

ACORD Uganda Strategic Plan 2021-2025



ED FAMILY PLANNING CAMPS

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for a right to social justice"

FROM: SEPTEMBER 1st - 5th 2014
VENUE: Venue: Rwenzoryawa HCUH Kyangwal
Refugee Settlement Hoima district





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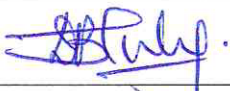
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ACRONYMS

A photograph of a person with their back to the camera, wearing a black and white striped shirt, washing their face in a large blue plastic basin filled with water. The person is outdoors, and the background shows green foliage and a concrete structure. The image is semi-transparent, serving as a background for the text.

ACORD-U	Agency for Co-operation in Research and Development Uganda
AU	African Union
CBOs	Community Based Organizations
CRRF	Comprehensive Refugee Response Framework
CSOs	Civil Society Organizations
EAC	East African Community
GBV	Gender-Based Violence
HIV	Human Immune Virus
HRBA	Human Rights Based Approach
MCH	Maternal and Child Health
MOGLSD	Ministry of Gender, Labour and Social Development
NEPAD	New Partnerships for African Development
NGOs	Non-Governmental Organizations
NUSAF	Northern Uganda Social Action Fund
OVC	Orphans and Vulnerable Children
PLHIV	Persons Living with HIV
PPP	Public-Private Partnerships
RBA	Rights Based Approach
ReHoPE	Refugee and Host Population Empowerment Strategy
SCG	Senior Citizens Grant
SDGs	Sustainable Development Goals
SGBV	Sexual and Gender Based Violence
SMT	Senior Management Team
SRH	Sexual and Reproductive Health
UDHS	Uganda Demographic Health Survey
UNHCR	United Nations High Commission for Refugees
UNICEF	United Nations Children's Educational Fund
WASH	Water, Sanitation and Hygiene

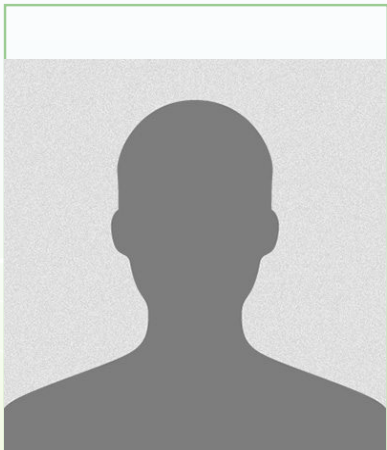
STRATEGIC PLAN APPROVAL FORM

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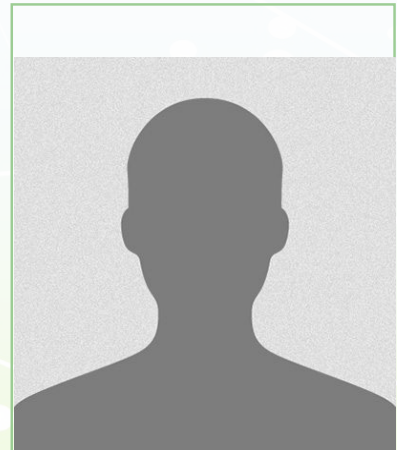
ACORD UGANDA BOARD MEMBERS 2021 - 2023



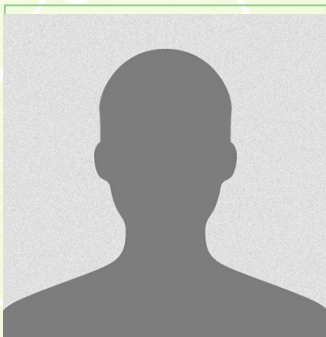
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Board Chairperson



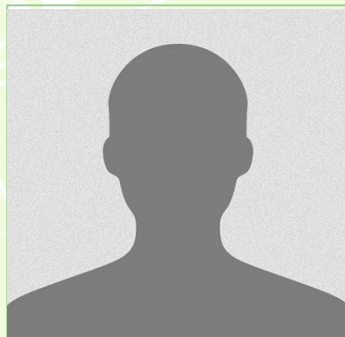
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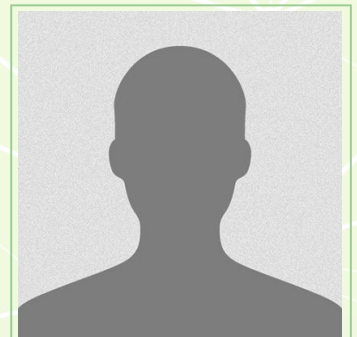
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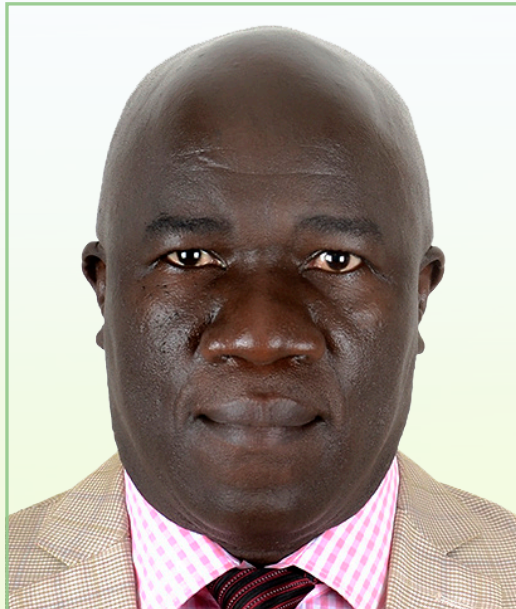


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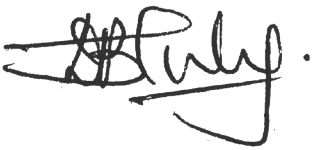


Mr. Tweheyo Alex
M & E Coordinator


ACKNOWLEDGEMENT

This strategic plan is a result of a consultative process and active participation of ACORD Uganda Board of Directors, Senior management and technical staff, development partners and beneficiary community representatives to whom we are grateful.

We look forward to an impactful five-year period.



Chairperson Board of Directors



Country Director

Message by Board Chair

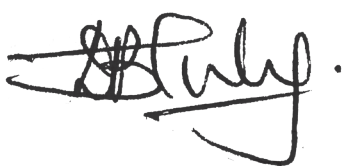
As ACORD Uganda we are pleased to produce our Strategic Plan for the period 2021-2025. This Strategic Plan represents our first full-term Plan since ACORD-U was incorporated as a corporate organization, autonomous from its mother organization, ACORD International. The formulation of this Strategic Plan therefore marks an important milestone in ACORD-U's nascent steps on a journey to develop and grow a strong indigenous voluntary organization that seeks to respond to the needs of the marginalized and to support them realize their rights and potentials. This Strategic Plan also comes at a time when ACORD-U has a new Board of Directors in place, after the expiry of the term for the Interim Board that served two years. I take this opportunity to congratulate the Board Members upon their nomination and approval to take on the important role of stewarding ACORD-U to greater heights.

ACORD-U has over the last few years after its inception done a lot, supporting marginalized individuals and communities, and engaging local governments and national level agencies. ACORD-U has so far done very well in establishing partnerships with communities, local governments, and like-minded organizations; and building trust with donors. These achievements have been in spite of the enormous challenges imposed by the COVID-19 pandemic. I congratulate the ACORD-U management, staff and volunteers upon these achievements.

The new Strategic Plan opens a new page of opportunity to develop these relationships further. ACORD-U's focus on the four areas of (i) health and well-being, (ii) sustainable livelihoods and climate change issues, (iii) peace and justice, and (iv) capacity building for service delivery, research and advocacy, is based on a careful analysis of the context, the needs in the communities, and the development challenges of Uganda as a country. I therefore have no doubt that this Strategic Plan will demonstrate ACORD-U's relevance and value addition to Uganda's development process.

I call upon our partners and donors to support the financing and implementation of this strategic plan in order to work towards the realization of ACORD's mission and vision.

God Bless you all!



Denis Muhangi, PhD

Board Chairperson, ACORD Uganda

Message by the Country Director

Over the years, ACORD Uganda's consistent grassroots presence working to respond to the needs of the most marginalised, is a demonstration of our commitment to fostering sustainable positive changes in the lives of the community we serve. We strive to maintain good working relationship with our development partners, government and other stakeholders, as we respond to the development and humanitarian needs of marginal communities in Uganda.

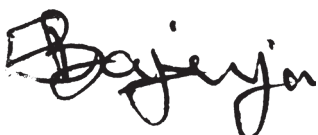
As a key corner stone of our work, the strategic planning process, provides the radar for understanding the trends in our environment and guiding in prioritisation of actions in the long term. We do this being mindful of our mission, principles and values.

It is therefore, my pleasure to introduce to you the ACORD Uganda five-year strategic plan for the period 2021 – 2025. This is a product of extensive consultations with multi-level stakeholders, including the Communities, Local Government officials, Line Ministries, Development partners, other likeminded NGOs, Donors, ACORD Staff, key professionals and board members.

This strategic plan builds on lessons and achievements of work implemented over the last five years and it focuses on consolidating our thematic priorities, Research and Organizational development. It takes consideration of the changing global, national and local trends which are characterised by increasing competition for development resources, we considered it a priority to further consolidate our; thematic focus and research as well as Organisational development. It therefore provides a good framework for our work as an indigenous non-governmental organisation, thereby reinforcing our strengths and identify opportunities as we strive to reach the next level of excellence.

We commit to a goal of achieving a society that is productive, resilient and actively exercising their rights and responsibilities in a safe and supportive environment. Key highlights of our work for the next five years depict an intense focus on; health and wellness promotion; sustainable livelihoods; climate change resilience; natural resources management; peaceful, just and inclusive communities; capacity of ACORD and partners for effective Management, Research and self-sustainability.

On behalf of Management, I register our sincere appreciation to all who have contributed to the formulation of this Strategic Plan. Special thanks go to District Local Governments, donor institutions and the communities in the ACORD Uganda Areas of operations. I call on the continued support of all development partners and other stakeholders to make implementation of this strategic plan a success.



Ellen Bajenja

Country Director, ACORD Uganda

EXECUTIVE SUMMARY

Agency for Cooperation in Research and Development Uganda (ACORD Uganda) is a National Non-Governmental Organisation (NGO) that has worked in Uganda since 1979 initially as an implementing arm of ACORD International. In 2019, ACORD Uganda was registered as an indigenous Non-Governmental Organization (NGO) with the National Bureau for NGOs in Uganda. ACORD Uganda has Regional Offices located in Tororo (Eastern), Adjumani (West Nile), Gulu (Northern), Mbarara (South Western and Western) and the Head Office in Kampala which coordinates interventions in central Uganda.

This strategic plan is to guide ACORD Uganda's programs and interventions for the next five years (2021-2025). The strategy process has been guided by the Uganda National Development Plan III, the Uganda Vision 2040, the Sustainable Development Goals (SDGs) 2030 agenda, the Africa Union 2063 agenda and the East African Community Vision 2050; the United Nations High Commissioner for Refugees (UNHCR) Comprehensive Refugee Response Framework (CRRF) and the Refugee and Host Population Empowerment (ReHoPE) Strategy for Uganda.

In this strategy, ACORD Uganda envisions **“A society where people are engaged, live in peaceful and just communities, have sustainable livelihoods and lead healthy and productive lives with their rights upheld”**. This strategic vision will be achieved through four interlinked strategic Objectives (SO) which are:

1. To Contribute to health and well-being and access to universal health care
2. To build sustainable livelihoods, increase climate change resilience and enhance natural resource management
3. To achieve engaged, peaceful and just communities that are free from violence
4. To Strengthen the capacity of ACORD Uganda and partners for effective management, research and advocacy

In the next five years, ACORD Uganda will strengthen and scale-up interventions targeting the most marginalized groups of people in Uganda who face injustice, inequality, live in poverty and other vulnerabilities in rural and urban areas. We will directly target both Ugandan nationals and refugees. Specifically, the primary beneficiaries will include Orphans and Vulnerable Children, Youth in and out of school, Women, Elderly, People living with HIV, and Persons with Disabilities.

To achieve the strategic objectives, ACORD Uganda, will work in partnership with target communities, government, NGOs, CBOs and the private sector to analyse community issues and implement priority interventions to improve livelihoods, health and wellbeing; conduct research, policy analysis and influencing; build the capacity of communities and actors; combine advocacy with direct service delivery; mainstream cross-cutting issues including gender, human rights, HIV and environment in all programs; and leverage on information and communication technology for development.

Our intervention areas are:

- Health and productive lives
- Sustainable livelihoods, climate change resilience and natural resource management
- Engaged, peaceful and just communities free of violence
- Capacity building for ACORD Uganda and partners for effective management, research and advocacy

Implementation of program interventions will build on the successes of ACORD Uganda over the past four decades in meeting the needs and promoting the rights of vulnerable and marginalized groups among Ugandan and refugee populations. The Human Rights Based Approach (HRBA) and participation of target communities will be central in all our work.

