

**National Union of Disabled Persons
of Uganda**

STRATEGIC PLAN 2025-2029

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A Just and Fair Society where Persons with Disabilities Live a Prosperous and Dignified Life



To advocate for the rights of Persons with Disabilities in a unified voice for improved livelihoods

FOREWORD

The National Union of Disabled Persons of Uganda (NUDIPU) remains steadfast in its mission to advocate for the rights and inclusion of persons with disabilities in Uganda. Guided by our vision of “A Just and Fair Society where Persons with Disabilities Live a Prosperous and Dignified Life,” this **Strategic Plan 2025–2029** builds upon our collective efforts, lessons learned, and aspirations to advance disability rights and socio-economic empowerment.

Over the years, NUDIPU has made significant strides in advocating for policies that promote disability inclusion, economic empowerment, and access to education, healthcare, and other social services. The challenges encountered during the implementation of the 2020–2024 Strategic Plan, alongside the ever-changing socio-economic landscape, have informed the development of this new strategy. By aligning with Uganda's National Development Plan (NDP III)¹, the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), the Sustainable Development Goals (SDGs), and other regional frameworks, this plan positions NUDIPU to address the evolving needs of persons with disabilities with precision and resilience.

This strategy is centered on five key pillars: strengthening advocacy for inclusive policies and legislation, promoting socio-economic empowerment, enhancing the capacity and governance of District Unions and member organizations, strengthening knowledge management systems, and institutional development for long-term sustainability. Through these strategic objectives, NUDIPU seeks to ensure meaningful participation of Persons with disabilities in decision-making, improve access to opportunities, and foster a society where inclusion is not only a goal but a reality.

The participatory and consultative approach employed in the development of this plan ensured that voices from grassroot organizations, government partners, development agencies, and most importantly, persons with disabilities, were represented. This inclusive process guarantees that the strategy reflects the needs and aspirations of all stakeholders while setting actionable steps to address challenges such as limited funding, inadequate capacity in local structures, and gaps in the implementation of disability-related policies.

As we embark on this ambitious five-year journey, NUDIPU reaffirms its commitment to collaboration and innovation. We recognize that the success of this strategy depends on the shared commitment of all stakeholders—government, civil society, development partners, the private sector, and persons with disabilities themselves. Together, we can advance a future of inclusion, equity, and opportunity for all.

¹ Republic of Uganda. (2020). Third National Development Plan (NDP III). 2020/21-2024/25. National Planning Authority. <https://www.npa.go.ug/wp-content/uploads/2023/09/NDP-III-English.pdf>

We extend our gratitude to everyone who contributed to the formulation of this strategic plan. We invite all partners to join us in implementing this strategy, ensuring that persons with disabilities in Uganda live dignified, independent, and prosperous lives.



AERO KETTY
Chairperson, NUDIPU



Esther Kyoziira
Chief Executive Officer, NUDIPU

ACKNOWLEDGEMENT

NUDIPU acknowledges Earlie Group Limited for undertaking the assignment of developing our Strategic Plan (2025–2029) with professionalism and using participatory approaches that actively engaged all stakeholders throughout the process. This document is a reflection of our shared vision and unwavering commitment to promoting the rights, inclusion, and empowerment of persons with disabilities in Uganda.

The completion of this strategic plan would not have been possible without the invaluable contributions of various stakeholders who played a critical role in its development.

First and foremost, we express our deepest gratitude to the Almighty God, whose guidance, wisdom, and providence have been the cornerstone of this achievement. Without His grace, this journey would not have been possible.

We extend our sincere thanks to the National Organizations for Persons with Disabilities (NOPDs) and District/City Unions for their active participation and valuable insights. Your grassroots-level expertise and experiences were instrumental in shaping a strategy that is inclusive, practical, and responsive to the diverse needs of persons with disabilities across Uganda.

