



# AGENCY FOR COOPERATION IN RESEARCH AND DEVELOPMENT (ACORD) UGANDA

## STRATEGIC PLAN

*ABRIDGED VERSION*

**2026 - 2030**



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# ACRONYMS



**ACORD** Agency for Cooperation in Research and Development

**AIDS** Acquired Immune Deficiency Syndrome

**ART** Antiretroviral treatment

**CSOs** Civil Society Organisations

**DRDI** Development Response to Displacement Impacts

**EU** European Union

**HEKS EPER** Swiss Church Aid

**NAP** National Adaptation Plan

**ND-GAIN** The Notre Dame Global Adaptation Initiative

**OAU** Organization for African Union

**OVC** Orphans and Other Vulnerable Children

**ReHoPE** Refugee and Host Population Empowerment

**RMNCAH** Reproductive, Maternal, Newborn, Child, and Adolescent Health

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# ACRONYMS



**SMART**

Specific Measurable, Achievable, Realistic Time bound

**UK**

United Kingdom

**UNFPA**

United Nations Fund for Population Activities

**UNHCR**

United Nations High Commission for Refugees

**USAID**

United States Agency for International Development

**VSLA**

Village Savings and Loan Association

**WASH**

Water, Sanitation and Hygiene

**WFP**

World Food Program

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## *Message from the Chairperson BoD*

It is my great pleasure, on behalf of the Board of Directors of ACORD Uganda, to present the ACORD Uganda Strategic Plan 2026–2030. This Strategic Plan marks an important milestone in our journey as a national organization committed to empowering underserved communities and advancing sustainable development across Uganda.

The development of this plan was informed by a comprehensive review of the 2021–2025 Strategic Plan and extensive consultations with our stakeholders, including communities, government institutions, development partners, civil society organizations, and staff. Their valuable insights have shaped a strategy that is responsive to the evolving development landscape and the aspirations of the people we serve.

Over the past five years, ACORD Uganda has registered significant achievements in health, livelihoods, climate resilience, research, and community empowerment. These accomplishments have reinforced our conviction that sustainable change is possible when communities are empowered to claim their rights, participate in decision-making, and drive their own development processes.

In the 2026–2030 Strategic Plan, the Board recognizes that these years will present both opportunities and challenges, including shifts in donor funding, climate-related risks, humanitarian pressures, and changing socio-economic realities. However, we remain confident that through innovation, strategic partnerships, accountability, and a strong commitment to equity and inclusion, ACORD Uganda will continue to make a meaningful contribution to Uganda's development agenda.

I extend my sincere appreciation to our development partners, government institutions, communities, staff, management, and fellow Board members for their unwavering support and dedication. Your commitment has been instrumental in shaping this strategy and will be critical to its successful implementation.

As we embark on this new strategic period, I invite all stakeholders to join us in realizing our vision of a society in which all people are able to achieve their rights and fulfil their responsibilities.

Together, we can create lasting and transformative change for the communities we serve.

Dr. Denis Muhangi  
Chairperson, Board of Directors  
ACORD Uganda





## *Message from the Country Director*

I am delighted to present the ACORD Uganda Strategic Plan 2026–2030, which sets the direction for our work over the next five years and reaffirms our commitment to serving vulnerable and marginalized communities across Uganda.

This Strategic Plan builds on the achievements, lessons, and experiences of the previous strategic period while positioning ACORD Uganda to respond effectively to emerging development and humanitarian challenges. It reflects the aspirations of our stakeholders and our determination to remain a relevant, innovative, and impactful organization.

Our mission remains clear: to work in partnership with underserved communities and people whose rights have been denied, enabling them to analyze their situations and jointly develop sustainable solutions that improve their well-being. Guided by this mission, the new strategy focuses on four key priorities: improving access to healthcare services, strengthening livelihood opportunities, promoting programme-based research and evidence generation, as well as enhancing institutional capacity.

The implementation of this strategy will place particular emphasis on women, youth, refugees, persons with disabilities, and other vulnerable populations. We will continue to integrate cross-cutting themes such as gender equality, social inclusion, climate action, mental health, community mobilization, and mindset transformation across all our interventions.