1

BACKGROUND

1.1 Introduction

Agency for Cooperation and Research in Development (ACORD) was founded over 45 years ago (1976). It was formed out of the need for an institutional framework among international non-governmental organizations from Europe and North America to carry out larger-scale humanitarian aid and long term development interventions in Africa. It was initially named Euro Action ACORD (EA-A) and the first coordinating office was set up in Geneva Switzerland with a Canadian as the first Executive Director. The Secretariat was transferred to London –UK and later to Nairobi - Kenya as part of the Africanisation process. In 2016 when the United Kingdom (UK) voted to leave the European Union (EU), ACORD International assessed the likely impact on its financial sustainability, and recommended country programs to consider securing local registration as a mitigation strategy to address the likely financial limitations. As such, the Management of ACORD Uganda embarked on the process of registering and incorporating ACORD as a National Non-governmental Organisation. This led to the birth of the Agency for Cooperation in Research and Development (ACORD Uganda). The transition process from ACORD International to ACORD Uganda commenced in June 2017 with an interim Board that has since given birth to a substantive Board of Directors as well as Policies and Operational guidelines that are contextual to ACORD Uganda.

ACORD Uganda is now a National Non-Governmental Organisation (NGO) that has worked in Uganda since 1979 initially as an implementing arm of ACORD International. In 2019, ACORD Uganda was formally registered as an indigenous Non-Governmental Organization (NGO) with the National Bureau for NGOs in Uganda. ACORD Uganda aspires to contribute towards Uganda's Development, Humanitarian response and to promote social justice for vulnerable communities and groups particularly the poor, children, youth, PWDs and women.

We work with government, communities, civil society organizations and the private sector to positively impact on the lives of vulnerable groups in Uganda. We promote active and meaningful participation of target groups and communities and draw on research and advocacy to change the underlying drivers of inequalities that sustain multiple forms of vulnerabilities in communities where we work at local and national levels.

This strategic plan is to guide the development and implementation of ACORD Uganda's interventions for the next 5 years (2021-2025), has been developed through a consultative process involving community representatives in operational areas, ACORD Uganda staff, board members and partner agencies.

1.2 Who we are (vision, mission, values)

ACORD Uganda is registered as an indigenous Non-Governmental Organization (NGO) with the mandate of undertaking development work across the Country. ACORD Uganda has Regional Offices located in Tororo (Eastern), Adjumani (West Nile), Gulu (Northern), Mbarara (South Western and Western) and the Head Office in Kampala which also coordinates interventions in central Uganda.



Our Vision: A society in which all people are able to achieve their rights and fulfil their responsibilities.



Mission: We work in partnership with marginalised communities and those who have been denied their rights to analyse their situation and jointly find sustainable solutions to improve their wellbeing.



Our Values: Social justice, Excellence, Diversity, Respect, Equality, Integrity, Participation, Accountability

1.3 Performance of ACORD- Uganda in the Years 2016 – 2020

In the past five years, ACORD Uganda with partners continued to positively impact target groups and communities in Uganda. The key achievements, challenges and lessons learned during the past five years and the cumulative four decades of working in Uganda have greatly informed the new strategic plan (2021- 2026).

During the early years of working in Uganda, ACORD implemented separate projects in the Northern and South-western parts of Uganda. In 2002, these target areas transformed into regional program areas. In 2006 the Northern Uganda Area Program and the South Western Uganda Area Program were consolidated to form the ACORD Uganda Country program. Over the years, ACORD Uganda's interventions have continued to expand reaching more people affected by vulnerabilities of poverty and conflict. Currently in 2021, ACORD Uganda operates in Northern, South Western, Eastern, West Nile and Central regions of Uganda. For easy coordination of programs and activities, ACORD Uganda has Regional Offices located in Tororo (Eastern), Adjumani (West Nile), Gulu (Northern), Mbarara (South Western and Western) and the Head

Office in Kampala which also coordinates interventions in central Uganda.

During the strategic plan 2016-2020, ACORD Uganda implemented activities that addressed both humanitarian and development needs of target groups and communities. The humanitarian interventions were implemented in refugee settlements in West Nile, South Western, Western and Northern regions of Uganda and benefited both refugee and host communities in line with the UNHCR Comprehensive Refugee Response Framework (CRRF) operationalized through the Refugee and Host Population Empowerment (ReHoPE) Strategy. The ReHoPE is a transformative strategic framework that seeks to strengthen the resilience and self-reliance of the refugees and the host population that requires humanitarian actors to provide services to both refugees (70%) and host communities (30%). ACORD Uganda's humanitarian interventions benefited refugees from South Sudan, the Democratic Republic of Congo and Burundi the dominant nationalities hosted in target areas.

ACORD Uganda's development interventions were implemented in target regions of Uganda with focus on: building sustainable food systems and livelihoods, sexual and gender based violence prevention and response, water and sanitation, fostering peace and justice, HIV/AIDS mainstreaming and strengthening civil society. Strengthening ACORD Uganda's capacity for Research, Self-management, Learning and Advocacy was another critical area of focus in the 2016-2020 strategic plan. In the past 5 years, ACORD Uganda and partners directly provided services to over 185,000 vulnerable Ugandans and refugees through peace, livelihood, Water, Sanitation and Hygiene (WASH), Gender Based Violence, Sexual and Reproductive Health (SRH) and advocacy programs.

All interventions implemented by ACORD Uganda are guided by the Human Rights Based Approach (HRBA) which focuses on the most marginalised and excluded groups. By emphasizing human rights standards and principles, ACORD Uganda maintains that all interventions should contribute to improving the capacity of duty bearers (primarily government agencies) to meet their obligations and of affected communities (children, youth, women and men) to demand for their rights.

ACORD Uganda believes that target groups and communities including men and women have a duty to improve the societies in which they live by being active agents of change. As such, ACORD Uganda promotes and advocates for active, free and meaningful participation of groups and communities affected by poverty and other vulnerabilities in the development process.

We recognise that vulnerable groups especially women, children and young people face multiple barriers that prevent them from participating in community development programs in their areas and from seeking and receiving support. Women generally, and persons living with HIV (PLHIV) also face social stigma as a key barrier. We strongly believe, that rights and obligations demand accountability and as such government and CSO actors need to be transparent about their processes and actions. Accountability comes in many forms, including judicial, policy, administrative and political mechanisms. It also includes ratification and reporting on human rights

commitments. To contribute towards transparent and accountable, governance systems, advocacy cuts across all ACORD Uganda interventions.

1.4 Challenges faced in the Period 2016 - 2020 and Implications for the future

ACORD Uganda like other NGOs faced resource constraints owing to continued shrinking of donor space, changes in funding modalities and focus areas. There is an increasing shift from funding CSOs to Government support. The reduction in donor funds was compounded by the outbreak of the COVID-19 Pandemic in the final year of the strategic plan. The outbreak of COVID-19 also constrained implementation of community engagement and advocacy activities. However, we have continued to adapt to innovations for instance, use of technology aided tools to continue with reaching our target groups and partners.

Most of the projects implemented in the outgoing strategic plan had short time frames and did not have budget lines for administrative costs making it difficult to meet some of the critical operational costs.

The continued political instability in neighboring countries led to a heavy influx of refugees into Uganda particularly from South Sudan and the Democratic Republic of Congo requiring more resources to effectively meet the life-saving interventions to refugees and host communities. Nevertheless, mobilization of the required resources remained a key challenge.

Changes at ACORD global also led to a spontaneous reduction in resources available to ACORD Uganda for execution of planned actions but also required registration for legal status putting in place in-country regulatory and management systems such as a constitution, human resource and financial management systems and forming a new board of directors. These processes were meant to strengthen internal governance of the organisation and will be a priority area in this strategic plan. In addition, ACORD Uganda has intensified efforts to diversify donor base including reaching out to those within the country. We will engage and involve the private sector more to increase opportunities for target communities.

1.5 Lessons Learnt during implementation of the strategic plan 2016-2020

- Effective partnership including with Local Government requires transparent and mutual accountability between ACORD Uganda and partners.
- Sustained peace and stability are critical in providing an enabling environment for increasing the ability of the poor to earn incomes and improve their quality of life.
- Community participation throughout the project cycle promotes ownership of interventions and increases chances for sustainability.
- Program/project integration that enables addressing intersecting drivers of vulnerability such as socio-cultural, economic, environmental and political challenges is more likely to succeed in creating positive impact among target groups and communities.

- Increased organizational capacity for humanitarian response to match the high number of refugees
- Men and boys are key stakeholders that should participate in interventions seeking to promote girls and women's rights given men's position of dominance in Uganda, a patriarchal society.
- Cultural and traditional institutions play a critical role in influencing social norm change at all levels and therefore should be considered key stakeholders.
- Local to national civil society linkages are key to influencing policy, therefore strengthening linkages and partnership between local and national organizations is essential for ACORD to achieve her advocacy targets.

Country context (area, neighbors, population)

Uganda is a land locked country, dependent on transit routes either through Kenya, Tanzania, South Sudan and Rwanda for trade¹. The country has an estimated population of over 45 million people² with a 3% annual population growth rate. The country has a young population with almost 75% being less than 35 years of age³. Life expectancy at birth is estimated at 63.7 years (62.8 for male and 64.5 years for female)⁴. Regarding education, while Uganda is implementing free universal primary and secondary education, completion of primary education stands at 62% and transition to secondary education at only 14%⁵ reflecting challenges to human capital development. On average, Ugandan adults spend 1.5 years less schooling than the average for developing countries⁶. The population living below the national poverty line increased from 19.7% in 2013 to about 21% 2017. Over 68% of the Ugandan population depend on subsistence agriculture⁷. The country has fertile soils and a favorable tropical climate that is moderated by high altitude and large water bodies.

Broader Regulatory and Policy context (Agenda 2030, 2063, EAC Vision 2050, vision 2040, NDP III)



Uganda’s development agenda and aspirations are aligned to the 2030 Sustainable Development Goals (SDGs), Africa Agenda 2063 and the East African Community (EAC) Vision 2050. At national level these development aspirations are reflected in the Uganda Vision 2040 and now the National Development Plan (NDP III). The 2030 Agenda for Sustainable Development which consists of a set of 17 SDGs and attendant targets, embodies the aspirations of a world that is more equal, more prosperous, more peaceful and just as well as mindful of the planet. The SDGs are; 1. No poverty, 2. Zero hunger, 3. Good health and well-being, 4. Quality education, 5. Gender

¹<https://www.eac.int/travelling-within-the-eac> accessed 4/March/2021

²UN data accessed 4/March/2021

³UBOS statistical abstract 2019

⁴Ibid

⁵UNICEF reports; Situation analysis for children in Uganda, 2019

⁶Ibid

⁷Online data accessed 4/March/2021

equality, 6. Clean water and sanitation, 7. Affordable and clean energy, 8. Decent work and economic growth, 9. Industry, innovation and infrastructure, 10. Reduced inequality, 11. Sustainable cities and communities, 12. Responsible consumption and production, 13. Climate action, 14. Life below the water, 15. Life on land, 16. Peace and justice and strong institutions and 17. Partnerships to achieve the goals.⁸

Agenda 2063 is Africa's shared vision and set of aspirations for the social, economic and political transformation of Africa over a 50-year period through the concerted effort of its people, institutions and governments. It provides a framework within which Africa's endowments represented in its people, history, cultures, natural resources and institutions will be harnessed to effect inclusive sustainable growth and development that benefits Africans. Confidence that Africa's turn-around as the protagonist for its own development and actor on the global stage has occurred, and that the aspirations contained in Agenda 2063 are achievable. This stems from the lessons drawn from the continent's history, accumulated Pan-African experiences and initiatives such as the new partnership for Africa's development (NEPAD) (2001) and Africa peer review mechanism (APRM) (2003). In addition, there is evidence of increased capacities most especially of Africa's young population and the existence of well-functioning political, economic and development groupings across Africa.

Agenda 2063 aspirations will be pursued in full recognition of the fact that Africa's economies are still heavily dependent on agriculture and natural resources for significant proportions of their gross domestic products (GDP), national food needs, incomes and export revenue. Land remains the principal source of livelihood and the basis for economic development and this will remain for foreseeable future⁹.

The East African Community (EAC) Vision 2050 articulates the dreams and aspirations of the East African peoples and makes a commitment on what they will do to achieve these dreams. Focus is on transformation for growth and development to move the community to higher income cohort and subsequently achieving an upper middle income status by creating conducive environment for investment coupled with effective institutional capacities to expand production capacity and widen exports, both by composition and value. The EAC vision centralizes a need for self-reliance, accountability to its citizens and creating gainful employment; with emphasis on key development pillars and enablers for long-term transformation and value addition to accelerate sustainable growth and development. The key pillars include: infrastructure and transport network that is easy, fast and cheap for both people and goods for regional competitiveness; energy and information technology that are accessible to citizens; and industrialization that is built on structural transformation of the industrial and manufacturing sector through high value addition and product diversification based on comparative and competitive advantages of the region. The EAC 2050 vision also emphasizes agriculture and rural development as critical priorities with focus on improving agricultural practices to increase productivity for food security and economic prosperity for the citizenry; effective natural resource management; and human capital development aimed at

⁸<https://www.undp.org> > SDGs_Booklet

⁹AU-ECA-AfDB Consortium, 2011: Background Document, Land Policy in Africa and Framework and Guidelines on Land Policy in Africa to Strengthen Land Rights, Enhance Productivity and Secure Livelihoods, p.1

creating well-educated and healthy human resources in the region¹⁰.