Our gratitude also goes to the government representatives for their continued collaboration and commitment to promoting disability-inclusive policies and programs. Your support ensures that the advocacy efforts in this strategic plan align with national priorities and frameworks.

To the NUDIPU Board of Directors, we are profoundly grateful for your visionary leadership and steadfast guidance throughout the development of this strategy. Your dedication to NUDIPU's mission has been a beacon of inspiration and direction.

We also recognize and appreciate the NUDIPU staff for their tireless efforts, technical expertise, and seamless coordination. Your dedication ensured that every aspect of this plan reflects our goals and aspirations as an organization committed to serving persons with disabilities.

Lastly, we extend our heartfelt appreciation to the NUDIPU members for your active involvement and unwavering belief in our mission. Your voices, lived experiences, and contributions provided the foundation for this strategy, ensuring it remains grounded in the realities of persons with disabilities across Uganda.

This strategic plan represents a collective effort, built on partnership and collaboration. It serves as a testament to what can be achieved when we unite for a common purpose. We are confident that its implementation will bring us closer to our vision of a just and inclusive society where persons with disabilities live dignified, independent, and prosperous lives.

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LIST OF ABBREVIATIONS

ADF	-	African Disability Forum
CRPD	-	Convention on the Rights of Persons with Disabilities
CSR	-	Corporate Social Responsibility
CU	-	City Union
DU	-	District Union
GLAD	-	Global Action on Disability
ICT	-	Information and Communication Technology
IDA	-	International Disability Alliance
IGA	-	Income Generating Activities
KPI	-	Key Performance Indicators
KRA	-	Key Result Areas
M&E	-	Monitoring and Evaluation
MGLSD	-	Ministry of Gender, Labour and Social Development
NCPD	-	National Council for Persons with Disabilities
NDPO	-	National Organization of Persons with Disabilities
NGO	-	Non-Government Organization
NSSF	-	National Social Security Fund
NUDIPU	-	National Union of Disabled Persons of Uganda
NOPD	-	National Organization of Persons with Disabilities
OCAT	-	Organizational Capacity Assessment Tool
OWC	-	Operation Wealth Creation
PDM	-	Parish Development Model
PSFU	-	Private Sector Foundation Uganda
SDG	-	Sustainable Development Goals
SAGE	-	Social Assistance Grants for Empowerment
UNNGOF	-	Uganda National NGO forum
YLP	-	Youth Livelihood Programme

EXECUTIVE SUMMARY

The National Union of Disabled Persons of Uganda (NUDIPU) Strategic Plan for 2025-2029 outlines a roadmap to empower Persons with Disabilities through advocacy, socio-economic empowerment, governance enhancement, and robust data practices. With its vision of a just and fair society for persons with disabilities, the plan was developed with comprehensive stakeholder engagement, situational analysis, and alignment with national and international disability rights frameworks. Building on the successes and challenges of the 2020-2024 plan, this strategic plan prioritizes inclusivity, resilience, and adaptability in the face of socio-political and economic changes in Uganda.