We recognize that achieving the ambitious goals outlined in this Strategic Plan will require strong partnerships, effective resource mobilization, innovation, and accountability. We are therefore committed to deepening collaboration with government agencies, communities, academic institutions, civil society organizations, the private sector, and development partners to maximize our collective impact.

I wish to express my gratitude to the Board of Directors, staff, partners, donors, and the communities we serve for their valuable contributions during the development of this strategy. Your support, trust, and partnership continue to inspire our work.

As we begin the implementation of this Strategic Plan, I am confident that together we will strengthen community resilience, improve livelihoods and health outcomes, generate evidence for transformative action, and build a stronger and more sustainable ACORD Uganda.

We look forward to working with all stakeholders to turn this vision into reality and create lasting positive change in the lives of the people we serve.

Ms. Ellen Kajura Bajenja  
Country Director  
ACORD Uganda



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# EXECUTIVE SUMMARY

## Introduction

The ACORD Uganda Strategic Plan (2026–2030) is a five-year rolling strategy developed following a review of the 2021–2025 Strategic Plan. It was formulated through extensive stakeholder consultations and participation, ensuring a shared vision for the organization's future. The plan builds on achievements and lessons from the previous period while responding to emerging challenges, including changing donor funding patterns, evolving community needs, and new opportunities for development interventions.

At its core, the plan seeks to empower underserved and marginalized communities to realize their rights and improve their wellbeing. ACORD Uganda believes that healthy and empowered communities are better positioned to address livelihood challenges and advocate for their rights.

The strategy therefore focuses on scaling up successful approaches and proven models implemented in previous years.

## Mission

ACORD Uganda works in partnership with underserved communities and people whose rights have been denied, enabling them to analyze their situations and jointly develop sustainable solutions that improve their well being.

## Strategic Focus Areas

1. Improving access to healthcare services for vulnerable populations.
2. Strengthening household livelihood opportunities to enhance economic resilience and self-reliance.

3 Strengthening program-based research to generate evidence for effective interventions and advocacy.

4 Strengthening institutional capacity to improve organizational effectiveness, sustainability, and impact.

## Expected Outcomes

By 2030, ACORD Uganda aims to achieve:

- Improved access to quality health services.
- Increased livelihood and economic opportunities for households.
- Increased funding and more sustainable resource mobilization.
- Sustainable organizational growth and expansion of operations.

## Human Resource Development

Recognizing that people are central to achieving its goals, ACORD Uganda will invest in attracting, developing, motivating, and retaining competent staff. The organization will strengthen systems for human resource management, staff development, performance improvement, and equitable workplace practices.

## Financing the Plan

The Strategic Plan is expected to mobilize approximately **US\$3.75** million over the five-year period.

## Monitoring and Evaluation

Implementation will be guided by a robust Monitoring and Evaluation (M&E) framework designed to track progress against goals and outcome indicators. The framework will be reviewed annually to remain relevant and responsive to changing circumstances.



# INTRODUCTION

ACORD Uganda (ACORD U) is a National Non-Governmental Organisation (NGO) that has worked in Uganda since 1979. In 2019, ACORD Uganda was formally registered as an indigenous NGO. ACORD U aspires to contribute towards Uganda's Development and Humanitarian response for vulnerable communities and groups.

ACORD U works in partnership with government, communities, civil society organizations and the private sector to positively impact on the lives of vulnerable groups. ACORD U promote active and meaningful participation and draws on research and advocacy to change the underlying drivers of inequalities vulnerabilities

ACORD Uganda has Regional Offices located in Tororo (Eastern), Adjumani (West Nile), Gulu (Northern), Mbarara (South Western and Western), Nakapirrit (Karamoja Region) and the Head Office in Kampala (central Uganda).