Uganda's 1995 Constitution set the country on an unprecedented governance path because of its explicit provisions on the rights of marginalized groups, and its provisions for a participatory and decentralized governance. Two and a half decades later Uganda has undertaken a variety of legal, policy and institutional reforms which have created an enabling policy environment for deepening and even accelerating efforts to reduce gender inequality, promote inclusive development and address human rights violations. Uganda has been a pioneer in adopting the Agenda 2030 and developed the current National Development Plan (NDP) in line with the Sustainable Development Goals (SDGs). According to the Ugandan government, 76% of the SDG targets are reflected in the plan and adapted to the national context.

In June 2020, Uganda launched its 3rd 5-year National Development Plan¹¹ in the series of plans meant to guide sector policy plans and programs to achieve the objectives of Vision 2040. Thus the priorities and areas of focus set by NDP III are intended to guide policy actions and programs for the public sector and civil society over the next five years. The NDP III strives to increase household incomes and improve quality of life of Ugandans through inclusive growth, employment and sustainable wealth creation. As a significant departure from previous NDPs, NDP III adopts a programmatic approach, its implementation requiring different stakeholders to coordinate in order to contribute towards achieving shared development objectives and outcomes. In this strategic plan, ACORD Uganda's interventions are aligned with the national development aspirations in the NDP III.

Key political trends

The perception of security among the population has significantly declined in the recent past. While violent crime is on the rise, trust in the state security institutions has been weakened. The legitimacy of the police is undermined by allegations of criminal activity within the force and increasingly blurred lines in police cooperation with informal security groups. The lack of trust has further fueled local incidences of mob justice, which sporadically challenges the state's monopoly on the use of force. Many Non-Governmental Organizations (NGOs) advocating for good governance, human rights and political stability exist and in some cases, they can work freely and cooperate with foreign partners.

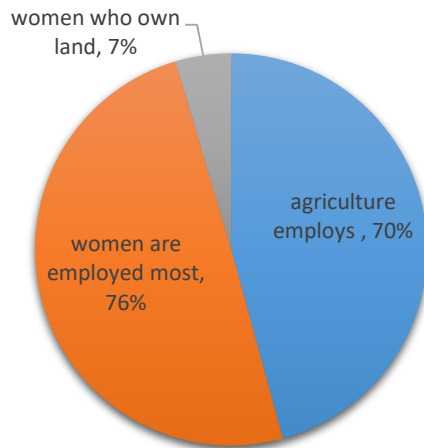
At the local level, however, NGOs tend to shy away from political topics for fear of crossing lines with the political establishment. It is important to note the "special obligations" imposed on the NGOs by the 2016 NGOs Act, for example to "not engage in any act that is prejudicial to the interests of Uganda and the dignity of the people of Uganda." NGOs that express criticism of the government risk politically motivated charges. ACORD Uganda will continue to engage with the Government of Uganda and local governments to leverage on the cordial working relationships built over the past years to address the needs of target communities.

¹⁰The EAC (2015) East African Community vision 2050: regional vision for socio-economic transformation and development.

¹¹Government of Uganda: 2020: Third National Development Plan (NDP III) 2020/21 – 2024/25

Economy - dominance of subsistence agriculture, unemployment, high dependent population, persistent poverty, Inequality

Agriculture is a key sector in the Ugandan economy and contributes about 25% of GDP and employs around 70% of the workforce¹². Two-thirds of the population is engaged in rain-fed mixed farming for food and cash income. The key challenges for the agricultural sector include low productivity, poor quality of pesticides, weather variability, pests and diseases¹³. Other challenges include low value addition to agricultural produce and limited market access, weak



■ agriculture employs ■ women are employed most ■ women who own land

implementation of agricultural laws and policies, and weak public agricultural service institutions. The sector is dominated by smallholder farming and land ownership is subject to a complex system of tenure, which often favors the interests of wealthy landlords. While women make up most of the agricultural workforce (over 76%)¹⁴, they only own about 7% of the land, and this further limits how much they can benefit from their labor. Youth in Uganda also face multiple disadvantages regarding agriculture. These include limited involvement in value addition, limited access to improved agriculture inputs (such as seeds, fertilizers, agricultural chemicals and veterinary drugs), not owning land as a factor of production and limited access to credit and agricultural extension services¹⁵. Land grabbing by large scale investors often leads to displacement of many people. Large-scale land investments are increasing, and land grabbing is now the third most significant cause of landlessness in Uganda¹⁶.

Despite improvements, poverty levels in the country remain high. According to Uganda Bureau of Statistics (UBOS) statistical abstract 2019, the proportion of people living below the poverty line increased from 19.7% in 2013 to 21.4% in 2017. The key reason is assumed to be the high population growth, which has been disproportionate to GDP growth in recent years. The concentration of poverty is still higher in northern and eastern Uganda and especially in the Karamoja region. Income inequality has been rising in the recent past with a score of 42.8 on the Gini Index (2016). The gap between a tiny rich segment of the population and the many extremely poor is deepening. There is also a small but growing middle class in the urban areas, especially in Kampala. Youth are particularly affected by inequalities in access to education and other services suffer from a lack of employment and other economic opportunities¹⁷. A large portion of the population is excluded from the formal labor market and related social security mechanisms.

¹²Ibid 14

¹³Ibid

¹⁴Brachet, C.; Valensuela, D. The Handbook for Integrated Water Resources Management in Transboundary Basins of Rivers, Lakes and Aquifers; International Network of Basin Organizations (INBO) and the Global Water Partnership (GWP): Paris, France, 2012; ISBN 978-91-85321-85-8

¹⁵Ministry of water and Environment, Sector Performance report 2020

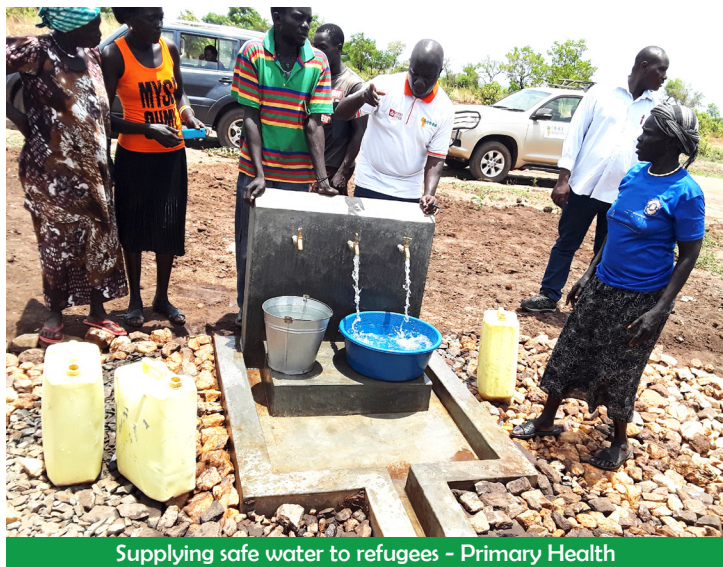
¹⁶Joint monitoring report, 2019

¹⁷MGLSD; The situation analysis of child poverty and deprivation in Uganda (undated).

Women find themselves at the bottom of the development pyramid, being that they are mostly employed in the agricultural sector and other low-paying sectors such as mining and teaching¹⁸. The above setting limits access to opportunities and resources and the ability of vulnerable groups to participate and have a voice in decisions that affect them and risks, shocks and other vulnerabilities¹⁹.

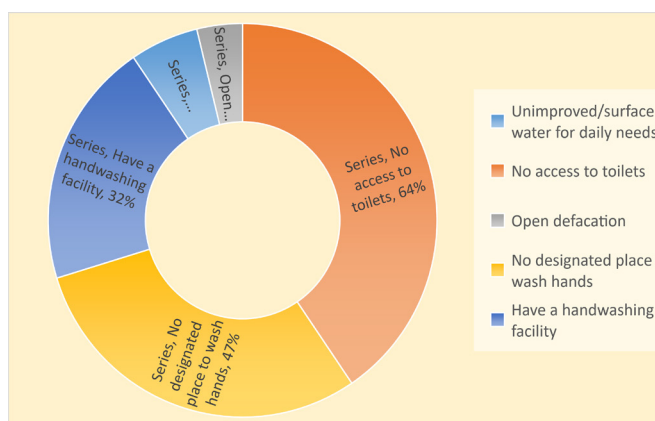
Integrated Water Resource Management

Integrated water resource management defined as a process that promotes the coordinated development and management of water, land and related resources to maximise economic and social welfare equitably without compromising the sustainability of vital ecosystems²⁰ is at the core of sustainable development and critical for socioeconomic development, healthy ecosystems and for human survival itself. It is vital for reducing the global burden of disease and improving the health, welfare and productivity of populations²¹.



Supplying safe water to refugees - Primary Health

While Uganda is not considered a water scarce country, the country experiences water challenges such as, water pollution and siltation of dams and rivers. The major problem with the water resource is pollution caused by bacterial and chemical contamination of both groundwater and surface water resulting from inadequate sanitation facilities, unsafe disposal of municipal and industrial waste, poor farming practices coupled with degradation of the wetland and catchment areas. Pollution has increased the costs of water treatment, raising the cost of water provision which at the moment is one of the highest in the region. The rate at which rivers and lakes are silting is threatening their ecological integrity, compounding water stress in some areas and the cost of treating drinking water.



In Uganda, over 9% of the population relies on unimproved or surface water for their daily needs. This means that over 8 million people are drinking from sources like streams, ponds and unprotected hand dug wells. In addition, 64% of the country doesn't have access to a toilet that hygienically separates excreta from human contact and 6% are practicing open defecation. Over 47% of the population do not have a designated place to wash

hands while only 32 percent have a handwashing facility, with no reliable source of water and soap²². This creates an unsafe environment, especially for children.

¹⁸Ibid 14

¹⁹Ibid

²⁰Brachet, C.; Valensuela, D. The Handbook for Integrated Water Resources Management in Transboundary Basins of Rivers, Lakes and Aquifers; International

²¹Network of Basin Organizations (INBO) and the Global Water Partnership (GWP): Paris, France, 2012; ISBN 978-91-85321-85-8

Ministry of water and Environment, Sector Performance report 2020

²²Joint monitoring report, 2019

The advent of the COVID-19 pandemic saw a rise in demand for handwashing facilities as the public is urged to frequently wash their hands to minimize chances of contracting the disease. Provision of hand washing facilities and adequate water supply remains a challenge due to budget constraints. Access to potable water and improved sanitation has always been central to Uganda's development agenda. It has featured strongly in the 1997 Poverty Eradication Action Plans (PEAP) and its successors, the NDP I, II and III. There are however still funding limitations for the water sub-sector to accelerate coverage in the water stressed areas due to high investment requirements.²³ The implementation of an integrated water resources management approach requires the establishment of an enabling environment, including appropriate policies, strategies and legislation, institutional framework and management instruments.

Social services and social protection

One in five Ugandans still live in extreme poverty and more than a third live on less than \$1.90 a day,²⁴ that is 21.4% of the population. Many households in Uganda remain vulnerable, mostly to income fluctuations, food insecurity and climate-related shocks, yet, they do not have the means to cope with shocks that they may experience. Droughts, irregular rains, serious illnesses, or accidents to the main income earners erode gains made in reducing poverty, but also sink households into further poverty. Social protection programs that support investment in human capital and help mitigate shocks can contribute to reducing vulnerability of populations and support economic growth. The two main existing public programs in Uganda - the Senior Citizens Grant (SCG) which is part of the Social Assistance Grants for Empowerment (SAGE) and the Northern Uganda Social Action Fund (NUSAF) - have very low coverage reaching 3% of the population. This implies that many people in need of social safety are left out, leaving them to sink further into poverty and hence getting exposed to other vulnerabilities.

Most people in rural areas rely on traditional structures, mainly their extended families and local communities for support. But these traditional systems are increasingly being overstretched due to changing life situations and the very high population growth rate. Those who cannot rely on family structures usually have no social security network.

Despite the potential that social protection initiatives offer, the Senior Citizens Grant (SCG) and the Northern Uganda Social Action Fund (NUSAF) that tend to be the two main social protection programs reach only 3% of the population²⁵, yet the Government of Uganda spent 0.14 % of GDP (FY17/18) on the two programs. The coverage and spending on these types of initiatives in Uganda is not optimal, based on regional and global comparisons. While cash transfers are important for poverty reduction and represent a driver of economic growth, the inclusion of complementary programs significantly increases the developmental effects of social protection²⁶. Through these linkages, social protection and economic growth become firmly intertwined and governments need not face a trade-off between the two. Social protection strategies that target

²³African Development Bank Water sector report 2018

²⁴<https://www.worldbank.org/en/news/factsheet/2020/02/13/14th-uganda-economic-update-strengthening-social-protection>

²⁵<https://www.worldbank.org/en/news/press-release/2020/02/13/uganda-economic-update-recommends-expanding-social-protection-programs-to-boost-inclusive-growth>

²⁶<https://www.unicef.org/esa/media/3586/file/Investment-Case-for-Social-Protection-in-Uganda-%282016%29.pdf>

various aspects of poverty and have multi-dimensional impacts lead to pro-poor and inclusive economic growth that can help nations to unlock their full economic potential.



