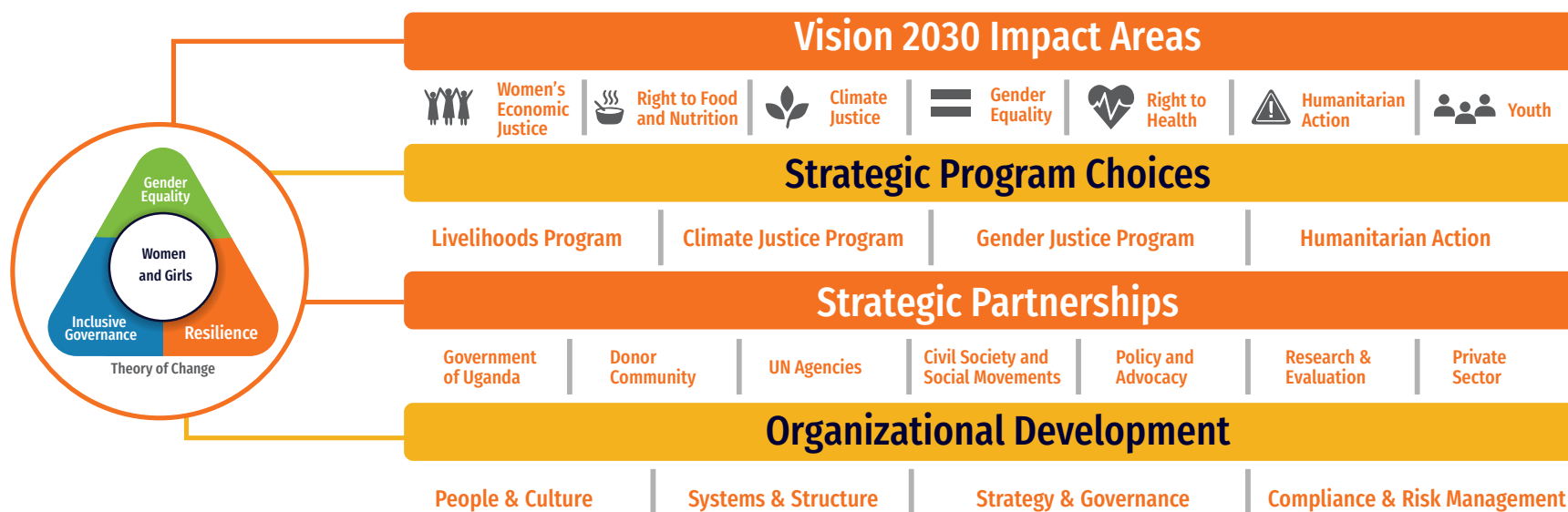
Thank you to all who supported us on this journey, including the untiring colleagues at CARE International in Uganda.

We look forward to working with you all during the next five years to change the lives of vulnerable women and girls.

AB. Gabazira
Country Director

Vision 2030 Impact Areas

Women's Economic Justice | Right to Food and Nutrition | Climate Justice | Gender Equality | Right to Health | Humanitarian Action | Youth

Strategic Program Choices

Livelihoods Program | Climate Justice Program | Gender Justice Program | Humanitarian Action

Strategic Partnerships

Government of Uganda | Donor Community | UN Agencies | Civil Society and Social Movements | Policy and Advocacy | Research & Evaluation | Private Sector

Organizational Development

People & Culture | Systems & Structure | Strategy & Governance | Compliance & Risk Management

(Theory of Change diagram: Gender Equality, Inclusive Governance, Resilience surrounding Women and Girls)

Executive Summary

Having worked in Uganda since 1969, CARE International will continue to positively impact the lives of women and girls in the country. This document outlines the strategic direction that CARE, together with partners, will take between 2021 and 2025.

During the coming period, CARE will focus on the following program choices:

- CARE will support women and girls to strengthen their **livelihoods** and reduce the proportion of women and girls living in poverty by ensuring that women and girls have equitable access to and control over economic resources and opportunities.

- CARE will promote **climate justice for women and girls** and ensure that women and girls are less vulnerable to risk and more resilient to climate shocks and stresses

- CARE will advocate for **gender justice** to ensure that women and girls experience greater gender equality so that they can enjoy lives free from violence (LFV), and realize their rights to Sexual and Reproductive Health (SRH).

- CARE will deliver gender-responsive **humanitarian assistance** emphasizing disaster preparedness, inclusiveness, resilience humanitarian development nexus and localization.

- CARE will work with partners to expand the Village Savings Loan Associations (VSLAs) nation-wide and engage groups as leaders in the fight for **gender equity** in all spheres of life.

CARE is committed to...

- **Performing with excellence** through a highly professional, gender-balanced and diverse team, a lean structure, local ownership, and transformational leadership;

- Being **fully accountable** to the people we serve as well as our partners and donors;

- Advancing **Gender Equity, Diversity,** and **Inclusion** in principle and practice;

- Promoting **CARE's core values**[1] and **best practices** for **safeguarding** internally and externally;

- Being **fully transparent** and exercise **zero tolerance to all forms of resource misuse.**

By 2025, CARE will...

- Have **enabled 2 million people (60% women and girls)** from the most vulnerable and communities **to overcome poverty and social injustice.**

- Have strengthened **women's voice and agency** within the organization.

- Have a **diverse, sustainable resource base (8-12M USD)** to support the country program activities, with 60% of resources earmarked for development initiatives.

- Have a strong **MEAL strategy and system** to generate credible evidence for programming and decision making.

- Be an active ally and supporter of **women and youth-led organizations and social movements** as well as those representing marginalized groups such persons with disabilities, older persons, and refugees.