Key Strategic Objectives

- 1. Enhance Advocacy for the enactment and implementation of Inclusive Legislation and Policies for Rights of Persons with Disability,** Advocacy remains central to NUDIPU's mission, focusing on policy enforcement and accountability across all state and non-state actors. The plan recognizes the gaps between existing policies and legislation and their effective implementation, especially in local contexts. Through targeted advocacy campaigns, partnerships with central and local governments, and capacity-building for advocates, NUDIPU seeks to ensure inclusive policy reforms that benefit persons with disabilities in areas like healthcare, education, employment, financial security, social security, food security and skilling in marketable trades (IGAs & Vocational) and public accessibility. Monitoring efforts will assess policy impact and provide feedback for improvements in legislative frameworks and local governance.
- 2. Promote Socio-Economic Empowerment:** This strategic objective, addresses poverty reduction and economic independence for persons with disabilities through vocational and business skills development, access to finance and social services, financial literacy, entrepreneurship support and access to employment. Addressing the economic vulnerability of persons with disabilities is critical to reducing poverty and promoting equity. Social protection measures will include direct income transfers, safety nets, and changes to the regulatory framework that protect socially marginalized groups. The strategic plan emphasizes creating pathways to financial security for persons with disabilities by working with vocational training centers and employers and forming partnerships with microfinance institutions to provide financial assistance and entrepreneurial guidance. An integrated approach to economic empowerment includes facilitating accessible job placement opportunities and launching mentorship programs that connect successful persons with disabilities entrepreneurs with aspiring trainees.
- 3. Enhance Capacity of NUDIPU's membership:** District unions and member organizations are crucial for reaching persons with disabilities at grassroots levels. However, many unions face challenges in governance and resource management. The plan includes training in leadership, governance, and financial management for district union leaders to build resilient, autonomous organizations. Furthermore, an Organizational Capacity Assessment Tool (OCAT) will be implemented for District Unions (DUs) and member organizations to identify capacity gaps and guide targeted interventions. By implementing standardized governance frameworks and strengthening operational structures, NUDIPU aims to empower district unions and member organizations to lead their own initiatives, advocate effectively for persons

with disabilities, and manage resources independently. Peer learning forums and technical assistance will further support these unions in their local efforts.

4. **Strengthen the Information Systems of NUDIPU:** A robust information and Knowledge Management System (KMS) is essential for improving program impact, ensuring accountability, and facilitating evidence-based advocacy. NUDIPU's current ICT and Knowledge Management System, including its Monitoring and Evaluation (M&E) components, faces challenges such as insufficient staffing, limited capacity for data collection, analysis, and reporting across departments, and the absence of a centralized data bank capturing disaggregated data of Persons with Disabilities in Uganda. Strengthening this system will enable NUDIPU to better track outcomes, support informed decision-making, and advocate for policies and services that address the evolving needs of Persons with Disabilities.
5. **Strengthen Institutional Development for Sustainability:** This strategic objective focuses on institutional development through enhanced resource mobilization, staff capacity building, infrastructural development, and fostering partnerships, networks, and coalitions at national, regional, and global levels. Additionally, it integrates a regionalization strategy to decentralize operations and strengthen NUDIPU's presence across Uganda. A Human Resource Development Plan will guide staff development, aligning training and recruitment efforts with the strategic direction of the organization. This pillar prioritizes key initiatives, including the construction of the proposed NUDIPU House, professional development of staff, establishment of regional structures, and innovative resource mobilization strategies. By expanding its reach and leveraging partnerships, NUDIPU aims to amplify its influence, visibility, and impact, ensuring long-term sustainability and organizational resilience.

Methodology and Process

The development of the 2025-2029 plan involved a participatory approach. The strategic plan was enriched through insights from diverse stakeholders including Government Institutions, Development partners, private sector entities, disability-focused organizations, District Unions, persons with disabilities representatives, and their caretakers for inclusivity and grounded approach. A situational analysis identified strengths, weaknesses, opportunities, and threats, shaping the strategic focus. National and international frameworks, such as Uganda's National Development Plan (NDP III), the United Nations Convention on the Rights of Persons with Disabilities (CRPD), SDGs, Vision 2040, AU-Agenda 2063, provided critical alignment. Lessons learned from the 2020-2024 plan informed areas needing further improvement, such as increased program delivery in rural areas, sustainable capacity-building, and enhanced policy compliance.

Resource Mobilization mechanisms

The strategy includes a diversified funding approach to support NUDIPU's goals and ensure sustainability. The organization plans to secure funds through:

1. **Internal Strategies**
 - i. **Membership fees and contributions:** Establish a membership fee structure to generate regular income.

- ii. **Fundraising events:** Organize events, such as charity runs, walks, or auctions, to raise funds and awareness.
- iii. **Sponsorship and partnerships:** Collaborate with local businesses, organizations, and individuals to secure sponsorships and partnerships that will raise funds to support in funding some of the initiatives from the district unions and NOPDs.