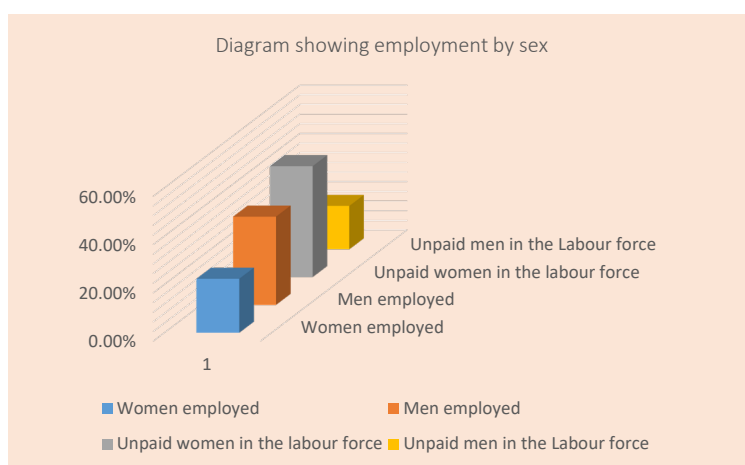
Gender equality and social inclusion issues

Gender inequalities limit women's and girls' ability to participate fully and benefit from development programs. Structurally societal hierarchies due to power distribution create an environment where sexual violence perpetration continues with a low response rate. Patriarchal gender norms where women and girls are considered to be of lower status often intersect with other socio-cultural hierarchical norms around age, status and ability among others.

In particular, women continue to face severe legal and cultural obstacles to ownership of property, including land and inheritance. Obstacles to land ownership, particularly in a traditional, mostly agrarian society, have huge bearing on women's capacity to become economically empowered²⁷. Furthermore, the cultural system of inheritance discriminates against women, which compromises their earning potential. For example, land held under sole ownership is usually acquired by men through inheritance. Where women claim ownership of valuable assets such as houses and agricultural land, the assets are, for the most part, registered jointly with their spouses²⁸, which also gives women limited control.

This gender inequality and male dominance reduces the opportunities for women to be involved in decision-making at every level, decreases the resources available to women and increases acceptance of the use of violence against women. Furthermore, it contributes to gender-based inequities in health and access to health care, employment, income, political participation, representation and education.

In Uganda, only 22.4% of women have opportunities in modern wage employment compared to 36.6% of men. The median monthly wage for women is UGX 110.000, which is exactly half that of men at UGX 220.000²⁹. The amount of time devoted to unpaid care work (UCW) is typically



negatively correlated with female labour force. Overall, women continue to suffer the burden of unpaid care and domestic work, and unequal gender relations continue to drive poverty, inequality and injustice among women and girls. Approximately 46% of women in the labor force are unpaid compared to only 18% for men. This is partly attributed to the social norms and patriarchy. The GoU has put in place the Uganda

²⁷Gender Equality in Uganda: A situational analysis and scoping report for the gender Development Partner group, 2014

²⁸UBOS. Gender productivity and survey report July, 2009.

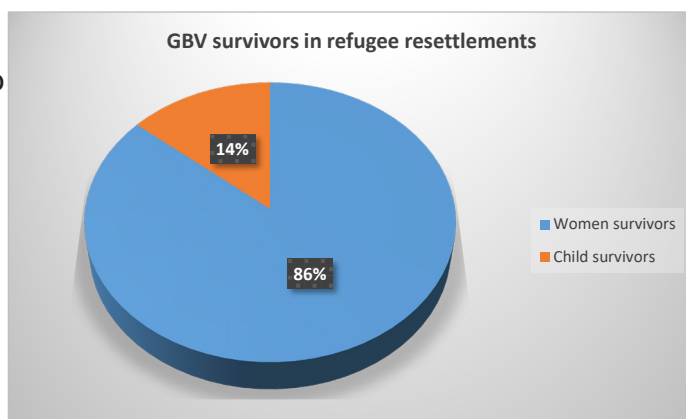
<https://www.google.com/#q=Gender+productivity+and+survey+report>

²⁹UNHS, 2016/17.

Women Entrepreneurship Programme (UWEP) since 2016 to offer start-up capital for women to open businesses directly, though its effectiveness to reduce poverty among women is yet to be seen.

According to NDP III (2020/21- 2024/25), gender-based violence (GBV) is still one of the underlying causes of poverty and inequality in Uganda. The UDHS of 2016 and the National GBV study (MGLSD, 2010) reveal that GBV is widespread and affects all people irrespective of their social, economic, and political status. It is also clear that GBV occurs in families, communities, and places of work³⁰. Some forms of GBV are deep-rooted in the social and cultural norms and practices of all social groups in Uganda.

Emergencies and humanitarian contexts present extreme vulnerabilities for women and girls due to their subordinate position in the society. Women often become heads of households with limited assets, literacy and financial resources and face increased burden of care, food insecurity, abuse, exploitation and risk of transactional sex among others. For example, the United Nations High Commission for Refugees (UNHCR) recorded 4,297 cases of GBV in 12 refugee settlements between January and November 2019³¹. More than three quarters (87%) of the survivors were female while child survivors accounted for 14% of the reported cases³².



A recent study on GBV and VAC in 12 refugee hosting districts in Uganda identified sex, age, disability, substance abuse, financial stress, physical environment (location, porous border, and environmental degradation) and discriminatory social and gender norms as key risk factors for violence against women and children³³. This study further revealed that women and children in situations of forced displacement face specific vulnerabilities associated with poverty, food insecurity, aid dependency, and trauma that can exacerbate their risks to violence and constrain their ability to look for help and access to services³⁴. The same study found that there is lack of standardized referral protocols with clear accountability and feedback mechanisms for stakeholders from health, social welfare, legal and law enforcement sectors, as well as from members of local councils, community leaders and psychosocial support providers³⁵.

The constitution of Uganda guarantees equality and freedom from discrimination (Article 21). It even provides for positive discrimination, enabling parliament to implement “policies and programs aimed at redressing social, economic, educational or other imbalances in society.” The rights of women, enshrined in Article 33, explicitly allow for “affirmative action for the purpose of redressing

³⁰According to a recent report a number of GBV cases were reported on world bank funded infrastructural project in Kamwenge: <https://home.crin.org/latest/childrens-rights-at-the-world-bank-bic>

³¹UNHCR (2020) Monthly Protection Update - Sexual and Gender Based Violence (SGBV) (November 2019) Available at: <https://reliefweb.int/report/uganda/uganda-unhcr-monthly-protection-update-sexual-and-gender-based-violence-sgbv-november>

³²ibid

³³Government of Uganda and World Bank. 2020. Gender-based Violence and Violence Against Children Prevention and Response Services in Uganda's Refugee-Hosting Districts. Washington, DC: World Bank

³⁴ibid

³⁵ibid

the imbalances created by history, tradition or custom.” The links between persistent violence and discrimination against women and lack of economic empowerment are underlined in the NDP III, though, insufficient measures have been taken to address these issues.



Conflict, displacement and migration

Uganda has continued to experience humanitarian crises mainly as a result of political turmoil



Seed distribution done by ACORD to refugees in one of the resettlement camps in Uganda

in the country and impact of geo-political instabilities in the neighboring countries like Kenya, South Sudan, Somalia, Democratic Republic of Congo, Rwanda and Burundi. The main humanitarian crisis the country is facing is the uncontrolled influx of refugees in the country. As the refugees come in the country, they exert pressure on the limited natural resources including land. As a result, they create tension and scarcity within the community considering that the response by the humanitarian agencies

is always slow and unpredictable. Conflict, violence and insecurity inflict direct losses and hamper development. In conflict-affected areas, poverty and deprivation become the norm and development tend to lag behind compared to other parts of the country. Displacement and resettlement have left many women without access to land, and conflict has led to a breakdown in traditional household roles.

The disruption of social services has led to worse social outcomes in literacy rates, malnutrition, maternal mortality and the incidence of SGBV³⁶. While internal armed conflicts have long been contained, Uganda remains affected by security crises within the region. The number of refugees hosted in the country exceeded one million.³⁷ This was mostly due to the unprecedented influx of refugees from South Sudan, as well as from the Democratic Republic of the Congo (DRC). Prior to the peace agreement of September 2018, the security of the border with South Sudan could not be guaranteed and there were occasional reports of raids by South Sudanese militias on Ugandan territory. By the end of 2018, the number was about 1.2 million refugees, making Uganda the largest refugee host country in Africa and third largest in the world. The continued influx increasingly strains host communities and poses a challenge for delivery of services.

Other incidences that have raised eye brows on humanitarian situation in the country include the drought and famine in the Karamoja and Teso sub-regions and land slide on Mount Elgon that has been affecting the people of Bududa. With the discovery of oil and other natural resources, additional conflicts over land emerged, mostly in Bunyoro Sub-region centered around the exercise of the right to property and issues of compensation. These conflicts reflect legal inconsistencies and different local concepts of landownership. The National Land Policy of 2013 states that the origin of conflict over land was often to be traced to colonial policy, which in effect

³⁶Ibid 33

³⁷UNHCR Report 2020

created “multiple and conflicting tenure rights and interests often overlapping over the same piece of land.” Though legislation covering the acquisition of property is in place, fraud cases are frequent and often go unpunished due to weaknesses within the judicial system.



Environment and climate change

According to the African development bank report, Uganda’s population is rapidly growing and therefore placing ever-greater pressure on the country’s natural resources, contributing to problems such as water pollution, soil fertility losses, and deforestation³⁸. The main environmental challenges facing the country are land and wetland degradation, soil erosion and decreased soil fertility, the loss of biodiversity, fisheries depletion and the pollution of air, water, and land resources³⁹.



Construction of Gabions for Gully rehabilitation

Many of the country’s main economic sectors, such as agriculture, forestry and fisheries, are climate-sensitive. These sectors are also the main source of livelihoods for millions of Ugandans. Of particular concern are the potential impacts of climate change on Ugandans living in semi-arid areas and along the “cattle corridor,” who rely on pastoralism and fishing for their livelihoods. The health sector is also vulnerable to climate change.

Extreme climate events, such as floods and drought, have both direct and indirect impacts on the health of Ugandans. Heavy rains, floods, and associated events such as landslides have historically led to morbidity. Indirectly, these events have contributed to water- and vector-borne diseases, such as cholera, typhoid, and dysentery, leading to serious health problems in vulnerable populations⁴⁰.

The groups most vulnerable to the health impacts of climate change are the rural and urban poor, the sick, the elderly, children, orphans, pregnant women, and persons with disabilities⁴¹. The GoU has identified climate change as a risk in its NDP III, completed development of a National Climate Change Policy (NCCP), and begun to integrate climate change issues into its national sectoral



Training beneficiaries in water and soil conservation techniques

³⁸African Development bank report, 2015

³⁹Ibid

⁴⁰CARIAA Working Paper #19

⁴¹MWE Report 2019

policies and completed development of a National Adaptation Plan and national determined contribution in a bid to implement Paris 2015 commitments.



Urbanization

According to UBOS report of 2019, Uganda's urban population increased rapidly from 2.9 million persons in 2002 to 7.4 million persons in 2014, indicating a more than triple increase and estimated to be increasing. The percentage of Uganda's population living in urban areas increased from 15.77% in 2014 to 16.1% in 2015. For the country to achieve faster socio-economic transformation there is need to raise the level of urbanization. Uganda's urbanization rate stands at 5.43 % per annum an indication that Uganda is moving towards a market economy.

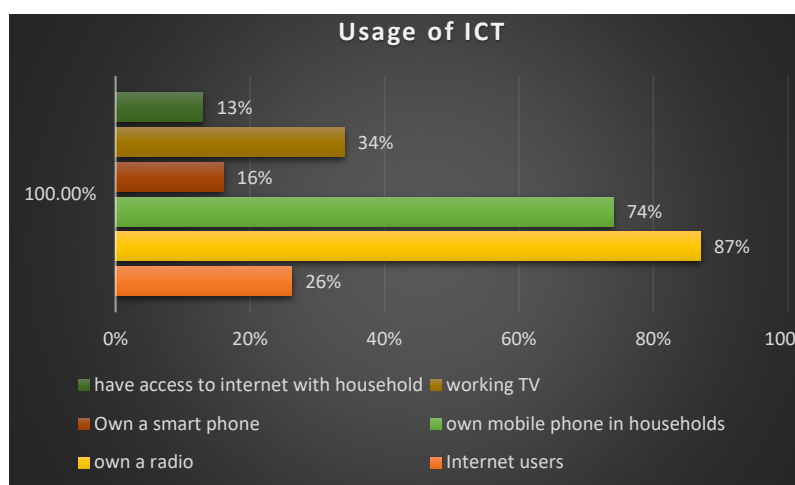
Therefore, Uganda's level of urbanization is still very low when compared to the global trends. Kampala Capital City is 100% urban with a population of 1.5 million and is followed by Wakiso Municipality with a population of 0.366 million⁴². Kampala Capital City rapid population growth of 5.6% per annum has impacted on the population structure of the city. The growth rate is largely influenced by natural growth and rural-urban migration resulting in increased demand for employment, land for housing, social services and infrastructure that have stimulated spatial urban development and industrialization.