- Be a **convener of civil society organizations that promote gender equality and the empowerment of women and girls,** while building strong bridges to government, private sector and other partners.

- Have developed and apply **succinct strategies, policies & plans** on fundraising, partnerships, youth engagement, diversity inclusion and accessibility, private sector engagement, and digitalization;

- Have completed the **automatization and digitalization paradigm shift;**

- Have embedded **Market-Based Approaches and Social Enterprise Initiatives** in its programming.

Contents

Introduction

CARE International has been working in Uganda since 1969 to address the urgent needs of conflict and disaster-affected populations and to provide support to community development. CARE's first projects in Uganda focused on agricultural development, animal husbandry, health education, and community development.

CARE subsequently expanded its work in livelihoods, financial inclusion and natural resource governance programming. Since 2016, CARE has been scaling-up its humanitarian response to address the needs of refugees, arriving in the country in the hundreds of thousands, first from South Sudan to Uganda's Northern region, then from the Democratic Republic of Congo (DRC) to the Western region.

Between 2015 and 2019, the collective work of CARE and our partners reached almost 2 million people in Uganda, of which more than 60% were women and girls.

2020 was a year of change – both externally and internally. The world grappled to contain the COVID-19 virus while limiting secondary damage. In Uganda, the pandemic is exacerbating poverty and inequality, insufficient access to social services, and protection risks for both Ugandans and refugees.

Women, girls, refugees, persons with disabilities, and older persons have been particularly affected by the pandemic as has been well documented in several research studies including CARE's gender analyses conducted in 2020[2] and especially where the burden of unpaid work and higher rates of gender-based violence (GBV) are concerned.

In July 2020, the Government of Uganda (GoU) published its Third National Development Plan (NDP-3), which indicates the pathway for Uganda's development over the next five years. Political institutions and actors have been preparing for the January 2021 General Elections.

Within CARE, change comes through the definition of a new strategic direction expressed through CARE's Vision 2030.[3]

In CARE, we recognize the risks, but also the potential that comes with change – and certainly the necessity to actively embrace and drive it.

It is with this spirit that we embarked on the journey to develop the current Business Plan for CARE International in Uganda that outlines the strategic goals we want to achieve together with our partners and how we want to achieve them.

We are very grateful to all members of the communities we work in, representatives of the Government of Uganda, donors, civil society, and the private sector at national and district level as well as CARE staff in Uganda and globally who made themselves available to contribute to the discussions that informed this Business Plan.

We hope that you all find your priorities reflected in this document and continue to work with CARE towards our common goal of improving the lives of women and girls in Uganda.

Context

Uganda is rich in natural resources and human potential. The climate is favourable for agriculture; water, land, and other natural resources are available. With **75% of Ugandans under age 30,**[4] the country is in a good position to harness the demographic dividend and generate gender transformative change. Uganda has a thriving private sector,[5] and Information and Communication Technologies (ICT) are adopted fast.

At the same time, Uganda is prone to continuous crises that negatively impact the realization of the country's potential. Chronic instability in the Great Lakes Region has forced more than 1.4 million people from South Sudan, DRC, and Burundi to seek refuge in Uganda.[6]

Country Context Uganda 2020
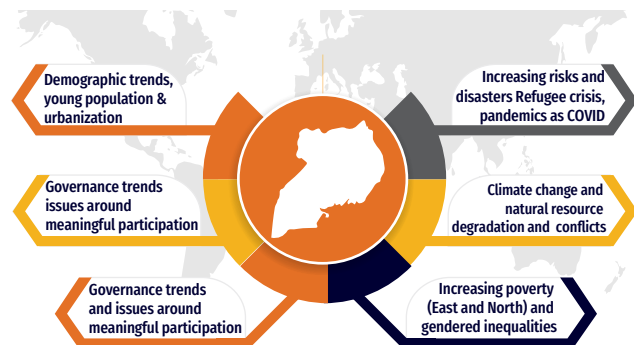
As of November 2020, peace remained delicate in South Sudan, fighting continued in Eastern DRC, and in Burundi, social peace remains fragile.

In Uganda, **the effects of climate change** and ensuing environmental degradation are negatively impacting the capacity of smallholder farmers, many of whom are women, to meet their basic needs and at the same time, exacerbate disaster risks such as draught, floods, landslides and other natural disasters.

The domestic political and policy environment provides a relatively stable context and space – although within certain limits - for civil society work in Uganda. The Constitution ensures representation of diverse population groups such as women, youth, older persons, and persons with disabilities, however, these marginalized populations are still not participating equitably in economic, social, cultural and political activities.

The GoU's commitment to green growth provides a favourable environment for supporting the development of green livelihoods at household and community levels.

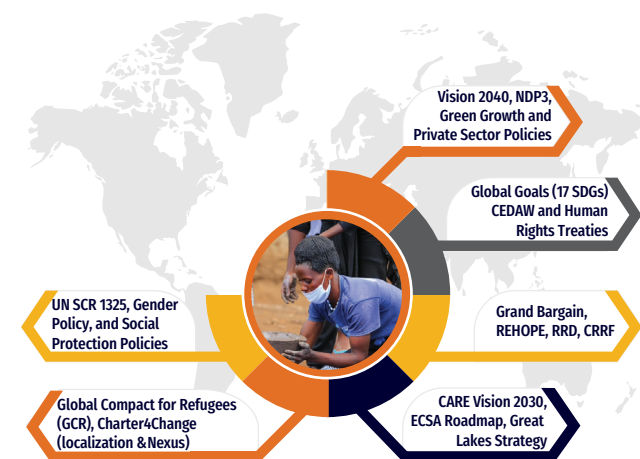While Uganda has made important progress,[7] poverty reduction outcomes are mixed. At 36%,

the Eastern region has the highest poverty rate in the country.[8] While rural areas are generally more affected, poverty pockets exist within urban areas.