2. External Strategies

- i. **Grants and funding applications:** Research and apply for grants from **local/national** and international donors, foundations, and government agencies.
- ii. **Corporate social responsibility (CSR):** Engage with local/national, international businesses, and philanthropists to secure funding and resources through their CSR initiatives.
- iii. **Crowdfunding:** Utilize online platforms to raise funds for specific projects or initiatives.
- iv. **International partnerships and collaborations:** Establish relationships with international organizations, NGOs, and disability rights groups to access resources, expertise, and funding.
- v. **Government funding and support:** Advocate for government funding and support for disability-related initiatives and programs.
- v. **Networking and partnerships:** Establish relationships with other organizations, networks, and stakeholders to access resources, expertise, and funding opportunities.

3. Innovative Strategies

- i. **Social entrepreneurship:** Develop income-generating projects, including but not limited to disability-friendly tourism initiatives, assistive technology supply, consultancy service delivery, Real Estate development and invest in business ventures such as fuel and gas.
- ii. **Digital fundraising:** Leverage social media, online platforms, and digital tools to raise funds and awareness.
- iii. **Community-based fundraising:** Engage local communities in fundraising efforts through events, campaigns, and volunteer programs.
- iv. **Disability-inclusive business models:** Collaborate with businesses to develop disability-inclusive products, services, and employment opportunities.

4. Capacity Building.

- i. **Training and capacity building:** Develop the skills and expertise of NUDIPU staff and members in resource mobilization, fundraising, and grant writing.
- ii. **Strategic planning:** Develop a comprehensive resource Mobilization **strategy** that aligns with NUDIPU's overall goals and objectives

Monitoring, Evaluation, Accountability and Learning (MEAL) System

A critical component of the strategic plan is a comprehensive MEAL system that will enable NUDIPU to track, evaluate, and refine its programs effectively. The system includes:

- i. **Performance Monitoring** involves the systematic tracking of progress against set indicators and targets through monthly and quarterly reports. These reports will enable NUDIPU to identify trends, measure achievements, and address any gaps in real time. The consistent monitoring of activities and outputs ensures that the organization remains on track to meet its objectives and that any deviations are promptly addressed.
- ii. **Baseline Data Collection** is crucial for establishing reference points against which outcomes will be measured throughout the strategic period. This data provides a foundational benchmark, enabling NUDIPU to measure the impact of its interventions effectively. Baseline studies will be conducted at the beginning of the strategic plan to capture the existing conditions and inform the design and implementation of programs.
- iii. **Data Collection Methods** employed by NUDIPU will include surveys, focus groups, interviews, and the use of administrative data to provide comprehensive insights into program performance and stakeholder needs. These diverse methods will ensure that data is accurate, inclusive, and representative of the experiences of Persons with Disabilities. The use of both qualitative and quantitative approaches will enrich the analysis and ensure robust evidence for decision-making.
- iv. **Evaluation Timelines** are an integral part of the MEAL system, with a mid-term review planned for 2027 and an endline evaluation in 2029. The mid-term review will assess progress, identify challenges, and recommend course corrections to ensure alignment with strategic goals. The endline evaluation will provide a comprehensive assessment of the strategic plan's overall impact and document lessons learned to inform future planning.
- v. **Stakeholder Engagement** is embedded in the MEAL system to ensure inclusivity and continuous learning. NUDIPU will actively involve various stakeholders, including Persons with Disabilities, member organizations, development partners, and government representatives, in providing feedback on program implementation. The insights and recommendations gathered through stakeholder consultations will be used to refine programs, enhance accountability, and ensure that interventions remain relevant and effective.