Recently, seven towns have been elevated to City status. The urban planning process has not achieved its intended purpose because of the continued political interference, conflicting land use policies, uncoordinated instructions between urban authorities and Ministry of Local Government. It is important to note that government has taken steps to rectify what has gone wrong in Urban Development but positive results will take time to be seen⁴³.



Information Communication Technology (ICT)

In line with global commitments to improve digital inclusion and to realize the Sustainable



Development Goals for 2030, the Government of Uganda (GoU) has committed the country to developing a digital vision for the country. Uganda aims to build a digitally-enabled society that is "... *secure, sustainable, innovative, and transformative ... to create a positive social and economic impact through technology-based empowerment*". The Digital Uganda Vision provides an overarching framework that responds to the national Vision 2040 by providing a

⁴² UBOS 2014

⁴³<https://fortuneofafrica.com/ug/investment-climate-uganda/urbanisation-rate-uganda/>

unified ICT policy direction. It further provides the Government's integrated policy and strategic framework to show how information and communication technologies (ICT) can empower Ugandan citizens and achieve the goals of universal inclusion, sustainable development, economic progress and poverty eradication through digital innovation. There are nearly 300 licensed radio stations and 30 (free to air) TV stations serving an estimated population of over 42 million with estimated 19 million internet users⁴⁴. Radio is a more popular medium, over 87% of the adult population own a radio, 74% own a mobile phone in their households, of these 16% have smart phones and only 34% have working TV and only 13% of the adult population have access to the internet within their household⁴⁵.

Whereas information technology brings huge opportunities to the population, there is also increasing the opportunities for offenders to misuse technology to access potential child victims⁴⁶. The negative impact of technology has spread throughout wide range of the population age groups and has to some extent taken a gender dimension. Children can easily access pornography and children's images are shared without their permission. Urban centers such as Kampala appear to be at the greater risk of Internet-related harm. Some stakeholders however believe children in rural areas to be just as vulnerable to online child sexual exploitation (OCSE) as children from urban area, due to a lack of law enforcement, high poverty rates and the relative newness of the Internet, meaning less ability to develop coping strategies.



Corruption and weak accountability

Uganda continues to face intolerably high levels of corruption both within the public and private sector. Large proportion of public funds remained unaccounted for in many Ministries and Agencies, contrary to financial regulations, which require all the expenditure to be accounted for⁴⁷. There is impunity by leaders and apathy from the public. This has been fueled by government's poor enforcement of its own recommendations from investigations.

In the recent past, the country has witnessed incidents whereby civil servants get convicted of corruption. And this has resulted into low levels of public trust towards civil servants and anti-corruption agencies. Corruption leads to poor service delivery in the country and widens the gap between the rich and poor⁴⁸. Though some people relatively high in the public-service hierarchy have been convicted, there is a widely held belief that the top actors accused of corruption enjoy impunity.

Within the judiciary, lower courts are believed to be disposed to bribe-taking and in rural areas, citizens often perceive judicial institutions as treating people according to their social status or political affiliations. Though the police forces and parts of the judiciary are seen to be among the most corrupt institutions⁴⁹, they are rarely subject to investigation. This also applies to public

⁴⁴internetworldstats.

⁴⁵https://www.communityengagementhub.org/wp-content/uploads/sites/2/2019/09/Uganda-Media-Landscape-report_BBC-Media-Action_February-2019.pdf

⁴⁶UYDEL, ECPAT France and ECPAT International. (2019). ECPAT Country Overview: Uganda. Bangkok: ECPAT International.

⁴⁷Online IGG reports on failure to account for funds

⁴⁸ActionAid; Corruption and the Service Delivery Tragedy in Uganda Stories from the Eastern Leg of the Anti-Corruption Caravan 2014

⁴⁹Ibid

servants such as medical personnel, who make their services dependent on bribery or the receipt of favors in return yet they are intended to be free and accessible to everybody.

Legal and Policy environment in line with ACORD Uganda target population and programmes

Legal and institutional terrain (key laws and policies)

The Uganda Constitution (1995) sets the space for the development of other legislations and policies for addressing development concerns and rights of citizens, and is the cardinal law along which all interventions and programming is anchored.



Gender equality and youth empowerment

Uganda boasts of a conducive policy environment for the implementation of the gender and youth strategy. In existence, there are core policy and legal instruments that guide the agricultural sector and gender issues in Uganda. The GoU has demonstrated its commitment to promoting gender equality through measures such as; the promotion of gender equality and women's empowerment in the Uganda Vision 2040 and in NDP II 2015/16 - 2019/20 and currently NDP III; ratifying regional and international instruments and approving laws related to gender equality and women's rights including the adoption of the Anti-Trafficking in Persons Act of 2008, the Female Genital Mutilation Act (2009); the Domestic Violence Act (2010), The National Equal Opportunities Policy (2006); The Children Act (1997) and its amendment (2016); The Uganda National Gender Policy (2007); The National Policy on the Elimination of Gender-based Violence in Uganda (2016); The Gender Equity Budgeting Policy; The National Employment Policy for Uganda (2011) ; The National Youth Policy & Action Plan 2016; The Domestic Violence Regulations (2011); The Uganda Constitution (1995); The African Union Gender Policy revised 2008; the Protocol to the African Charter on the Rights of Women in Africa 2003; the AU Solemn Declaration on Gender Equality in Africa 2004; the UN Convention on the Elimination of all Forms of Discrimination Against Women 1979; the Beijing Declaration and Platform for Action 1995 among others.

The Uganda Gender Policy 2007 points to priority areas of intervention for the promotion of women's equality. The Ministry of Gender, Labour and Social Development (MGLSD) drives the promotion of gender equality in the country using the country's constitution and the Uganda Gender Policy 2007 as the key guiding documents. The Directorate of Gender and Community Development works through its representatives at District, County and Sub-county levels to reach out to communities. The Uganda Women Entrepreneurship Programme (UWEP) of 2016, yet to be rolled out nationwide, operates using a family-based approach with the view to addressing gender inequalities within the household. For instance, through this programme, women organized in groups and engaged in agriculture production and value addition have access to interest free loans.

The country has in particular put in place regulation for women empowerment and children's rights protection; a number of policies and regulatory frameworks are in place aimed at domesticating

the international and regional protocol and regulations including the Children's Act 2016, the National Youth Policy 2001, National Adolescent Health Policy 2004, Reproductive Health Policy and National HIV Policy 2008.

The Youth Policy and National Youth Action Plan (2016) approved by the MGLSD provides the framework and guidelines for the development of programs and services targeting youth. Employment opportunities for and participation of the youth in agriculture continues to be extremely limited and poverty levels among the youth continue to be high as a result. The MGLSD's Youth Livelihoods Programme provides loans to male and female youth where approximately 40% of loans are dedicated to agriculture, especially in value addition. In addition, The National Strategy for Youth Employment in Agriculture 2017 is being implemented through a multi-stakeholder approach with the leadership of the Ministry of Agriculture Animal Industry and Fisheries, line Ministries and the Food and Agriculture Organization of the United Nations (FAO).



Children's rights and protection

The Constitution of the Republic of Uganda (1995) is the overriding national legal framework for ensuring that the rights of children and the general population are protected. The Children's Act, Cap 59 (Amended, 2016) provides the overarching legal framework, articulating constitutional provisions on children and emphasizing the rights, protection, duties and responsibilities. Uganda has formulated various policies and strategies to ensure protection and wellbeing of children including: the National Orphans and Other Vulnerable Children Policy (2004), the National Social Protection Policy (2015) and other various policies, plans and strategies related to child welfare and protection in different sectors of government such as the Universal Primary Education (UPE) Policy (1997), National Adolescent Health Policy for Uganda (2004), National Policy on Disability in Uganda (2006), Universal Secondary Education (USE) Policy (2007), the Second National Health Policy (2010), the Special Needs and Inclusive Education Policy (2011), the National Framework for Alternative Care (2012), the EAC Child Policy and its accompanying strategic plan and reports and more recently the National Child Policy (2020).

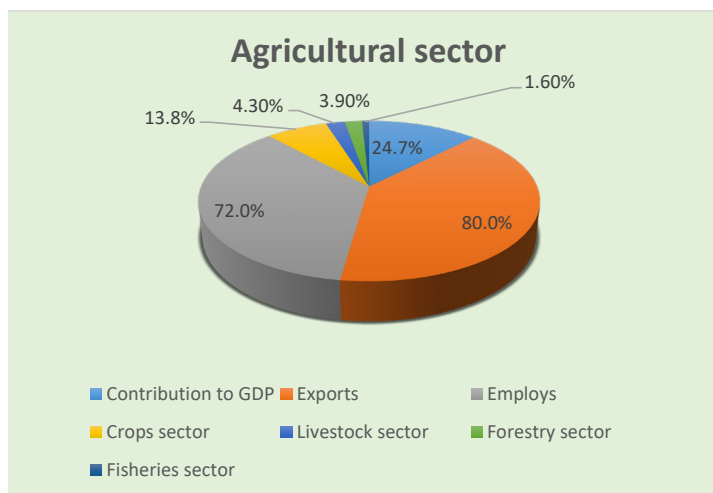
The National Child Policy (NCP) 2020⁵⁰ demonstrates the commitment by the Government of Uganda to ensure the well-being of all children. It is another big stride in the Country's efforts to uphold children rights and protect them from all forms of abuse, neglect, exploitation and violence. The Policy, provides a National Framework for Ministries, Departments and Agencies (MDAs), District Local governments, Private sector, Civil Society Organizations, Academic and Research Institutions, Development partners, Cultural Institutions, Religious Institutions, communities, families and children to plan and deliver interventions that address children's rights holistically. The National Child Policy (NCP) is in line with Uganda Vision 2040, which demonstrates the Government's commitment to ensuring the well-being of all children. The policy is structured around four broad categories of children's rights; survival, development, protection, and participation plus system strengthening to anchor and sustain its effective and coordinated

⁵⁰ <https://www.unicef.org/uganda/media/8166/file/Final-Uganda-National%20Child%20Policy-October-2020-lores.pdf>

implementation. The National Child Policy provides for all children in Uganda, including refugees in accordance with International laws and National legislations.

Agricultural policy framework

Agriculture is the backbone of Uganda's economy and the largest provider of employment to the Ugandan workforce. The sector contributes about 24.7% to the national gross domestic product (GDP), 80% to the total export earnings and employs 72% of the work force. The crops subsector



is the most dominant, contributing 13.8% to the GDP followed by livestock subsector (4.3%), forestry (3.9%) and fisheries (1.6%). The agriculture sector provides employment for three quarters of the population aged between 15 and 24 years. About 78% of Uganda's population lives in the rural areas, with farming being the main economic activity.⁵¹ Uganda is a patrilineal society where the rights of decision making in the household are largely retained by the males. This implies that decisions on the land use, agriculture enterprises to be engaged

in, participation in farmer groups, saving groups and other agriculture/ economic activities are largely dependent on whether they are authorized by the men⁵². This puts both women and youths under the age of 18 at a disadvantage of acquiring land as a factor of production and other productive assets. Women and youths below 18 years are affected with regards to agriculture financing/ loans since most of the collateral accepted by the Financial Institutions is land.

In line with NDP III, the agro-industrialization (AGI) program is the primary program to which the agricultural sector will contribute⁵³. The agricultural sector will also contribute to and also derive support from other programs. In order to address the various sector challenges, the agricultural sector will pursue the agro-industrialization program through four broad objectives namely:

- a) Strengthening agricultural production systems for sustainable production and productivity.
- b) Improving agro-processing, value addition and storage.
- c) Increasing agricultural product market competitiveness through improved quality and standards.
- d) Increasing access to agricultural finance and insurance.
- e) Strengthening the Institutional, legal, policy, planning and regulatory framework for improved service delivery.

⁵¹<https://agnes-africa.org/wp-content/uploads/2020/09/Situational-Analysis-of-the-Agriculture-Sector-in-Uganda-July-2020-Final.pdf>

⁵²https://budget.go.ug/sites/default/files/Sector%20Budget%20Docs/2020-2021_SectorBFP_01_Agriculture_12_15_20195_17_02PM.pdf

The 2013 National Land Policy

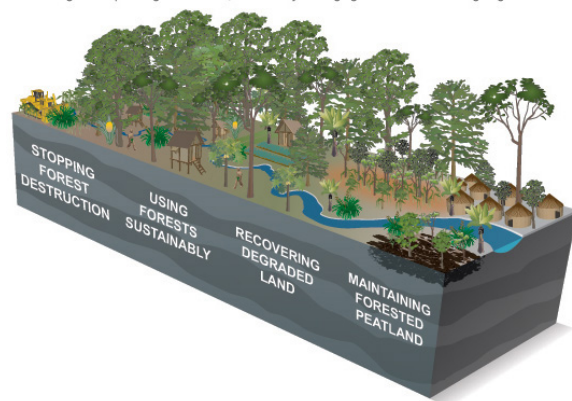
This provides an overall basis for further developing the legal and institutional framework for tenure and land governance. The 1995 Constitution and the 1998 Land Act (amended in 2010) recognize the four tenure systems and occupancy. The Act also provides for the granting of freehold titles, leasehold agreements, certificates of customary ownership and certificates of occupation. The Act provides for the registration of group-owned land under Communal Land Association. It also provides for women to register land owned directly by them and to inherit land, and for the co-registration of ownership by spouses. It prescribes consent of both spouses in the transfer of ownership. In practice however, implementation of women's land rights remains weak.

Several climate change policy instruments adopted

These include the National Policy for Disaster Preparedness and Management 2010; the National Policy on Climate Change and Implementation Strategy 2015; and the Reducing Emissions from

REDD+

REDD+ helps to mitigate climate change through forests, and provides social and environmental benefits. It includes these essential components: creating incentives for not clearing standing forests, maintaining and expanding forest cover, sustainably managing forest and recovering degraded lands.



Deforestation and Forest Degradation in Developing Countries (REDD) Readiness Strategy 2011-2015. With the rolling national development plans, these instruments articulate Uganda's climate change policy. There is a prevailing perception in Uganda that whereas government has the capacity to formulate adequate policies, their actual implementation is often inadequate.

The COVID-19 Pandemic

On 30th January 2020, the WHO declared the outbreak of a highly infectious coronavirus disease (COVID-19) a Public Health Emergency of International Concern. As of today, nearly all the countries in the world have been affected, including Uganda, where the first case was reported on 21st March 2020. The Government of Uganda instituted a number of measures to curtail the spread of the Virus some of which included; imposing Quarantines, promoting physical distancing, wearing of face mask and washing of hands among others. The measures gave birth to what is commonly known as the "New Norm" of conducting business.

Implementing the strategic plan will call for innovative ways of undertaking interventions within the confines of the "New Norm". As such, ACORD Uganda will continue using an appropriately reprogrammed approach towards the implementation of the strategic plan. ACORD will also be flexible and open to any other new changes and dynamics come up as a result of the COVID -19 pandemic.

3

ACORD UGANDA'S THEORY OF CHANGE 2021-2025

ACORD Uganda desires a country where people enjoy their rights and fulfil their responsibilities. To realise this change, we will continue to work in partnership with vulnerable groups and communities, civil society organisations, government departments and the private sector to ensure that transparent and responsive governance systems are in place to uphold people's rights and promote social justice; people are meaningfully engaged and live in peaceful communities; have resilient livelihoods and lead healthy and dignified lives. This strategic plan revolves along the following themes: Engaged, Peaceful and just Communities; Sustainable Livelihoods; Healthy and Productive lives and Organizational System Strengthening.

ACORD Uganda believes that meaningful and sustainable community development and change is possible when people are actively engaged in building and appraising the change they desire. As such, we will utilize participatory methodologies in the design and implementation of both humanitarian and development work. Use of participatory approaches is premised on the need for communities to play an active role in fostering the needed change. To ensure that communities take their central place in citizen led development, we will continuously mobilize



Advocacy and training conducted by ACORD with support from the European Union

and build the capacity of women, men and young people as change agents to be part of the development process, have their voices heard, access, control and own productive resources. These will also hold development partners accountable.

Peace at family and community level is important for meaningful and sustainable development. ACORD Uganda will contribute in addressing the political, economic and socio-cultural drivers of conflict in target communities. We believe that we can create engaged, peaceful and just communities when women, men and young people are empowered and enjoy their rights. Together with target communities and our partners, we will challenge negative social cultural norms and practices that promote and sustain use of violence especially



against women and girls and will hold government accountable to prevent and respond to all forms of violence in private and public spaces. Preventing and responding to all forms of violence will enable people to lead healthy and productive lives and contribute to their own wellbeing and that for their families, communities and the country at large.

ACORD Uganda will continue to design, implement and scale-up interventions to empower people to have access, control and ownership of productive resources so as to increase income, nutritious food and security. We will ensure that the poor and most vulnerable members of target communities are organized and empowered with knowledge and skills on climate change, access the necessary agricultural inputs, financial and other resources to actively engage and benefit from livelihood interventions and other services in their areas.

To increase relevancy, reach and impact of our interventions, ACORD Uganda will continuously strengthen internal capacity in program management and research. We will specifically seek partnerships with Universities to enhance knowledge generation and translation into actions that drive change in our target communities. In addition, we will proactively increase membership in alliances and partnerships with community-based organizations (including farmers, women and youth groups), cultural institutions, civil society, government and private sector agencies to increase services for the poor and other marginalized groups where we work. For community and district based partners, we will also engage in strengthening their capacities to better provide responsive, equitable and quality social services.

Realizing the above changes will depend on the following assumptions: there will be cooperation from all actors especially Government, Departments and Agencies (MDAs); a supportive environment for strengthening citizens' participation and responses especially for the poor and marginalised groups in target areas; continuity of national peace and stability; availability of funds to implement planned activities and continued trust and confidence of ACORD Uganda by stakeholders. The ongoing interruptions of programs due to the COVID-19 pandemic and dwindling donor resources for civil society remain key risks to creating the desired changes. In spite of these assumptions and risks, ACORD Uganda will create the desired changes using participatory and rights based approaches, leverage on partnerships and networks, organizational systems strengthening, HIV prevention, gender mainstreaming as well as integrated humanitarian and development interventions.

4

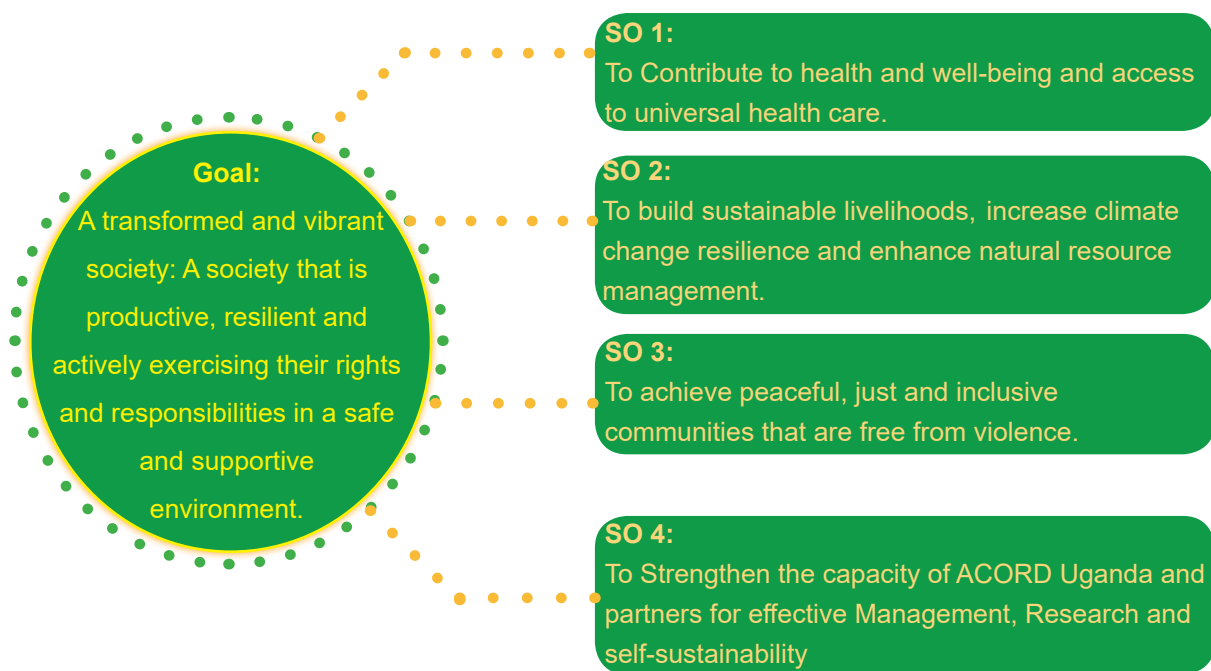
STRATEGIC GOAL AND OBJECTIVES

For the period 2021-2025, ACORD Uganda will strive to achieve **a society that is productive, resilient and actively exercising their rights and responsibilities in a safe and supportive environment.**

4.1 Strategic objectives

The ACORD Uganda will be guided by four interlinked strategic objectives in the next five years. Three objectives for service delivery and one objective for strengthening the capacity of ACORD Uganda and partners to deliver effective services (figure 1).

Figure 1: Goal and strategic objectives



Strategic Objective 1: Contribute to health and well-being and access to universal health care

Wellbeing and access to quality health services is critical for human capital development and economic productivity at individual, family and national levels. Limited access to quality health promotion and treatment services have perpetuated inequality, denied vulnerable groups a right to health and to meaningfully participate in the social, economic and political spheres of life. During 2021 - 2025 strategic plan, ACORD Uganda will contribute to empowering target groups and communities to take actions to prevent ill-health and promote health and wellbeing by increasing access to quality health services, to enable people lead healthy and productive lives.

Under this strategic objective, we will:

1. Increase demand for Sexual and Reproductive Health and Rights (SRHR) and other health services to curb teenage and unwanted pregnancies as well as the high HIV infection. We will increase community awareness about health services and rights through dialogues, community based structures and use of print and electronic media.
2. Work with other service providers and duty bearers especially local government to ensure the needed quality health services, HIV, SRHR, and water, sanitation and hygiene facilities and services are available, affordable and accessible to target communities and refugee settlements. Working in collaboration with decentralized health service providers and CSOs, outreach services will be provided to target populations in hard to reach areas.
3. Strengthen capacities of CSOs and organized community groups/community health change agents in ACORD areas of operation to engage with public health service providers in the decentralized health system to provide human and rights centered integrated HIV and SRH, maternal and child health services to refugee and host community target groups. The capacity of ACORD Uganda staff and partners to mainstream gender, human and health rights issues in all development and humanitarian programmes will be another area of focus. In this regard, ACORD Uganda will build capacity of staff and partners in Human rights based programs, Gender mainstreaming in Humanitarian and development programs.
4. Disseminate national standards and strategies on SRH, HIV, and WASH to communities, CSO and Local Governments in all ACORD Uganda operation areas.
5. Build synergies with likeminded organizations in lobbying for equitable access to health information and quality health services; upscale community sensitization on reproductive health rights, centralizing men as change makers to increase male involvement and support to women in reproductive health services and mobilizing masses to reject child marriages and other acts of human rights violation. ACORD Uganda will implement projects that address the needs of target communities and use such projects to demonstrate to duty



bearers that change is possible and call upon them to do more.

6. Hold government accountable to local, national, regional and international health rights and commitments by working jointly with other civil society players to monitor and report on progress.

Strategic Objective 2:

Build sustainable livelihoods, increase climate change resilience and enhance natural resource management

Over the next five years, ACORD Uganda will design, implement and scale-up effective and sustainable livelihood interventions among vulnerable groups and communities in target areas for both Ugandan nationals and refugees. Our approach to building sustainable livelihoods, increasing resilience to climate change and enhancing capacity for natural resource management will involve identifying and building on inherent coping strategies at individual, family and community levels.

We will specifically:

1. Build knowledge and skills among target groups and communities on sustainable environment management, improved agronomic practices, water resource management, financial literacy and vocational skills training with particular focus on the most vulnerable women, children and youth in refugee settlements and communities in ACORD Uganda target areas.
2. Support target communities to organize into groups/associations/cooperatives and empower them to access agriculture extension services, inputs, adopt improved agronomic farming and value addition practices, establish market linkages, access direct financial support including savings and credit services and acquire entrepreneurial and marketable vocational skills to create or access gainful employment to improve individual and household income. ACORD Uganda will negotiate collaborative partnerships with Community Development Offices at Local Government level and create opportunities for women and youth to benefit from the Youth Livelihood program and Uganda women entrepreneurship programs under MGLSD.
3. Develop collaboration and partnerships with private sector driven programs including Private Sector Foundation Uganda and Uganda Women Entrepreneurs Limited to create market linkages and opportunities for women and youth.
4. Engage CSOs, cultural and local leaders to ensure that communities including women and young people are sensitized about land rights. In addition, ACORD Uganda will collaborate with especially women's rights organizations and women groups to advocate and challenge duty bearers in target areas to protect land rights especially for vulnerable groups.
5. Raise awareness on equitable and sustainable access, ownership, control and utilization

of productive natural resources by marginalized Ugandan and refugee communities especially women.

6. Work in collaboration with the deconcentrated structures of the Directorate of Water Resources Management to implement interventions pertaining to community led Integrated Water Resources Management, WASH and Watershed/Catchment Management. The interventions which are aimed at increasing community resilience to natural and anthropogenic shocks, will be implemented in the context of climate change adaptation and mitigation. Affected communities will be mobilized, trained and facilitated to take action against forces that are detrimental to; the environment, water resources, water related ecosystems and other natural resources.
7. Strengthen linkages with other actors in lobbying for implementation of gender sensitive climate change adaptation capacities at all levels, enhance disaster risk reduction (DRR) capacity and adapting green technologies and use of information technology to enhance climate change resilience and sustainable natural resource management in Ugandan and refugee communities.
8. Mainstream issues of human rights, social inclusion, HIV prevention and care, gender equality in all interventions for all new programs and projects, Gender equality and social inclusion analyses or assessments will be undertaken to identify entry points and appropriate intervention strategies. ACORD Uganda and partners will draw on a wealth of experience using participatory approaches and adapt new approaches to increase opportunities for individuals and households to earn higher incomes, build sustainable livelihoods, increase climate change resilience and enhance natural resource management while upholding the principles of social justice and human rights for all.
9. Build partnerships and alliances with women and youth's rights and their respective organizations to foster and support delivery of inclusive resilient livelihood programs through capacity building and advocacy initiatives.

Strategic Objective 3:

Engaged, peaceful, just and inclusive communities that are free from violence

Building on successes and lessons learnt over the past four decades of working in Uganda on conflict transformation, ACORD Uganda will scale-up interventions to increase community engagement for peace and justice for all especially the vulnerable and marginalized groups in target communities.

We will:

1. Support people to organize into entities such as women, youth, farmers and male action groups; clubs; networks and alliances and work with existing community structures such as local councils, refugee welfare committees, community based organizations (CBOs),

religious and cultural institutions to advocate and drive change in their communities.

2. Build the capacity of community structures and partner agencies, including local government and national level ministries and departments to prevent and respond to human rights violations including violence against children (VAC) and Sexual and Gender Based Violence (SGBV).
3. Raise awareness among target communities by adapting tested and emerging innovative community engagement techniques suitable to the needs of our target groups. Communities will be educated on social justice, rights and responsibilities but also on the roles of duty bearers in ensuring peace, justice, meaningful participation and protection of rights especially for vulnerable groups. Through awareness and transformative community education, target communities will know their rights and responsibilities and, will be empowered to demand for accountability and challenge harmful social and cultural norms that perpetrate violence.
4. Document and disseminate information on alternative conflict resolution mechanisms at family, community and national levels. ACORD Uganda will disseminate information about key legal provisions such as the Maputo Protocol, Domestic Violence Act 2010, Land Act 2010, the Amended Children's Act 2016 and Prohibition of Female Genital Mutilation Act 2010 among others.
5. Establish strategic partnerships with MGLSD and UN agencies working on Gender based violence programs to influence and inform delivery of impactful programs; this includes providing GBV data for the national GBV data base
6. Map and support Women's Rights organizations and stakeholders working in the Gender based Violence subsector and strengthen strong implementation mechanisms at local and national levels for greater impact across ACORD Uganda program areas.
7. Implement joint initiatives with other stakeholders in attempts to promote social justice and human rights especially for the most vulnerable groups in target communities.

Strategic objective 4:

Strengthen the capacity of ACORD Uganda and partners for effective management, research and advocacy

ACORD Uganda as a Learning Organization will strive to remain relevant to the Ugandan context and take the necessary steps to strengthen internal management, research and advocacy capacity to effectively and innovatively deliver on all strategic service delivery objectives. This will also involve building the capacity of partner CSOs and Local Government structure to ensure people centered and evidence based planning and implementation of project interventions.

We will:

1. Enhance the capacity of ACORD Uganda staff and management to effectively mobilize, manage and account for financial and other resources at hand. We will strengthen internal management and accountability structures including updating human resource and financial management policies and guidelines.
2. Establish an endowment fund to sustain and further strengthen internal capacity of ACORD-U to become an independent national agency with adequate resources to carry out her mandate and to retain skilled staff at the end of short term projects. During this period, the board and staff will be re-oriented on their roles and responsibilities in the context of the new strategy.
3. Partner with Universities and credible research institutions to design and conduct research on key thematic areas and disseminate findings to inform programs and policies that address the needs of target communities. We will also strengthen our internal research capacity through recruiting experienced research staff and training existing staff on critical research and advocacy skills.
4. Strengthen the capacity of ACORD and partners for gender analysis and mainstreaming. We will develop a gender mainstreaming strategy, institutionalize gender focal persons and conduct periodic gender audits to inform action points for sustaining gender sensitive programming.
5. Develop and implement an advocacy and communication strategy for ACORD Uganda to guide implementation of evidence based advocacy and communication interventions to influence policies and strategies in relation to ACORD Uganda thematic areas and issues affecting target communities.
6. Create or join existing networks, alliances and partnerships to challenge the drivers of inequality and injustice affecting target communities.
7. Implement a robust and ICT aided monitoring and evaluation system to enhance program implementation and management.

Thematic areas of intervention

Building on our expertise and experience accrued over the past four decades as well as the contextual analysis, our focus interventions will be as follows;

Interventions	Target group
1) Health and productive lives <ul style="list-style-type: none"> • Water, sanitation and hygiene • Sexual reproductive health and rights • HIV prevention and response 	Vulnerable communities in Uganda <ul style="list-style-type: none"> • Children (esp. OVC) • Youth • Women • Elderly • People living with HIV • Persons with disabilities
2) Sustainable livelihoods <ul style="list-style-type: none"> • Agriculture and food security • Income generation • Vocational and entrepreneurship skills development • Environmental protection (climate smart agriculture) • Integrated Water Resources Management 	
3) Engaged, peaceful and just communities <ul style="list-style-type: none"> • Organizing communities into groups and associations • Capacity building and empowerment • Human rights awareness • Grass-root led advocacy • Sexual gender based violence prevention and response • Violence against children prevention and response 	People in displacement <ul style="list-style-type: none"> • Internally displaced • Refugees • Host communities
4) Institutional capacity building - ACORD Uganda and Partners <ul style="list-style-type: none"> • Institutional capacity building • Research and policy analysis • Advocacy and policy influencing • ICT aided program implementation, monitoring, evaluation, accountability and learning • Gender mainstreaming and periodic gender audits • Provide technical assistance services 	<ul style="list-style-type: none"> • ACORD Uganda • Local government structures • CBOs • NGOs • Networks (PLHAs, PWDs, Youth) • Women, youth and farmer groups

5

OUR WORK APPROACH

In the next 5 years, a combination of approaches will be applied to achieve ACORD Uganda's strategic objectives:



Partnership and community Driven interventions

ACORD Uganda will engage and develop partnerships with the government, private sector and Civil society organizations at Community, District and National level, to pool resources and reinforce each other to design and implement integrated programs geared at meeting the multiple needs of target groups and communities. ACORD Uganda will invest in organizing community beneficiaries in groups and associations (such as women, youth, farmer and trade groups) and build their capacity to engage and drive the change they need in meeting their needs and protecting their rights. This process will facilitate linkages among community, district and national level actors as well as individuals exerting social and political influence at community, regional and national level. Such individuals will include artists, musicians, academics, private sector, political, religious and cultural leaders. We have made deliberate effort to engage beyond the traditional NGO partners to increase relevancy and responsiveness of our interventions. In addition, we will develop and or join existing networks to amplify the voices of communities and development actors to influence policies and programs addressing the needs of vulnerable groups and communities. ACORD Uganda and partners will develop programs, mobilize resources, implement and monitor joint interventions and hold each other accountable.



Research, policy analysis and influencing

In this strategic plan period, we shall conduct research and policy analysis as a central pillar of our approach in line with our name and well flagged in our objective. We shall continuously conduct research to inform the design and implementation of our humanitarian, development and advocacy interventions. We shall build on our reputation as a credible advocacy, social justice, humanitarian and development organization in Uganda to initiate partnerships with Universities or individual academics in Uganda and beyond to conduct research and policy analysis on livelihood, peace and justice, WASH, SGBV, SRHR, climate Change, Education Health, Social-economic Empowerment and unemployment among other issues affecting vulnerable groups among Ugandan nationals and refugees at community, district and national level. Findings of such studies will be disseminated widely to inform policies and programs in Uganda and beyond.



Capacity building

ACORD Uganda will deliberately strengthen internal capacity (staff within the organization) and

target communities, CBOs, NGOs, private sector and local government structures to facilitate the desired change in the lives of target groups. Needs will be continuously assessed and plans to address them jointly developed, implemented and monitored by ACORD Uganda and partners.



Combining advocacy with direct service delivery

Working through local NGOs, CBOs and other organized community groups, ACORD Uganda will develop and implement initiatives for direct service delivery to address the practical needs of target groups and demonstrate to duty bearers the feasibility and usefulness of such interventions. ACORD Uganda together with target communities will engage and dialogue with duty bearers on the need for them to plan and scale up similar projects. Where projects are implemented directly, deliberate effort will be made to ensure active participation of beneficiary communities and local government structures throughout the project cycle. ACORD Uganda will engage in campaigns, lobbying and advocacy in partnership with target communities to ensure that their voices are heard.

Mainstreaming of cross-cutting issues

Informed by our past work and successes, ACORD Uganda shall ensure that crosscutting issues such as Gender, HIV, Human rights and Climate change are integrated in planning, implementation, monitoring and evaluation of all interventions and will be informed by gender, HIV, Climate change and human rights analyses. Our planning, monitoring, evaluation and reporting systems will collect, analyze and use gender disaggregated data assess performance and inform; discussion on positive impacts of Gender Equality and Social Inclusion are promoted; how the negative impacts can be mitigated or eliminated and; future programs. We will build the capacity of our staff and that of partners to mainstream gender, human rights, climate and HIV in all programs. We will ensure that all interventions implemented by ACORD Uganda and partners are guided by the Human Rights Based Approach and focus on the most marginalised and excluded groups.



Leverage information and communication technology for development

Drawing on lessons from the COVID -19 pandemic on use of ICT for development, ACORD Uganda will invest in strengthening internal capacity for integration of ICT devices and systems to aid development and facilitate continued engagement and communication with target communities and partners including results of our work. We will specifically use digital tools to reach young people to engage them in development interventions and develop innovative solutions to community problems.

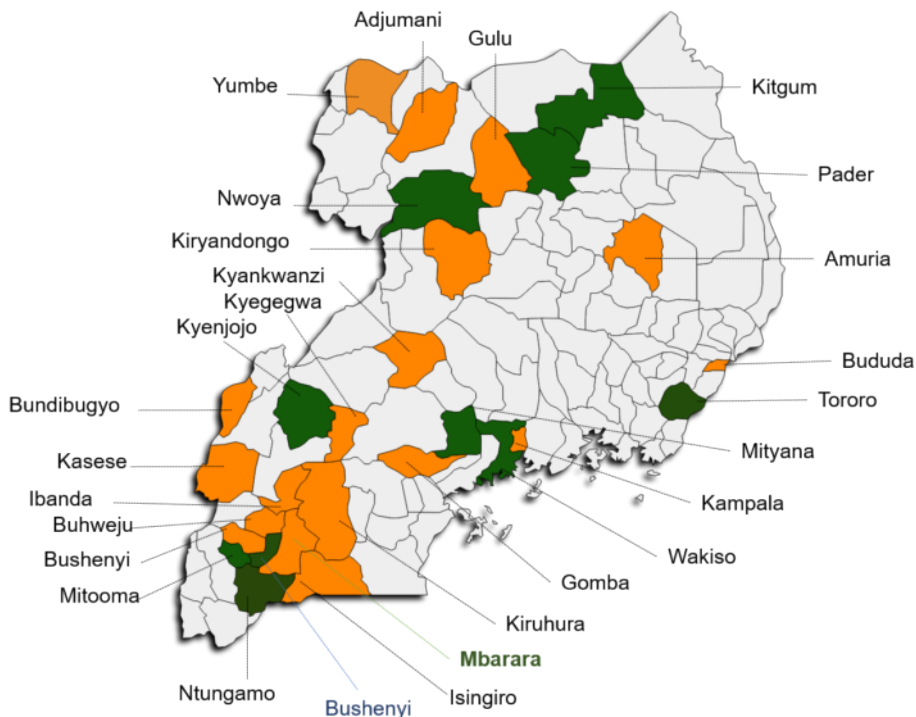
Geographical area

This Strategic Plan will be implemented in the whole of Uganda based on identified community and district needs, strategic positioning, and availability of resources. Currently, ACORD Uganda has ongoing interventions in South-Western, Northern, Eastern, West Nile and Central regions of

Uganda.

ACORD Uganda areas of intervention

The organization targets vulnerable communities in the both refugee settlements and settled communities for humanitarian and development interventions. Operational Area; Adjumani, Yumbe, Gulu, Omoro, Kitgum, Pader, Otuke, Kiryandongo, Mbarara, Bundibugyo, Isingiro, Mbarara, Kasese, Sheema, Mitooma, Ibanda, Kazo, Kiruhura, Kyegegwa, Tororo, Kaberamaido, Amuria, Kampala, Wakiso, Luwero, Mityana, Gomba, Kyenjojo, Kakumiro and Kikuube Districts.



Target group

ACORD Uganda will continue targeting the most marginalized groups of people in Uganda who face injustice, inequality, live in poverty and other vulnerabilities in rural and urban areas. We will directly target both Ugandan nationals and refugees. The primary beneficiaries of our interventions include children, youth in and out of school, women, men, elderly, People living with HIV, persons with disabilities, refugees, as well as Orphans and Vulnerable Children (OVC). Addressing the challenges faced by our primary target groups will require working together with men, as change agents.

The secondary beneficiaries of our program interventions include local government officials at Sub-county and District level, CBOs and Local NGOs, networks of PLHAs, women, youth and farmer groups. For these groups, ACORD Uganda will strengthen their capacities to deliver on their mandates.

Implementation Arrangements

The ACORD Uganda Country Director will have overall responsibility of program development and to provide strategic leadership and management.

The Country Director will be supported by the Director of Programs, Finance and Administration

Director, the Thematic Advisors for Peace and Justice, Sustainable Livelihoods, Healthy and Productive Lives, and MEAL, Research and Advocacy. The Senior Management Team will provide overall strategic guidance and coordination of the ACORD Uganda's work; support resource mobilization, representation, and establishing cross-organizational thematic linkages.

To enable the Senior Management Team function effectively, there are thematic focal persons as follows:

- Fundraising / Healthy and productive Lives –Coordinate Fund raising as well as internal and external mainstreaming initiatives on different areas of health within ACORD Uganda Program.
- Sustainable Livelihoods–Coordinate livelihoods activities and spearhead Policy engagements and advocacy on key issues identified.
- Peace and Justice - Provide technical guidance on conflict and peace building programs.
- Gender, human rights and HIV mainstreaming – will support programs in mainstreaming gender, human rights and HIV across all programs and projects.
- MEAL, Research and Advocacy- Coordinate all work on MEAL, Research and Advocacy

The Kampala based team will also be, supported by four (04) team leaders based in Gulu, Adjumani, Mbarara, and Tororo responsible for providing strategic leadership and policy directions for the regional programs. The four team leaders will provide technical support to field officers for timely and quality implementation of programs. At beneficiary level, ACORD will implement the Strategic Plan with community structures such as Male Action Groups, Water Committees, VSLAs and among others.

6

MONITORING EVALUATION ACCOUNTABILITY AND LEARNING (MEAL)

ACORD Uganda will continue to strengthen Monitoring Evaluation, Accountability and Learning (MEAL), mechanisms to ensure progressive capture of program impacts, accountability and learning. ACORD Uganda MEAL system shall include:

- Active involvement of beneficiaries in program design, implementation and monitoring.
- Documentation and sharing of ACORD Uganda experiences and lessons learnt on what works and what does not work.
- Develop and continuously review ACORD Uganda MEAL plan to guide data collection, analysis and use of information to assess progress and improve performance.
- We will undertake routine monitoring, programme reviews to assess performance and document lessons to inform program improvements.
- We will conduct annual reviews of our programs to assess performance annually to inform annual reports and plans for the subsequent year

Outcomes and Performance Indicators		
Strategic Objectives	Outcomes	Performance Indicators
Contribute to health and well-being and access to universal health care	Increased community demand, access and utilization of SRH services	<p>% increase in number of community members especially vulnerable groups accessing SRH services</p> <p>% increase in number of community members especially vulnerable groups utilizing SRH services</p> <p>No. of OVC and highly vulnerable adolescents with improved health, prospects and reduced risk of HIV, Violence and any other pandemic.</p>
	Increased community access to WASH services.	<p>% of households accessing and utilizing clean and safe water</p> <p>% of households owning improved sanitation facilities</p> <p>% of households accessing improved sanitation facilities</p>
	Improved capacity of service providers to mainstream gender, HIV prevention and response as well as Human rights in their interventions	No. of service providers with improved capacity to mainstream gender, HIV prevention and response as well as human rights in their interventions

Strategic Objectives	Outcomes	Performance Indicators
To build sustainable livelihoods, increase climate change resilience and enhance natural resource management.	Vulnerable and marginalized communities achieve sustainable livelihoods (food security, employment and income generation opportunities increased)	<p>% of households in target communities with improved food security</p> <p># of households among participating communities with increased income</p> <p># of Children and Adolescents Living with HIV along with their caregivers social-economically strengthened.</p>
	Community structures established and or supported to access agricultural extension services , inputs, entrepreneur and marketable vocational skills to increase individual and household income.	# of community structures established and or supported to access agricultural extension services , inputs, entrepreneur and marketable vocational skills.
	People have sustainable access, ownership, utilization and control of productive and natural resources for dignified and resilient livelihoods.	<p>% of people in target areas who have sustainable access, ownership and control of productive resources.</p> <p>% of households with increased economic productivity.</p>
	Communities living in sustainably managed environments with ambient water resources	<p>% of households in target areas engaged in Catchment/Watershed restoration and protection.</p> <p>% of target water related ecosystems ((including landscapes, rivers, forests, wetlands, aquifers etc...)) that are restored and protected.</p>
	Increased community resilience to the effects of climate change and other disasters.	<p>% of households that are able to absorb shocks and stress and adapt to the effects of climate change</p> <p>% of households with increased disaster risk reduction (DRR) capacity.</p>
To achieve peaceful, just and inclusive communities that are free from violence	Community structures established and or supported to prevent and respond to human rights violations including violence against women (VAW) and violence against children (VAC).	<p># of community structures established to advocate for peaceful and just communities</p> <p># of community structures that advocate for peaceful and just communities</p> <p>% of women and children who experience violence reduced.</p>
	Women, youth and other vulnerable groups are	% of women, youth and other vulnerable groups in sub-county, district local government councils,

Strategic Objectives	Outcomes	Performance Indicators
	empowered to effectively participate in decision making and leadership positions	parliament # of women, youth and other vulnerable groups involved in management of community projects. % of women, youth and other vulnerable groups who participate in household decision making on critical issues.
	Transformed communities challenging harmful social and cultural norm that perpetrate violence including against women and children.	% of persons in target communities who reject negative social norms against women and children % persons with change in attitude and practices towards women and children
	Vulnerable communities including small holder farmers, displaced persons, refugees and hosts are socially cohesive and peacefully co-exist.	% of persons in vulnerable communities reporting peaceful co-existence with others and among themselves. % reduction in incidence of conflicts among farmers, displaced and refugees, and host communities
	Community and national peace and justice campaigns initiated and supported.	# of community and national peace and justice campaigns initiated and supported.
To Strengthen the capacity of ACORD Uganda and partners for effective Management, Research and self-sustainability	Enhanced capacity of ACORD Uganda and partner staff for resource mobilization, program management, research and self-sustainability.	Proportion of planned interventions implemented and monitored on schedule % increase in resource mobilization, accountability and quality management of programs by ACORD and partners
	Partnerships established/strengthened with universities, alliances and networks for research, policy analysis and advocacy to challenge drivers of inequality and injustice in target areas. Information on best practices per ACORD Uganda thematic areas (peace and just communities, sustainable livelihood, health and productive lives and institutional system strengthening) documented and disseminated	# of research and policy analyses activities planned and implemented # of advocacy campaigns conducted # of best practices documented and disseminated
	Integrated monitoring, evaluation, accountability and learning (MEAL) system strengthened	A functional ICT aided MEAL system in place Disaggregated data by sex and thematic areas generated to inform programming.

7

ACORD UGANDA STRATEGIC PLAN LINKAGES WITH INTERNATIONAL AND NATIONAL FRAMEWORKS

The ACORD Uganda strategic plan 2021-2026 is in line with the United Nations Sustainable Development Goals (SDG) 2030 agenda and the Government of Uganda (GOU) third National Development Plan (NDPIII). As such the proposed interventions by ACORD Uganda will supplement development efforts and aspirations of the Government of Uganda in the NDP III. In addition, the strategic plan is aligning well with SDGs as universal goals (figure 2).

Figure 2 Alignment of ACORD Uganda’s Strategic direction, NDP III and SDGs





RESOURCING THE STRATEGIC PLAN

ACORD Uganda will seek financial and in-kind resources from donors and individual supporters and through private public partnerships (PPPs) to scale up its interventions. ACORD Uganda will seek additional resources from donors and friends of ACORD Uganda willing to support initiatives consistent with ACORD Uganda’s strategic directions outlined above. Community contribution and conducting research and mobilizing resources through joint proposals in networks will be other ways for mobilizing resources. ACORD will also provide technical assistance in areas of expertise as a resource mobilization strategy for the endowment fund. ACORD Uganda will work proactively with partners to mobilize resources to support the achievement of the strategic objectives set in the strategic plan 2021-2025. ACORD Uganda will also develop a fundraising strategy to source financing for the strategic plan.

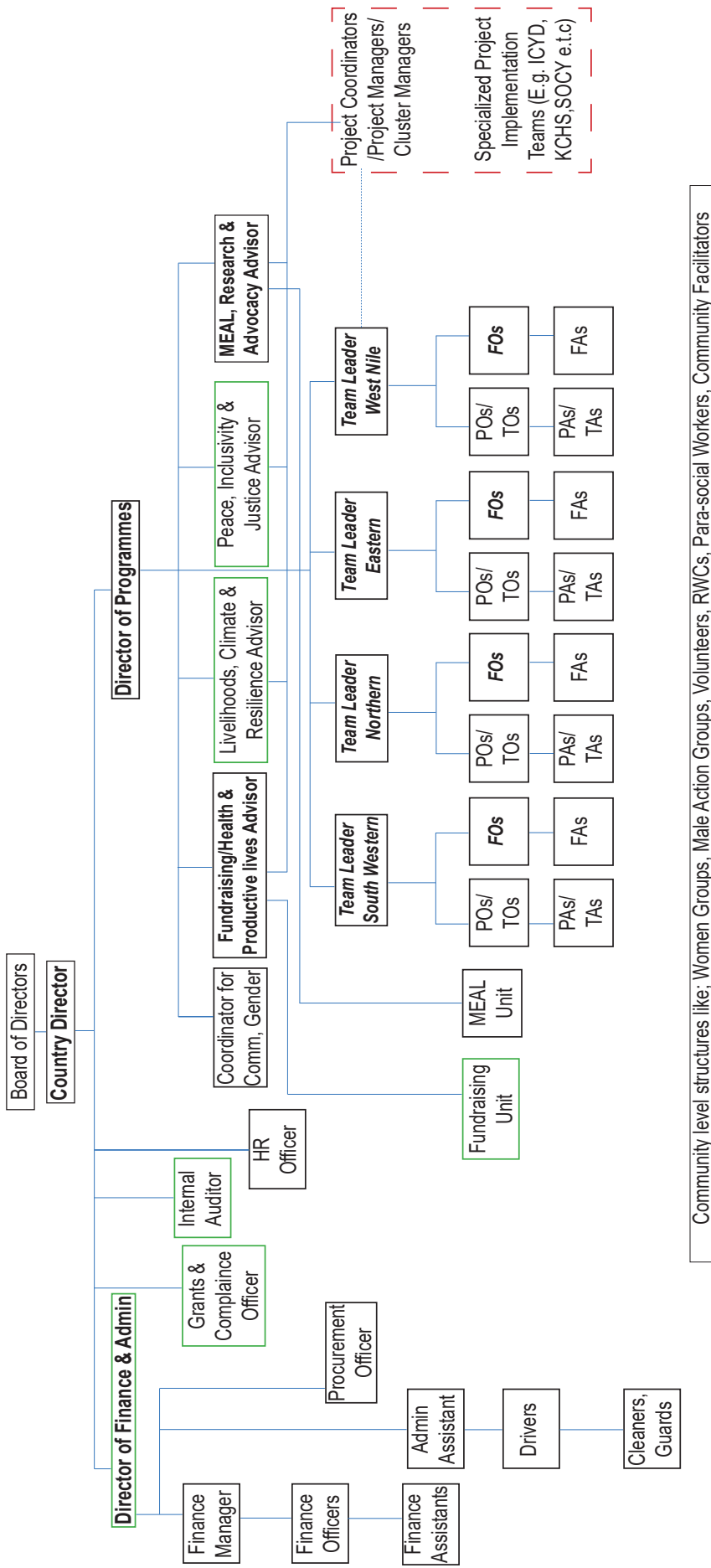
Indicative budget

The total indicative budget for the five years is USD: 10,611,978. The indicative budget per year by strategic objective is indicated in table 2. Detailed annual budgets and plans will be prepared each year.

Table 2: Indicative budget by year and strategic objective

Strategic Objectives	% Share of Budget	2021	2022	2023	2024	2025	Total
1. Contribute to health and well-being and access to universal health care	45%	867,685	909,334	952,982	998,725	1,046,664	4,775,390
2. Build sustainable livelihoods, increase climate change resilience and enhance natural resource management	35%	674,866	707,260	741,208	776,786	814,072	3,714,193
3. Engaged, peaceful and just communities that are free from violence	5%	96,409	101,037	105,887	110,969	116,296	530,599
4. Strengthen the capacity of ACORD Uganda and partners for effective management, research and advocacy	15%	289,228	303,111	317,661	332,908	348,888	1,591,797
Total in USD	100%	1,928,189	2,020,742	2,117,738	2,219,389	2,325,920	10,611,978

ACORD UGANDA ORGANISATIONAL STRUCTURE -2021



LEGEND

- FA – Finance Assistant
- FO – Finance Officer
- MEAL – Monitoring, Evaluation and Learning
- PA – Project Assistant
- PO – Project/Programme Officer
- TO – Technical Officer (e.g. Engineer, Environmentalist, Hygiene & Sanitation Specialist, Water Resources specialist etc...)

- TA – Technical Assistant
- ICYD – Integrated Children & Youth Development,
- KCHS - Keeping Children Health & Safe
- PD – Programme Development
- Stand-alone projects with Structures dictated by donor / prime partner

abcd Senior Management Team Members (SMT)

abcd This plus the SMT = Extended Mgt Team

abcd Currently Not filled

HEAD OFFICE


AGENCY FOR COOPERATION AND RESEARCH IN DEVELOPMENT (ACORD)



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