# REFLECTION FROM PAST 5 STRATEGIC YEARS

## HEALTH AND PRODUCTIVE LIVES



-70,000 Orphans and caregivers supported to suppress viral load and adhere to drug intake

-130,000 youth accessed Sexual and Reproductive Health service

-4m Youth Reached with BCC IEC Materials

-3000 VHTs skilled to improve performance

-10,000 pregnant women supported to access maternal health services

-More than 20,000 Refugees and 30,000 Ugandans supported to clean & safe water







## LIVELIHOOD, CLIMATE CHANGE AND NATURAL RESOURCES MGT

- 400 VSLA's with a cumulative saving of 10,000,000,000 UGX
- 10,000 smallholder farmers in Karamoja supported supported with Agriculture and Market services on various value chains
- Eco-systems in 6 micro catchments in Rwizi sub-basin restored and protected
- 5,000 HHs supported to establish backyard gardens
- Over 1,000 youth equipped with employability skills certified by Directorate of Industrial Training (DIT)
- Over 2,000,000 trees planted by partner HH's to restore degraded environment and landscape





## ENGAGED, PEACEFUL AND JUST COMMUNITIES

- Over 1,000 change Agents and male engage groups equipped with skills to prevent and respond to Gender Based Violence (GBV)

- More than 1,000 Survivors of GBV empowered with social economic skills to reduce vulnerability







## — Strategic Vision

A society in which all people are able to achieve their rights and fulfil their responsibilities



## — Mission

We work in partnership with inadequately served / underserved communities and those who have been denied their rights to analyze their situation and jointly find sustainable solutions to improve their well-being.



# VALUES

Innovation

Accountability

Partnership

Equity & Inclusion

## Our Strategic Objectives



# STRATEGIC OUTCOMES

## HEALTH AND WELLBEING

| OUTCOMES                                                                                                                                                                  | INDICATORS                                                                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  <p>Increase demand for Sexual Reproductive Health (SRH)</p>                             | <p>% increase in health seeking behavior</p> <p>% of adolescents reached with SRH Services</p>                                                                                             |
|  <p>Increased access to Water resources and sanitation facilities at household level</p> | <p>% of households accessing clean and safe water</p> <p>% of households accessing and utilizing improved sanitation facilities</p> <p>% of households with improved hygiene practices</p> |
|  <p>Strengthened capacity of health service providers</p>                              | <p>Reported improvement in quality of care by users of public health services</p>                                                                                                          |



# STRATEGIC OUTCOMES

## LIVELIHOOD OPPORTUNITIES

|                                                                                                                                                                                                                                                          | OUTCOMES                                                                                                                                                                               | INDICATORS                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                          | <p>Out-of-school and graduate youth equipped with skills to enable them start their business or get formal employment</p>                                                              | <p>% of youth who are in decent employment</p> <p>% of youth able to realize their life aspirations</p>                             |
|    | <p>Capacity of small holder farmers equipped with agronomic practices and adoption of climate smart agricultural practices to improve on production and environmental conservation</p> | <p>% of smaller holder farmers who have adopted regenerative agriculture practices</p> <p>% of households with adequate food</p>    |
|                                                                                      | <p>Women and youth linked to private sector actors to access affordable financing for their enterprises</p>                                                                            | <p>% of women and youth accessing affordable financing for their enterprises</p> <p>% of women and youth saving money regularly</p> |

# STRATEGIC OUTCOMES

## LIVELIHOOD OPPORTUNITIES

| OUTCOMES                                                                                                                                                                                                                                                                                                                                                                    | INDICATORS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    <p>Women and youth supported to form primary cooperatives to access better markets for their agriculture products</p> | <p>Number of primary cooperatives formed by small holder farmers</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|   <p>Increased community resilience to the effects of climate change and other disasters.</p>                                                                                                            | <p>% of communities with operational disaster management plans</p> <p>% of households adopting sustainable livelihoods and land-use practices (e.g., agroforestry, beekeeping, conservation farming)</p> <p>% of households that are able to absorb shocks and stress and adapt to the effects of climate change</p>                                                                                                                                                                                                                                                         |
|   <p>Catchment and watershed ecosystems sustainably restored and managed employing a community stewardship approach</p>                                                                                 | <ul style="list-style-type: none"> <li>-Number of catchment and watershed management plans developed and implemented.</li> <li>-Proportion of degraded land rehabilitated through soil and water conservation interventions.</li> <li>-Number of farmers or households adopting soil and water conservation practices.</li> <li>-% of farmers adopting soil fertility improvement practices (e.g., composting, agroforestry, cover cropping).</li> <li>-Number of new livelihood initiatives linked to ecosystem restoration (e.g., eco-tourism, tree nurseries).</li> </ul> |