Conclusion

NUDIPU's 2025-2029 Strategic Plan is an ambitious blueprint for advancing disability rights, promoting Social economic empowerment, and strengthening local governance structures in Uganda. By integrating inclusive policies, supporting local leadership, and fostering data-driven practices, NUDIPU aims to create a more equitable society where persons with disabilities can thrive economically and socially. The strategic objectives underscore NUDIPU's dedication to sustainable impact, positioning it as a catalyst for disability inclusion and advocacy at national and regional levels.

SECTION ONE: INTRODUCTION

1.1 BACKGROUND

The National Union of Disabled Persons of Uganda (NUDIPU), founded in 1987, has served as a unifying voice for persons with disabilities in Uganda, advocating for their rights and fostering disability-inclusive programs. Over the years, NUDIPU has become a prominent force in disability inclusive advocacy, successfully lobbying for more inclusive policies and programmes, and supporting the active participation of persons with disabilities in various socio-economic spheres. With a robust network of 146 District/city Unions of persons with disabilities (DUs/CUs), and 17 National Organizations of Persons with disabilities (NOPDs), NUDIPU has effectively represented the diverse categories of disabilities, including Physical Disabilities, Sensory Disabilities, Communication Disabilities, Intellectual Disabilities, Mental Health Disabilities, Multiple Disabilities and Other Specific Conditions such as epilepsy, leprosy, and other impairments that significantly affect daily life activities, to ensure a comprehensive approach to advocacy and empowerment. NUDIPU aims to deepen its impact through its 2025-2029 Strategic Plan, focusing on advocacy for the enactment and implementation of Inclusive Legislation and Policies for Rights of Persons with Disability, Strengthen the Information Systems of NUDIPU and Strengthen Institutional Development for Sustainability to foster a just and fair society where people with disabilities live dignified and prosperous lives.

Building on the foundation of its previous five-year strategic plans, NUDIPU continues to adapt to the evolving landscape of disability advocacy in Uganda. The 2020-2024 strategic plan was supported by key partners including but not limited to: Norwegian Association of Disabled, Christian Blind Mission, Austrian Development Cooperation, African Disability Forum (ADF), Standard Chartered Bank, Sightsaver, Uganda Communications Commission, German Development Cooperation (GIZ), Abillis Foundation, Light for the World, National Lottery Community Fund and the Aga Khan Foundation. This plan achieved notable successes in areas such as influencing inclusion of the needs of Persons with Disabilities in Government plans, budgets and policies, empowering persons with Disabilities through several interventions, and strengthening capacity of its member NOPDs and DUs/CUs. However, the endline evaluation underscored critical challenges, such as limited reach of persons with disabilities in under-served rural regions, inadequate funding for programmatic expansion, and a need for stronger, and more sustainable capacity-building frameworks.

Informed by the findings from the 2020-2024 endline evaluation, NUDIPU's new Strategic Plan for 2025-2029 will be more ambitious, tackling both persistent and emerging needs within Uganda's disability community. The evaluation highlighted

that, while NUDIPU has effectively influenced national policies and facilitated persons with disabilities' access to socio-economic resources, there remains a significant gap in consistent program delivery across regions, especially in newly established districts and remote areas. Addressing these regional disparities is a critical goal for the next strategic phase, efforts will be made towards increasing outreach to underserved districts.

The 2025-2029 Strategic Plan responds to the need for organizational agility in a rapidly changing socio-political and economic environment. Lessons learned from the previous strategic phase include the importance of flexible programming, enhanced coordination between the NUDIPU Secretariat, national NOPDs and district-level NOPDs. Furthermore, NUDIPU intends to strengthen its partnership framework with the private sector, Civil Society Organizations (CSOs) and development partners. NUDIPU will continue to streamline its membership capacity development strategy to ensure that its members are equipped to influence inclusion of persons with disabilities in private and public programs, plans and budgets at district and national level.

In addition, strategic Area 5 aims at Strengthening Institutional Development for Sustainability. To fulfill its mission of advocating for the rights of Persons with Disabilities, NUDIPU recognizes the need to fortify its institutional foundations through enhanced resource mobilization, staff capacity building, and infrastructural development. This strategic area focuses on developing innovative funding strategies, fostering partnerships with corporate and community stakeholders, and launching comprehensive fundraising initiatives to diversify revenue streams. Additionally, it emphasizes professional development for staff through targeted training programs in leadership and technical skills, along with the establishment of mentorship and coaching frameworks to ensure a high-performing workforce. Infrastructure development, highlighted by the construction of the proposed NUDIPU House, will provide a dedicated space for operations, improving service delivery and organizational efficiency. Strengthening NUDIPU's capacity in knowledge management and data-driven decision-making, is likewise essential for achieving long-term impact and adaptability. By bolstering its internal capacity, NUDIPU aims for sustainability and increased impact in advocating for the rights of persons with disabilities and delivering effective programs.

Looking forward, NUDIPU is committed to scaling its economic empowerment initiatives, expanding capacity-building programs, and refining its advocacy efforts to achieve more substantial, measurable improvements for persons with disabilities across Uganda. By prioritizing economic inclusion, the new strategic plan will encourage greater socioeconomic independence among persons with disabilities through enhanced access to formal and informal financial services, inclusive food security interventions, skilling in marketable trades, access to social security programs, and inclusive employment opportunities.

Another pivotal element of the 2025-2029 Strategic Plan is the incorporation of technology and inclusive data practices. Digital tools will be leveraged to break

barriers that persons with disabilities face in full participation in development and accessing services, enhance communication, improve data collection, and facilitate remote program delivery, which is vital for overcoming logistical challenges in rural regions. Inclusive knowledge management practices will ensure availability of accessible, accurate, evidence-based gender and disability disaggregated information which is essential for targeted advocacy, policy formulation, and resource allocation.

Finally, the strategic plan will reinforce NUDIPU's commitment to bridging the gap between policy and practice by strengthening advocacy initiatives. This includes empowering NUDIPU, its membership and stakeholders to champion disability rights and ensure that national, regional and international policies are responsive to the needs and rights of persons with disabilities and are consistently implemented across all regions. It aspires to not only consolidate NUDIPU's achievements but to create a more inclusive, economically resilient, and adaptive environment for persons with disabilities, driving sustainable change and elevating the standard of disability inclusion in Uganda.

1.2 VISION, MISSION AND VALUES

1.2.1 Vision

"A Just and Fair Society where Persons with Disabilities Live a Prosperous and Dignified Life"

NUDIPU's vision encapsulates its commitment to a society where Persons with Disabilities have equitable opportunities, respect, and support to thrive with dignity. This vision aligns with the global agenda on disability rights and social inclusion, striving for a Uganda where justice and fairness are foundational principles for all citizens.

1.2.2 Mission

"To advocate for the rights of Persons with Disabilities in a unified voice for improved livelihoods"

The mission underscores NUDIPU's dedication to promoting the rights of persons with disabilities across Uganda. Through advocacy, NUDIPU seeks to address systemic barriers that hinder persons with disabilities from full and effective participation on an equal basis with others without disabilities. The mission reinforces a collaborative approach, leveraging unity within the disability community to drive meaningful societal change.

1.2.3 NUDIPU Values and Approach

In executing the strategic aims, NUDIPU will adhere to a set of core values that guide its approach to disability advocacy and empowerment:

- i. **Respect and Equality:** Upholding mutual respect, NUDIPU will ensure a culture where all individuals are valued based on contributions, not by gender, age, race, disability, or socioeconomic condition.

- ii. **Accountability and Transparency:** NUDIPU is committed to transparent resource management, encouraging staff and stakeholders to be responsible, consistent, and integrity-driven in all actions and decisions.
- iii. **Team Spirit:** Teamwork will be a fundamental principle, ensuring a collaborative work environment to foster productivity and mutual support.
- iv. **Equity:** NUDIPU advocates for a just environment, aiming to increase access to resources and services for persons with disabilities at all levels.
- v. **Unity in Diversity:** In collaboration with stakeholders, NUDIPU will uphold the aspirations of the disability movement, embracing diversity within and beyond the organization.

NUDIPU's values underscore its dedication to fostering a just, equitable society while adapting to Uganda's evolving social and economic landscape. Through respect, accountability, and team spirit, NUDIPU aims to create lasting change, benefiting persons with disabilities nationwide.

1.3 ANCHORAGES OF THE NUDIPU STRATEGIC PLAN (2025-2029)

NUDIPU's strategic plan for 2025-2029 is anchored on three primary strategic aims designed to empower persons with disabilities through rights advocacy, economic development, and organizational strengthening. These anchorages reflect NUDIPU's core values and commitments to transparency, equity, and respect, while ensuring that the organization's goals align with the changing socio-economic landscape in Uganda.

Strategic Aim 1: Enhance Advocacy and implementation of Inclusive Policies and Legislation for disability rights

Advocacy remains the core strength of NUDIPU, and previous achievements have included policy inclusions beneficial to persons with disabilities. However, policy enforcement is inconsistent, especially at local levels. Strengthening advocacy to ensure effective implementation across government sectors will improve the protection and inclusion of persons with disabilities. This aim is rooted in NUDIPU's mission and established partnerships, addressing the need for increased compliance and accountability in policy enforcement.

Strategic Aim 2: Promote Socio - Economic Empowerment and IGA Skilling for persons with Disabilities

Economic empowerment has been prioritized to reduce poverty and dependency among persons with disabilities. Stakeholders highlighted a need for vocational training, job opportunities, and access to financial resources. By focusing on Socio - economic independence, NUDIPU will empower persons with disabilities to lead self-sustaining lives, supporting its goal of inclusive social integration and enhancing self-reliance within the community.

Strategic Aim 3: Strengthen the Capacity and governance of member organizations (District Unions and NOPDs)

The NOPDs and Local district unions play a crucial role in reaching persons with disabilities at the grassroots level, yet capacity gaps have hindered effective service delivery and advocacy. Enhancing the governance and operational capacity of NOPDs and district unions will improve resource distribution and enable more persons with disabilities to benefit from NUDIPU programs. This aim aligns with NUDIPU's commitment to decentralization, promoting better representation and community engagement at the district level. This can be done through the following strategies.

Capacity Building

- i. **Training and workshops:** Provide regular training and workshops on leadership, management, advocacy, and fundraising to enhance the skills of NOPD leaders and District Union members.
- ii. **Mentorship programs:** Establish mentorship programs that pair experienced NUDIPU staff/partners staff (there is need to seek partnership with Organization that have volunteer placement programming like VSO Jitolee) or members with NOPD leaders and district Union leadership to provide guidance and support.
- iii. **Capacity assessments:** Conduct regular capacity assessments to identify strengths, weaknesses, and areas for improvement in NOPDs and district unions.

Institutional Strengthening

- i. **Governance and leadership:** Support NOPDs and district unions in developing strong governance structures, leadership, and decision-making processes.
- ii. **Strategic planning:** Help NOPDs and district unions develop strategic plans that align with NUDIPU's overall goals and objectives.
- iii. **Financial management:** Provide training and support on financial management, budgeting, and resource mobilization.

Advocacy and Networking

- i. **Advocacy training:** Provide training on advocacy skills, including lobbying, negotiation, and communication.
- ii. **Networking opportunities:** Facilitate networking opportunities between NOPDs, district unions, and other stakeholders, including government officials, donors, and international organizations.
- iii. **Partnership development:** Support NOPDs and district unions in developing partnerships with other organizations, including NGOs, CBOs, and private sector companies.

Resource Mobilization

- i. **Fundraising training:** Provide training on fundraising techniques, including proposal writing, donor engagement, and resource mobilization.
- ii. **Grant management:** Support NOPDs and district unions in managing grants, including reporting, monitoring, and evaluation.
- iii. **Resource sharing:** Facilitate resource sharing between NUDIPU, NOPDs, and district unions, including expertise, equipment, and facilities.

Monitoring and Evaluation

- i. **Monitoring and evaluation frameworks:** Develop and implement monitoring and evaluation frameworks to track the progress and impact of NOPDs and district unions.
- ii. **Regular reporting:** Require regular reporting from NOPDs and district unions on their activities, progress, and challenges.
- iii. **Feedback mechanisms:** Establish feedback mechanisms to ensure that NOPDs and district unions receive constructive feedback and support.

By implementing these strategies, NUDIPU can strengthen and build the capacity of NOPDs and district unions, enabling them to effectively advocate for the rights of persons with disabilities in Uganda.

Strategic Aim 4: Strengthen the Knowledge Management Systems of NUDIPU

The previous strategic plan highlighted significant gaps in Knowledge Management System (KMS), which limited the ability to assess program impacts effectively. Strengthening the Knowledge Management Systems of NUDIPU is essential for improving data collection, tracking progress, ensuring accountability, and refining programs based on real-time insights. By enhancing the current framework, NUDIPU aims to bolster its capacity to adapt to the needs of persons with Disabilities, promote evidence-based advocacy, and optimize resource allocation across programs:

Strategic Aim 5: Strengthen Institutional Development for Long-Term Sustainability

Strengthening institutional development focuses on enhancing NUDIPU's internal capabilities to achieve its mission sustainably while ensuring inclusivity for all persons with disabilities (Persons with disabilities). This involves securing diverse funding streams, training both staff and the Board, and improving infrastructure to enhance operational efficiency and self-reliance. A key initiative under this pillar is the construction of the NUDIPU House, which will serve as the organization's central hub for disability advocacy, operations, and capacity-building. By investing in continuous professional development for all personnel, innovative fundraising strategies, and universally accessible facilities, NUDIPU will strengthen its ability to adapt to evolving needs and expand its reach to serve all Persons with disabilities effectively. Additionally, a comprehensive Human Resources (HR) plan will be

developed to build a highly skilled, motivated, and inclusive workforce, ensuring effective HR services, enhanced staff and leadership capacity, and a positive organizational culture that promotes excellence, accountability, and teamwork.

The HR department can employ the following strategies in the plan.

- i. **Recruitment and Selection:** Develop and implement a recruitment and selection policy that promotes diversity, inclusion, and equal opportunities.
- ii. **Staff Development:** Provide training, mentoring, and coaching opportunities to enhance staff capacity and performance.
- iii. **OCAT Support:** Provide technical assistance and support to district unions in implementing OCAT and strengthening their organizational capacity. This will be useful in;
 1. **Assessing organizational capacity:** Evaluate an organization's strengths, weaknesses, and areas for improvement.
 2. **Identifying capacity gaps:** Determine specific areas where an organization needs improvement or support.
 3. **Developing capacity-building plans:** Create tailored plans to address identified capacity gaps and strengthen the organization.
 4. **Performance Management:** Develop and implement a performance management system that includes regular feedback, coaching, and evaluation.
 5. **Staff Engagement:** Foster a positive work culture through regular staff meetings, team-building activities, and recognition of staff achievements.

HR Action Plan

1. **Quarter:**
 - Recruit and select new staff members.
 - Develop and implement a staff development plan.
 - Provide OCAT training to district union staff.
2. **Quarter 2:**
 - Implement the performance management system.
 - Conduct staff training on diversity, inclusion, and equal opportunities.
 - Provide technical assistance to district unions on OCAT implementation.
3. **Quarter 3:**
 - Conduct mid-year performance reviews.
 - Provide coaching and mentoring to staff.
 - Review and revise HR policies and procedures.

4. