

“People in program areas living in just societies, peace and dignity, united in diversity and empowered to achieve their full potential, claim their universal rights, meet their basic needs and improve their quality of life.”



**THE
LUTHERAN
WORLD
FEDERATION**

Department for
World Service

LWF UGANDA COUNTRY STRATEGY 2015-2020

“The purpose of this strategy is to provide LWF Uganda the blueprint for moving forward in times of challenges and transitions. It calls us to strive for excellence with a greater commitment to uphold the rights of the oppressed and the poor in order to bring lasting and positive change”

Jesse Kamstra
Country Representative
LWF Uganda.

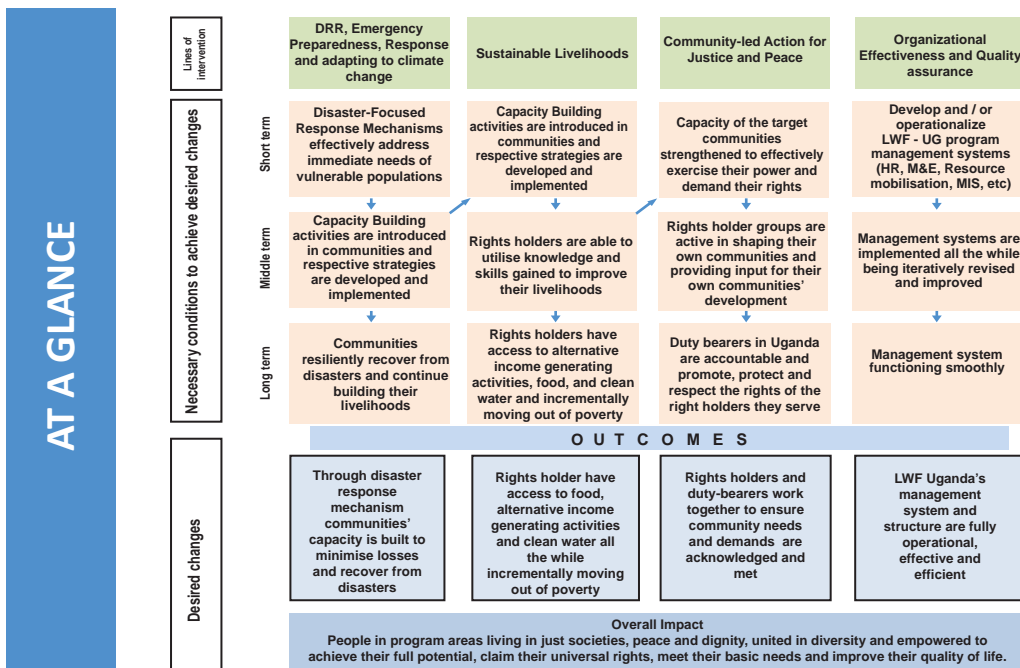
LWF Uganda’s commitment to responding to and challenges the causes and effects of human suffering and poverty is the main impetus for its 2015 - 2020 Country Strategy. It is inspired by its well-founded identity and call to work with poor and oppressed communities to reach their full potential.

The strategy process has been guided by LWF/DWS Global Strategy, the Uganda National Development Plan, Key Ugandan Government Ministries’ Priorities, the Millennium Development Goals and several other relevant national and international references. It is a result of internal reflection of strengths and weak-

nesses within the organization as well as a critical scrutiny of the history and current situation of the country, the complex interplay the various actors in the Ugandan society and their impact or implications to the vulnerable communities in Uganda.

The FY2015-2020 strategy calls for continued intervention in critical sectors in development and emergency contexts, to allow LWF Uganda to build on achievements and progress it has made to date. There will be a scale up in food security and community resilience programs to address the impact of changing economic and environmental landscape and most importantly takes a significant leap in its commitment to responding to the needs of refugees and people affected by disasters, addressing significant contributions in establishing empowering people to achieve their full potential, claim their universal rights, meet their basic needs and improve their quality of life.

LWF Uganda plans to bolster the Rights Based Approach in all programming approach. There will be progressively deliberate programmatic shift from predominantly operational to capacity building focus.



STRATEGIC PRIORITY AREAS

1. DISASTER RISK REDUCTION (DRR), EMERGENCY PREPAREDNESS AND RESPONSE

People and communities are better prepared for, able effectively to respond to and recover faster from all types of disasters and complex emergencies. (improve coping mechanism)

LWF Uganda aims at responding in a timely manner to humanitarian emergencies to save lives and minimize human suffering, support recovery and rehabilitation. In the development and post emergency contexts, the Uganda Program will adopt Community-Managed



Disaster Risk Reduction (CMDRR), an approach that links and strengthens the relationship between disaster and development and offers solutions through the identification, analysis, treatment, monitoring and evaluation of the risks, with the aim of reducing people's vulnerabilities and enhancing their capacities.

2. SUSTAINABLE LIVELIHOODS

Greater numbers of poor and marginalized people achieve adequate livelihoods without compromising the livelihoods of future generations

LWF Uganda provides contextually relevant capacity building to communities in order to maximize their potential in sustainably reaching food security and in diversifying income streams. Key focal areas will comprised of bio-diversified agriculture, health and nutrition, WASH, vocational skills and entrepreneurship, notwithstanding protection of the environment.



3. COMMUNITY-LED ACTION FOR JUSTICE AND PEACE

People are able to fully exercise their human rights, participate in decisions affecting them and advocate for and build a strong civil society.

LWF Uganda engages in a range of strategies that help communities achieve their goals of justice and peace in culturally sensitive ways. This includes human rights education and advocacy, peace building and conflict resolution, developing local capacities for leadership and governance, and promoting access to essential services. Advocacy and human rights training are important components of LWF Uganda.

4. ORGANIZATIONAL EFFECTIVENESS AND QUALITY ASSURANCE

LWF Uganda’s management system and structure are fully operational, effective and efficient.

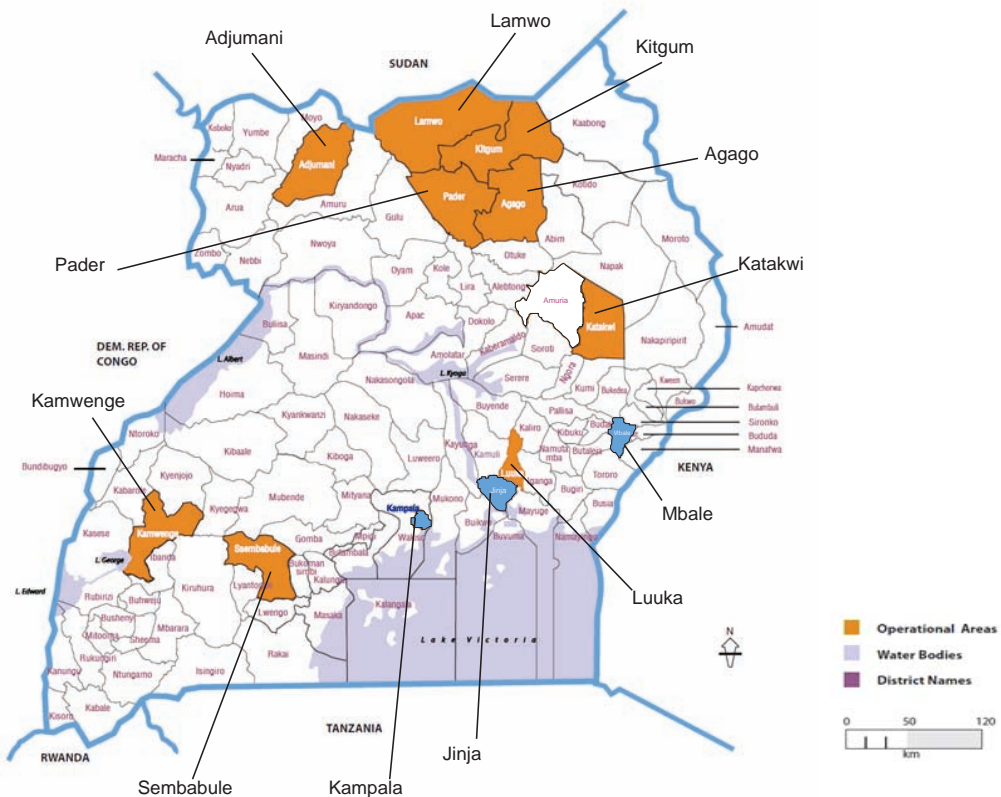
LWF Uganda is a learning organization striving to remain relevant to the

Ugandan context and takes the necessary steps to understand conditions and external systems so as to adjust its internal systems and to acquire the resources necessary to fulfil its mission.

LWF Uganda will expand to different regions or phase out of others according to need and ability. These selected areas of focus were carefully chosen based on vulnerability and poverty levels, functionality, commitment of local governments, potential for partnerships, community needs, and on the absence of similar interventions from other development actors.

GEOGRAPHIC FOCUS AREAS

- In December 2015, LWF will phase out from Katakwi and Sembabule.
- In 2016, LWF Uganda will start operating in Luuka District.
- LWF does not directly implement in Kampala, Jinja and Mbale but rather works through a local Partner.



STRATEGIC AND INNOVATIVE APPROACHES

Community Based Empowerment

Empowerment is both a means and an end in LWF Uganda program's work with communities. This implies consulting the people first, considering the impact of decisions and activities on the people and enabling them fully to participate in and own these activities. We engage with communities in ways that enhance and build on people's competencies and capacities so that they can direct their own development, both as individuals and as participating members of families, groups and communities. LWF Uganda encourages community participation and supports the development of local networks and structures as means to strengthen local civil society. We partner with and work through local Community Based Organizations (CBOs) and support and promote local leadership in order to achieve sustainable development.

Programmatic integration

LWF Uganda emphasizes that some actions are interlinked with or affect other areas of its programmatic work. Environmental issues, gender justice, protection and other thematic areas are considered integral parts of all actions undertaken in any given sector. As a result, many development initiatives can be designed in such a way that a positive impact on multiple aspects of community life is safeguarded. Emergency relief, rehabilitation, development and disaster preparedness efforts are complex processes that are intrinsically linked, and not always linear. LWF Uganda facilitates the empowerment of local people from the very beginning of the emergency in order to enhance and sustain local capacity. Bridging the gap between emergency response and development is an area of competence.

Rights Based Approach to relief and development

All human beings have the right to a life in dignity. People who are oppressed, vulnerable and poor are not objects of charity but rights holders. The emphasis on human rights in the context of development helps us to focus on the structural inequities that cause and perpetuate impoverishment and exclusion, so that the root causes of poverty and exclusion receive proper attention. Within the Framework of International Covenant on Economic, Social and Cultural.

TARGET POPULATION

Two of LWF Uganda's Programs (Kamwenge & Adjumani), are focused on relieving, rehabilitating and training refugee populations living in settlements, while the others are focused on development projects emphasizing diversified approaches to improved sustainable livelihoods, as well as community led empowerment and peace processes. Individuals falling under those categories could include but are not limited to:

- Women and Children
- Persons with Disabilities
- Refugees and vulnerable host communities.
- People Living with HIV and AIDS
- Urban Poor
- Youth (16-25)
- Traumatized persons

STRATEGIC PARTNERSHIPS AND NETWORKS



The LWF Uganda is committed to positive and strategic partnerships with key actors in the context where we work. Important partners LWF Uganda will work with in the years to come include:

- United Nations High Commissioner for Refugees, UNHCR and other sister UN agencies UNICEF, OCHA, WFP.
- Relevant government authorities and in particular the Prime Minister's office (Department of refugees)
- LWF's related agencies such as ecumenical partners, joint implementers, funders and allies.
- Established local partners – ACTogether, Church of Uganda/PDR, UJCC.
- LWF Uganda's active membership of the ACT Alliance serves to ensure improved quality, accountability, effectiveness, efficiency and visibility of the LWF and ACT Alliance work in Uganda. The ACT Forum in Uganda provides a platform for strengthening these partnerships, which provides for open dialogue between ACT Alliance partners.

LINES OF OPERATION

Disaster Risk Reduction (DRR), Emergency Preparedness and Response

- Disaster Risk Reduction using CMDRR approach.
- Emergency response to humanitarian needs of Refugees and host communities by providing WASH, Protection, Infrastructure and Livelihood services.

Sustainable livelihoods

- Agriculture and Food Security
- Income Generation
- Vocational Skills and Entrepreneurship
- Environmental Protection
- WASH

Community-led action for justice and peace

- Human rights education
- Grassroots human rights advocacy
- Capacity building
- Community empowerment

MANAGEMENT STRATEGY

MANAGEMENT STRUCTURE

The LWF Uganda program is managed from the program headquarters in Kampala, which reports to the LWF World Service headquarters in Geneva, Switzerland.

The LWF Uganda management structure, will be reviewed to ensure a flexible, participatory and decentralized management of the program that promotes integrity, accountability and responsibility at all levels. Each operational location is called a sub Program and managed by Sub Program managers or who report to the Program Coordinator. Depending on the complexity of the intervention, LWF will require deployment of expatriates.

On strategic decision about the partnerships, funding direction, approaches, this is done in Kampala, while all operational decision is done as close to the concerned operations as possible while maintaining a strong coordination across the whole program.

FINANCIAL REQUIREMENTS

To implement this strategy the LWF Uganda program foresees an annual volume of 6.5 million euros in grants.

The LWF Uganda shall during the strategy period ensure financial sustainability by a mix of diverse, secure and well managed income sources.

Currently LWF Uganda relies on funds from its related agencies, UN bodies and other national and international donors. To achieve a stable and diversified funding base for the LWF Uganda, we will work with Geneva based Resource mobilization officer to enhance and sustain donor confidence, donor consolidation donor diversification and strong stewardship.

LWF Uganda can accommodate and absorb more grants in a phased manner, funding up to approximately 15 million euros per annum.



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