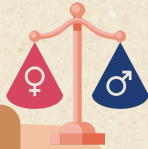
# STRATEGIC OUTCOMES

## PROGRAM BASED RESEARCH

| OUTCOMES                                                                                                                                                                                        | INDICATORS                                                                |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
|  <p>Partner with academia to amplify ACORD U research products</p>                                              | <p>Number of research products published in partnership with academia</p> |
|  <p>ACORD U approaches and strategies documented</p>                                                           | <p>Number of ACORD U approaches and practices documented.</p>             |
|  <p>Strengthen collaboration and working relationship between communities and local government structures</p> | <p>% of citizens participating in community governance processes</p>      |
|  <p>Partner with European Universities to work with graduate volunteers to undertake research studies</p>     | <p>Number of research reports produced by graduate volunteers</p>         |



## Gender and social inclusion



A more gender sensitive and responsive strategy will focus on closely monitoring participation of marginalized and vulnerable groups such as people living with HIV, older persons, persons with disabilities, youth and OVCs.

## Community Mobilization and mindset change



Will entail empowering communities to embrace national values and active participation. This will facilitate them to build capacities of communities to assess their needs, identify options for addressing them, prioritize, leverage resources and create sustainable solutions.

## CROSS CUTTING ISSUES

## Climate Change Action



We will use a collaborative approach with the private sector as a key actor. It is critical to consider use of new environment protection innovations such as the use of energy saving technologies, adoption of regenerating agriculture practices and restoration of degraded environment.

## Mental health



ACORD U will leverage her partnership with mental health partners to equip staff with skills and knowledge to respond to mental health challenges. Community mental health support systems will also be strengthened to detect, respond and refer mental patients.

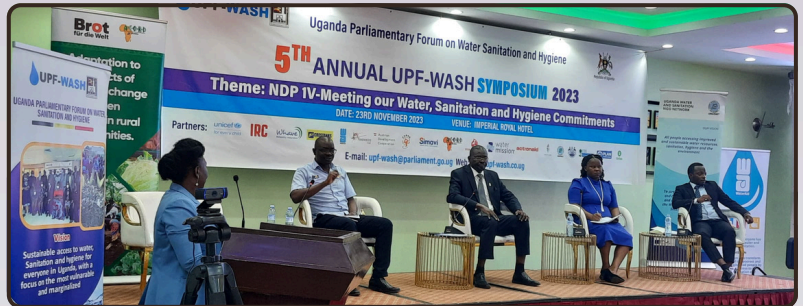


# FINANCING THE STRATEGIC PLAN

## Projected budget estimate for five years in USD (2026-2030)

| OBJECTIVE                                                                    | FY 2026          | FY 2027          | FY 2028          | FY2029           | FY 2030          |
|------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Improved access to healthcare services                                       | 362,500          | 431,375          | 513,336          | 610,870          | 726,935          |
| Strengthen Livelihood opportunities at household level                       | 437,500          | 520,625          | 610,544          | 726,547          | 864,591          |
| Strengthen program based research as evidence to support ACORD interventions | 275,000          | 327,250          | 389,426          | 463,417          | 551,466          |
| Strengthen Inst. capacity of ACORD to deliver on her mandate                 | 175,000          | 208,250          | 247,818          | 294,903          | 350,935          |
| <b>TOTAL</b>                                                                 | <b>1,250,000</b> | <b>1,487,500</b> | <b>1,761,124</b> | <b>2,095,737</b> | <b>2,493,927</b> |





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