Data also demonstrates a significant socio-economic gender gap, which puts women and girls in vulnerable situations and at risk of GBV. Availability and affordability of, and access to basic social services remains challenging, especially for women and girls, persons with disabilities, older persons, and refugee women and girls.
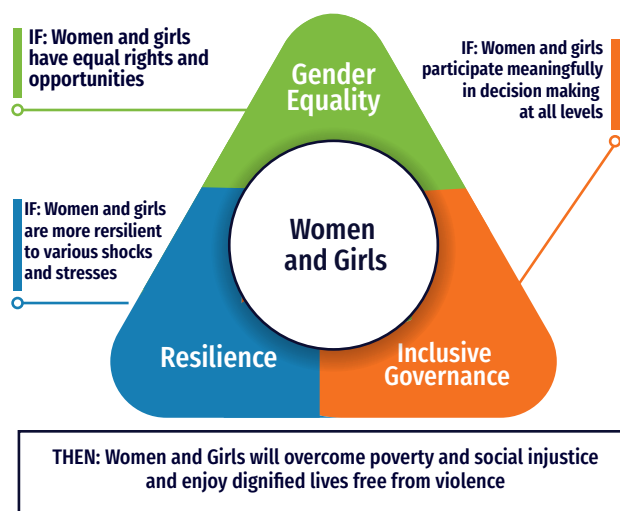
The COVID-19 pandemic is further exacerbating poverty and inequality. Food insecurity and poor nutrition rates are rising. There is also a high risk of negative secondary effects on non-COVID-19 public health concerns such as maternal health, malaria, and HIV/AIDS[9] as well as teenage pregnancy rates, which are soaring as a consequence of missed education, economic pressures,[10] and GBV.

Policy Frameworks

National and Global Policy Frameworks

Theory of Change

IF: Women and girls have equal rights and opportunities

IF: Women and girls participate meaningfully in decision making at all levels

IF: Women and girls are more rersilient to various shocks and stresses

Gender Equality

Women and Girls

Resilience

Inclusive Governance

THEN: Women and Girls will overcome poverty and social injustice and enjoy dignified lives free from violence

We put women and girls at the front and center of our work. All our efforts are geared towards supporting women and girls to overcome poverty, and to enjoy social justice and dignity.

For this to happen, it is necessary to engage all women and girls in recognition of their diversity, and in particular the most marginalized among them, including women and girls in rural communities or urban slums, women and girls with disabilities, refugee women and girls, young and older women, and indigenous women and girls.

CARE recognizes that to promote gender equality and the empowerment of women and girls and to achieve gender equity, working with women and girls alone is not enough.

Engaging families, communities and other social, cultural, and religious institutions and leaders, e.g. clan leaders and religious dignitaries is of high importance in the context of Uganda, where the concept of Ubuntu[11] is omnipresent, and the

individual wellbeing cannot be separated from collective welfare.

Women and girls are rights holders as citizens, migrants or refugees and duty bearers have responsibilities towards them.

Applying CARE's Women Empowerment Framework,[12] CARE thus addresses barriers, inequalities, and risks to gender equality by strengthening women and girl's agency and engaging men and boys as allies, working to change power relations that prevent women and girls from realising their rights and participating equitably, and engaging with duty bearers and formal institutions to address gender inequality at the structural level.
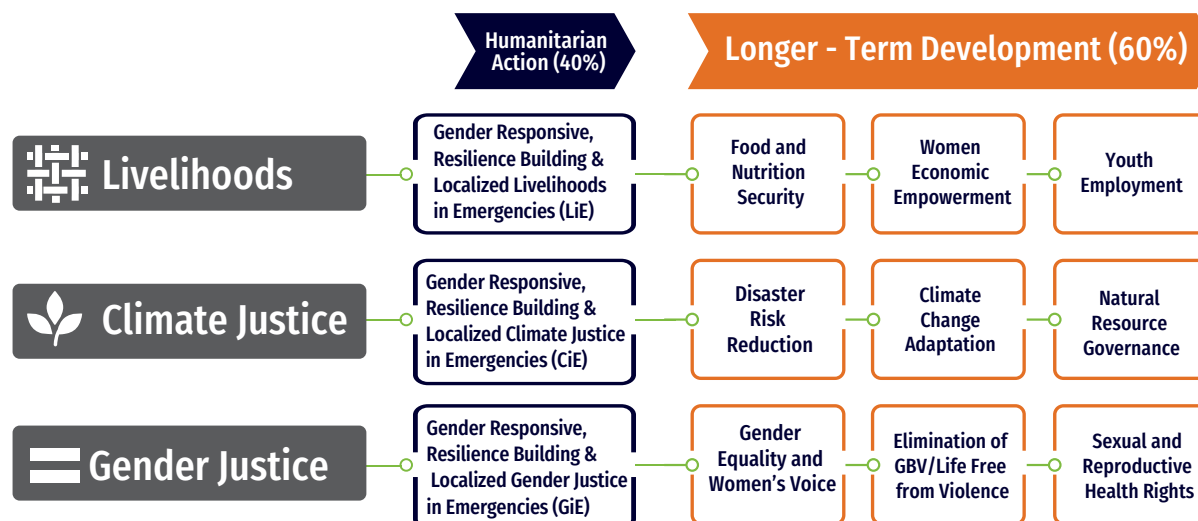
To support women and girls as well as their families and communities throughout all situations in life, CARE applies a nexus approach, where CARE integrates humanitarian and development support elements and engages in strategic partnerships with actors fostering peace, thus making best use of complementary competencies.

Strategic Program Choices

Based on participatory context analysis, CARE identified the following four priority program areas. They are not meant to be read in isolation on the contrary:

CARE identifies and exploits synergies both among CARE's programmatic focus areas as well as with the interventions that government, civil society, and private sector actors are developing in response to key development and humanitarian challenges in Uganda.

For instance, CARE's investment into the promotion of livelihoods cannot deliver sustainable outcomes without integrating a climate resilience perspective towards green livelihoods. Importantly, CARE's work around gender equality is interwoven into all of CARE's programmatic work.

Humanitarian Action (40%)

Longer - Term Development (60%)

Livelihoods — Gender Responsive, Resilience Building & Localized Livelihoods in Emergencies (LiE) — Food and Nutrition Security — Women Economic Empowerment — Youth Employment

Climate Justice — Gender Responsive, Resilience Building & Localized Climate Justice in Emergencies (CiE) — Disaster Risk Reduction — Climate Change Adaptation — Natural Resource Governance

Gender Justice — Gender Responsive, Resilience Building & Localized Gender Justice in Emergencies (GiE) — Gender Equality and Women's Voice — Elimination of GBV/Life Free from Violence — Sexual and Reproductive Health Rights

Livelihoods Program

We believe everyone has the right to access and control economic resources as well as the power to make decisions that benefit themselves, their families and their communities.

CARE thus works towards reducing the proportion of people living in poverty and social injustice and ensuring that women and girls have equitable access to and control over economic resources and opportunities.

CARE addresses social norms and structural economic inequalities and supports women and girls so they can enjoy more equitable access to and control over economic resources and opportunities, including equitable access to digital and financial services.

CARE also supports them so that they develop their resilience to economic shocks and can participate meaningfully in economic decisions within their households, communities, and marketplaces.

Food and Nutrition Security
- Sustainable Food Production
- Inclusive Food Markets
- Food Policy and Advocacy

Women Economic Empowerment
- Agribusiness Value Chains
- Private Sector Engagement
- Financial Inclusion, Policy and Regulation

Youth Employment
- Youth Leadership
- Youth Entrepreneurship
- Youth Skills Development

contributing to

SUSTAINABLE DEVELOPMENT GOALS

1 NO POVERTY

2 ZERO HUNGER

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

11 SUSTAINABLE CITIES AND COMMUNITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Climate Justice Program

The scale and urgency of the global climate crisis and natural resources degradation demands an augmented effort to promote climate justice and sustainable natural resources governance to tackle the gendered consequences of climate change and natural resource degradation and the drivers causing it.

Climate change and natural resources degradation exacerbate existing gender inequalities and have a disproportionate impact on women and girls, because of the roles that they are assigned and the discrimination they face.

CARE works to strengthen the resilience and adaptive capacities of women and girls to the effects of climate change and promotes their meaningful participation in sustainable natural resources governance.

CARE addresses structural gender inequalities caused by climate change and natural resource degradation, supports women and girls to strengthen their resilience and adaptive capacities vis-à-vis climate change and natural resources degradation, and promotes women's and girls' meaningful participation in the governance of climate change adaptation and mitigation, disaster risk reduction as well as natural resources governance initiatives.

Disaster Risk Reduction
- Disaster Preparedness
- Early Warning Systems
- Disaster Management

Climate Change Adaptation
- Renewable Energy
- Green Growth Initiatives
- Climate Policy and Advocacy

Natural Resource Governance
- Forest and Wetlands
- Land and Land Rights
- Tourism and Oil & Gas

contributing to

SUSTAINABLE DEVELOPMENT GOALS

5 GENDER EQUALITY	7 AFFORDABLE AND CLEAN ENERGY
11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
14 LIFE BELOW WATER	15 LIFE ON LAND
13 CLIMATE ACTION	

Gender Justice Program

Discrimination against women and girls has negative implications for global security and development, economic performance, food security, health, climate adaptation, environment, governance, and stability. We cannot eradicate poverty and achieve social justice while gender inequality persists, and women and girls are denied their sexual and reproductive health rights (SRHR).

In Uganda, the negative effects of gender inequality, GBV and barriers to the realization SRHR can be observed across the country, but are more pronounced in emergency settings and the poorest regions. GBV and harmful practices prevent women and girls from full enjoyment of their SRHR.

CARE works to ensure that women and girls experience greater gender equality, live lives free from violence (LFV), and realize their Sexual Reproductive Health Rights (SRHR).

CARE addresses social norms and structural inequalities and supports women and girls to enable them to realize their rights. CARE applies a twin-track approach to promoting gender equality that combines stand-alone gender equality programming components with gender equality mainstreaming across all program areas, interventions, and partnerships.

As part of this approach, CARE promotes gender equality and equity in civil society organization and social movements such as those representing persons with disabilities, older persons or refugees and at the same time, promotes diversity and inclusion in the women's movement.

Gender Equality
- Women's and Girls' Voices
- Women's and Girls' Leadership
- Women and Girls' and Social Movements

Eliminating GBV
- GBV Prevention / Mitigation
- GBV Response

Sexual Reproductive Health Rights (SRHR)
- SRH Demand Creation
- SRH Systems Strengthening
- Adolescent & Youth SRH

contributing to

SUSTAINABLE DEVELOPMENT GOALS

3 GOOD HEALTH AND WELL-BEING

10 REDUCED INEQUALITIES

5 GENDER EQUALITY

Humanitarian Action

Uganda has been experiencing a growing need for humanitarian action due to increasing local disasters, protracted conflicts within the Great Lakes region resulting in mass displacements, and epidemics like Ebola and COVID-19.

Climate change, political instability in the region and the proliferation of viruses are expected to further increase the need for humanitarian aid in the years ahead. In Uganda, the negative effects of disasters are more pronounced in refugee hosting districts, and the poorest regions.

Moreover, women and girls, especially women and girls with disabilities, older women and refugee women and girls, are usually the most affected by the impact of these disasters and at the same time, they are the ones on the frontline to combat and adapt to the effects of them.

CARE will deliver gender-responsive humanitarian assistance emphasizing disaster preparedness, inclusiveness, resilience humanitarian development nexus and localization.

Livelihoods in Emergencies

- Gender Responsive
- Resilience Building
- Localized Response and Solution

Climate Justice in Emergencies

- Gender Responsive
- Resilience Building
- Localized Action

Gender Justice in Emergencies

- Gender Responsive
- Resilience Building
- Inclusive and Localized Action

contributing to

SUSTAINABLE DEVELOPMENT G**O**ALS

1 NO POVERTY

2 ZERO HUNGER

5 GENDER EQUALITY

11 SUSTAINABLE CITIES AND COMMUNITIES

Program Approaches

1)

Gender Transformative Programming:
CARE "strives to examine, question, and change rigid gender norms and the imbalance of power as a means of reaching [humanitarian or development] outcomes while also promoting gender equity." [13]CARE uses a twin track approach where gender mainstreaming is applied alongside targeted gender-transformative activities. CARE engages marginalized women and girls through an inclusive design process and then expands activities to the general population.

2)

Resilience Building:
CARE strengthens the capacities of women and girls as well as their households and communities to mitigate growing risks, absorb and adapt to shocks, address underlying causes of vulnerability, and transform their lives in response to new hazards and opportunities, thereby paving a way out of poverty. Specifically, CARE anchors Village/Youth Saving and Loan Associations (V/YSLAs) as a program delivery and community entry platform for building socio-economic opportunities for women and girls as well as a strong foundation for humanitarian programming integration.

3)

Humanitarian Development Nexus:
CARE is aware of the Triple Nexus discourse and its relevance in the context of Uganda. Building on CARE's core competencies, we integrate humanitarian and development interventions conceptually and practically. Where possible, CARE facilitates people dialogues into its program interventions to support social cohesion and engages with strategic partners who work to promote peace.

4)

Diversity and Inclusion:
These are a critical lever to all CARE's work. Disaggregated data and analysis (by age, gender, disability, migration status, etc) is key to ensuring that CARE's programming responds to the different needs of diverse groups. CARE shall pro-actively integrate 'data-disaggregation' in all data collection for its programs both internal and external.

5)

Market-based Approaches (MBA):
CARE applies market-based approaches to support sustainable solutions that deliver long-term impact at scale and without the ongoing need for philanthropy. CARE International in Uganda's focus in Market-Based Approaches includes the promotion of VSLAs as vehicles for women's economic empowerment, supporting growth-oriented female entrepreneurs and female-run businesses to grow, thrive and create employment; and building partnerships with the private sector to generate and scale market-based solutions to development and humanitarian challenges; and leveraging the power of cash and voucher assistance to deliver market-supporting relief to people facing acute and prolonged crisis. We will also use our core competencies to generate revenue to support programming, for instance, by providing professional services on strengthening Prevention of Sexual Harassment, Exploitation and Abuse (PSHEA).

6)

Working with Collectives:
The ability to achieve CARE International in Uganda's 2025 ambitions is, in part, grounded in women's ability to connect, mobilize resources and pursue collective action across many domains of life. Since 1998, CARE collaborated with a network of local partners, the government of Uganda and peer agencies to support women, men, boys and girls across the country to form VSLAs.

CARE will focus on engaging existing savings groups and stimulating growth in participation in savings groups across all of our work. We will achieve this through both direct action and in collaboration with key partner; helping these groups to build connections with each other and the service providers, duty bearers and market actors they need to engage and influence in order to achieve their ambitions.

Supporting VSLAs as platforms for change in both emergency contexts and in pursuit of long-term development, helping scale participation and enabling members to build connections between each other and between themselves and markets, allies and service providers will support all three pillars of CARE's theory of change: gender equality, inclusive governance and resilience.

Impact Areas

Gender equality
500,000 people of all genders experience greater gender equality (particularly eliminating all forms of GBV and increasing women and girls' voice and leadership).

Women's economic empowerment
200,000 women and **girls** have more equitable access to and control over economic resources and opportunities.

Climate justice
500,000 poor and **marginalized people,** 60% of them women and girls, **have strengthened their resilience and adaptive capacities** to the effects of climate change and are contributing to natural resources governance and energy transition.

Right to food and nutrition
300,000 people, 60% of them women and girls, increase their fulfilment of the **right to adequate food and nutrition.**

Right to health
500,000 people, **60%** of them **women** and **girls,** and **50%** of them youth, increase the fulfilment of the right to health, particularly their right to sexual and reproductive health.

Humanitarian assistance
CARE International in Uganda provides quality, gender responsive, resilience-building and localized humanitarian assistance to **10%** of those affected in major crises, reaching at least **500,000** people by **2025.**

Youth employment
100,000 young women and **girls** have more equitable access to descent work, employment, and entrepreneurship opportunities.

CARE International in Uganda with its partners will support 2 million people (60% women and girls, 50% youth) from the most vulnerable and excluded communities to overcome poverty and social injustice by 2025.

Working Partnerships

CARE applies a tiered approach to develop strategic partnerships with Ugandan organizations and social movements, with a focus on those representing women, youth, and other marginalized groups, Government of Uganda ministries and agencies, donors, UN agencies and the humanitarian response community, cultural, traditional, and religious institutions and leaders, research and evaluation institutions, private sector actors, and the CARE global family.

All of CARE's partnerships are focused on strengthening the voices and participation of women and girls.

CARE is a convener for organizations that work towards gender equality and and builds the empowerment of women and girls, and actively supports organizations and social movements of women, youth, and other marginalized populations including persons with disabilities, older persons, and refugees their capacities to drive change.

- Drive joint advocacy & policy
- Bring market based solutions to scale
- Develop innovations & credible evidence
- Utilise funding & technical resources
- Strengthen local civil society capacities
- Amplify reach, scale & impact
- Strengthen voices & participation of women & girls

Accountability and Feedback

First and foremost, CARE is accountable to the women and girls, families, and communities we serve, who have the right to know how project participants are selected and how resources are allocated, to provide feedback on our work, and to bring forward their complaints.

For this reason, CARE has developed strong mechanisms that provide a variety of accessible channels to provide feedback and log complaints. CARE holds periodic community bazaras, [14]and engages communities in its annual country review processes.

In addition, CARE also gives detailed accountability to the GoU as well as to those supporting CARE's work including institutional and individual donors. CARE promotes its values internally and externally among all stakeholders engaged in humanitarian and development work. Specifically, CARE invests into promoting best practices and systems developed by the organization around safeguarding with a focus on PSHEA.

CARE's Approach

Regularly generate information and evidence to assess commitments to:

1. Deliver a bold set of *impact* goals,

2. *Collaborate* with others to do so for maximum impact; and

3. *Perform* in a way that makes the best use of the resources entrusted to us.

Throughout we are committed to behaving as an open, *transparent* organization that is set up to encourage *participation* in shaping our work and hearing *feedback* on how we are doing.

Results Measurements

To measure progress against the goals and milestones identified in the current Business Plan, CARE International in Uganda applies a variety of processes including:

- Annual Country Reviews (ACR)
- Senior Management Team (SMT) Review
- Country Office Monthly Finance and Operations Reporting Tool (COMFORT) and Country Canvas Report
- Headquarter Internal (Management) Audits
- Annual data reporting against CARE's global Program Information and Impact Reporting System (PIIRS) and Programme Quality Milestones
- CARE East, Central and South Africa (ECSA) and Shared Service Centre (SSC) Periodical (Monthly/Quarterly) Financial Reviews

Organizational Development

People and Culture

1) **Gender equity, diversity and inclusion:** We aim to create a team that reflects the diversity of Ugandan society in terms of age, gender, and disability. CARE's aspiration is to have at least 60% female staff, and at least 50% senior leadership positions held by women. CARE also promotes workforce integration of younger persons, persons with disabilities, and members of ethnic minority groups at all levels.

2) **Active talent management:** CARE maintains an internal talent pool that can be deployed at any time to fill gaps identified by manpower planning. Within CARE, talent management is a key tool to promote and groom female leadership and male champions of gender equality and women's and girls' rights.

3) **Investing into staff capacities:** CARE ensures that all staff have a sound understanding of CARE's programming approaches and principles, in addition to their own technical expertise and skills. For instance, CARE periodically conducts training on gender equity, diversity, and inclusion for all staff.

4) **Safeguarding & promoting CARE's core values:** We live our core values[15] within and beyond the organization. CARE has strong safeguarding systems that ensure that all staff are aware of their responsibilities, and helps others, including CARE's partners, to align PSHEA approaches to best practice.

Systems and Structure

1) **Institutionalising SDG 5 "Gender Equality":** CARE's technologies, policies and procedures to promote gender equality and empowerment of all women and girls at all levels, within CARE and external stakeholders, including vendors.

2) **Ensuring Best Value for Money (BVfM):** Operational excellence is achieved through being deliberate in what we do, where we do it, how we do it, and whom we do it with. To deliver BVfM, CARE ensures that policies and procedures governing the project cycle, data reliability and reporting are aligned across the organization, and invests into robust quality assurance and risk management systems.

3) **Promoting cost-efficiency:** CARE is committed to reducing country program overhead to single digit rates. CARE maintains a lean staff structure that is aligned to the program areas and program support functions for internal service provision. Automation of processes and optimal use of the available CARE global systems further contribute to enhancing cost-efficiency of our operations.

4) **Embracing ICT:** CARE explores and adopts new ICT developments or innovations to support the effective delivery of programs and to enhance the efficiency of program support processes, always mindful of and addressing the digital gender gap that exists in Uganda to prevent exclusion of women and girls.

Strategy and Governance

1) **Local ownership and sustainability:** Believing firmly in the benefits of local ownership, CARE invests into fostering partnerships with a great variety of Ugandan stakeholders. CARE also aims at filling its leadership ranks and staff positions with local talent, while tapping into CARE's global eco-system for specific technical support.

2) **Transformational leadership:** CARE's leadership puts our vision for gender equality, diversity and inclusion at the center. The leadership style provides encouragement and mentorship to all, irrespective of their gender, age, or other personal characteristics, inspires them to achieve their goals and think of the big picture. It understands organizational needs and welcomes creative and innovative solutions.

3) **Presence across Uganda's geography:** CARE aims at having presence across Uganda's East, North, and South-West, with geographic prioritization based on the analysis of gendered poverty and inequality, presence of refugees, and local disaster and the combined impact of these factors on women and girls.

4) **Rigorous implementation of the Business Plan:** CARE delivers against the objectives and priorities defined in the current Business Plan through a set of corresponding strategies for programs, fundraising, partnerships, diversity inclusion and accessibility, private sector engagement, and digitalization.

Compliance and Risk Management

1) **Transparency and zero tolerance:** CARE complies with the highest levels of transparency according to national and international standards and laws. For operations in Uganda, CARE utilizes strong financial management systems and software used across CARE globally, continuously builds staff capacities and awareness around compliance and practices zero tolerance to all forms of resource misuse.

2) **Risk monitoring, mitigation, and response:** As of late 2020, the context in Uganda was fairly stable, despite different crises impacting the country's socio-economic development, and the health and wellbeing of women, men, girls, and boys.

CARE's risk assessment indicated that new crises may be triggered at any time by regional, domestic, environmental or epidemic factors. CARE therefore conducts regular context analyses that help guide the organization's operations and prepare for adapting CARE's programs and ways of working to changes in the context.

Worst Case:
severe crisis beyond local/national disaster management capacities occurs

- Focus on (lifesaving) humanitarian assistance;
- Request CARE International support as necessary;
- Combine physical presence and remote support.

Status-quo:
refugee crises persist, and local emergencies occur, but do not outstretch response local/national capacities

- Concurrent humanitarian, disaster risk management, resilience building, and development interventions;
- Response to local emergencies to fill critical gaps;
- Suspension of activities are temporary and locally confined.

Best Case:
refugee crises end, local emergencies may occur, but remain manageable

- Shift attention and resources to development interventions;
- Humanitarian capacity focused on disaster preparedness;
- Invest into strategic partnerships for gender-transformative, inclusive, innovative development processes.

Annex 1: Policy Frameworks

Uganda National Policies, Strategies, and Plans

Uganda's policy framework provides a reliable environment for CARE's work. The National Development Plan III 2020/21-2024/25 (NDP-3),[16] operationalizes Vision 2040. CARE's work aligns with the NDP-3 on agro-industrialization, climate change and environment management, and private sector development.

Uganda's Green Growth Development Strategy 2017/18 – 2030/31 (UGGDS)[17] ensures that economic growth is attained sustainably, i.e. through (1) investment into sectors with high green growth multiplier effects, (2) inclusive economic growth, and (3) safeguarding the environment and natural resources.[18]

The National Gender Policy (NGP) (revised 2007) ensures all GoU policies and programs contribute to eliminating gender inequalities. Efforts to address GBV are delineated through the National Policy on the Elimination of GBV, operationalized through the National GBV Action Plan (2016). SRH is governed by the National Health Policy and the National Sexual and Reproductive Health (SRH) Policy.

The Integrated Refugee Response Plan (2019/20) (RRP)[19] operationalizes the Comprehensive Refugee Response Framework (CRRF) [20] for the Uganda response. The RRP identifies five priorities: (1) preservation of the asylum space; (2) GoU-owned protection processes; (3) shift of the refugee response paradigm to inclusion and self-reliance; (4) inclusive basic social services; and (5) access to durable solutions.

The 2015 National Social Protection Policy[21] (NSSP) identifies seven priority areas, including affordable public health insurance. Direct non-contributory social assistance only covers older Ugandans.

CARE International Policy Framework
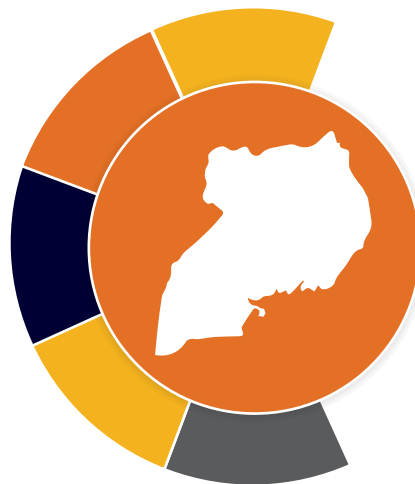
In July 2020, CARE International launched its 2030 Vision,[22] which puts empowerment and inclusion of women and girls at the center. CARE's defined impact goal is to "support 200 million people from the most vulnerable and excluded communities to overcome poverty and social injustice." Vision 2030 identifies six impact areas for CARE's work: Gender Equality, Humanitarian Action, Right to Food, Water and Nutrition, Women's Economic Justice, Right to Health, and Climate Justice.

At the regional level, CARE's work is guided by a roadmap for East, Central, and Southern Africa, the ECSA Roadmap. CARE's Great Lakes Impact Growth Strategy (GL-IGS) outlines how CARE's efforts in the sub-region deliver greater impact in reducing GBV. It is accompanied by a model of integrated interventions to address GBV, the POWER model . CARE's work in Uganda is aligned with the 2030 Vision and the ECSA Roadmap and contributes to the implementation of the GL-IGS through application of the POWER model.[23]

Global Policy Frameworks

CARE's priorities align with the Sustainable Development Goals (SDGs)[24]. As a signatory of the Grand Bargain, CARE is committed to localization and strengthening the nexus. CARE is committed to supporting the implementation of international human rights instruments such as the UN Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) as well as UN Security Council Resolution 1325 and follow-up resolutions (Women, Peace and Security (WPS) agenda).

Annex 2: Key Terms and Definitions

Accessibility:
The design of programs, products, services and environments to be usable by everybody. Accessibility facilitates the ability of a [25]person to access and benefit from a system or entity. It is both a right and principle under the Convention on the Rights of Persons with Disabilities.

Diversity Inclusion:
Diversity inclusion recognizes that the individual's characteristics such as age, gender, disability, ethnicity or migration status intersect, creating a unique experience, which requires humanitarian and development actors to offer equally unique services and assistance.

Disability:
A mismatch between a person's needs and the environmental design features of a program, a product, built environment, information, communication, technology, system or service. This definition shifts the responsibility to correct the mismatch from the individual to the design and the designer.[26]

Double/Triple Nexus:
The Double Nexus calls for increased coordination, joint humanitarian-development approaches and collaborative implementation, monitoring, and progress tracking. The Triple Nexus adds a peace and security dimension to form a humanitarian-development-peace triangle.[27]

Gender Equality:
The equal valuing of the similarities and differences of men, women, boys and girls, and the roles they play from an economic, social, cultural political and development perspective.[28] "Gender equality is an explicit internationally recognized human right and CARE seeks to promote equal realization of dignity and human rights and the elimination of poverty and injustice for all genders and ages."[29]

Gender Equity:
"Fairness of treatment for women and men, according to their respective needs, including the equal treatment or treatment considered equivalent in terms of rights, benefits, obligations and opportunities."[30]

Gender Responsive:
"Program approaches or activities help men and women examine societal gender expectations, stereotypes, and their impact on male and female roles, rights, and relationships.[31]

Gender Transformative:
"Actively striving to examine, question, and change rigid gender norms and the imbalance of power as a means of reaching [humanitarian or development] outcomes while also promoting gender equity."[32]

Green Growth:
"Fostering economic growth and development while ensuring that natural assets continue to provide the resources and environmental services on which [a society's] well-being relies."[33]

Twin-Track Approach:
An approach that combines targeted interventions to support gender equality and the empowerment of women and girls with an integration of gender perspectives in all areas, processes, and systems, to ensure that gender equality is integrated across the substantive work of all sectors.[34]

Ubuntu:
"The term […] emphasizes the importance of a group or community. [It] finds a clear expression in the Nguni/Ndebele phrase: umuntu ngumuntu ngabantu (a person is a person through other persons)." [35]

Youth:
In line with the Ugandan National Youth Policy, youth is defined as anyone aged 16-30. [36]

Annex 3: Endnotes

1 These are: transformation, integrity, diversity, equality, and excellence.

2 See for example CARE's May 2020 RGA

3 CARE Vision 2030.

4 Government of Uganda (GoU): State of Uganda Population Report 2018.

5 "The 9 countries with the most entrepreneurs" World Economic Forum. 26 June 2015

6 UNHCR: Uganda Comprehensive Refugee Response Portal, as of 31 October 2020

7 UNDP: Human Development Report. Inequalities in Human Development in the 21st Century.

8 Uganda Bureau of Statistics: Poverty Maps of Uganda. Technical Report. October 2019, p. 7 and 16.

9 Bell, David et al: COVID-19 in Uganda: Predicting the impact of the disease and public health response on disease burden. 10 June 2020.

10 Uganda Bureau of Statistics (UBOS): Public Health

11 Internet Encyclopaedia of Philosophy: Hunhu/Ubuntu in the Traditional Thought of Southern Africa.

12 CARE: Gender Equality and Women's Voices. Guidance Note. February 2018.

13 CARE International: Gender & Localizing Aid: The potential of partnerships to deliver. October 2017, p. 4.

14 Community meetings.

15 These are: transformation, integrity, diversity, equality, and excellence.

16 National Planning Authority: National Development Plan III

17 National Planning Authority: Uganda Green Growth Development Strategy

18 UGGDS 2017/18 –2029/30, p. 12.

19 Government of Uganda: Integrated Refugee Response Plan 2019-2020

20 Comprehensive Refugee Response Framework (CRRF) Uganda. Translating New York Declaration Commitments into Action.

21 Ministry of Gender, Labour, and Social Development: National Social Protection Policy, Social Assistance Grant for Empowerment (SAGE)

22 CARE Vision 2030.

23 CARE: The POWER Model: CARE's approach for programming to address Gender-Based Violence in the Great Lakes Region.

24 In particular SGDs 1-Ending Poverty, 2-Ending Hunger, 3 – Good Health, 5 - Gender Equality, 7 – Clean Energy, 8 - Economic Growth, 10 - No Inequality, 11 – Sustainable Cities, 13 – Climate Action, 15 – Life on Land, 16 – Peace & Justice.

25 Henry, Shawn Lawton, Abou-Zahra, Shadi Brewer, Judy (2014). The Role of Accessibility in a Universal Web.

26 Ontario College of Arts and Design, Inclusive Design Research Center, 2018.

27 CARE: Doing Nexus Differently.

28 Uganda Bureau of Statistics: December 2013, Compendium of concepts and definitions on gender statistics.

29 CARE International Gender Equality Policy 2018.

30 UNICEF Glossary

31 CARE International: 2019. Bringing Gender Equality Closer to Women's Economic Empowerment.

32 CARE International: Gender & Localizing Aid: The potential of partnerships to deliver., October 2017, p. 4.

33 Organization for Economic Development and Cooperation: What is green growth and how can it help deliver sustainable development?

34 UN Women: Gender Mainstreaming in Development Programming. 2014.

35 Internet Encyclopaedia of Philosophy: Hunhu/Ubuntu in the Traditional Thought of Southern Africa.

36 Republic of Uganda: National Youth Policy. A Vision for Youth in the 21st Century. 2001.

CARE International in Uganda HQ
5th Floor, Union House
Plot 78, Luthuli Avenue, Bugolobi, Kampala
P.O.Box 7280, Kampala, Uganda
Tel: +256 31 2258100
www.careuganda.org

Arua Sub Office
Plot 21 Oluko Road, Arua

Fortportal Sub Office
Njara Road, Fortportal

Kotido Sub Office
Senior Quarters, Kotido

Gulu Sub Office
Plot 11 Olia Road, Gulu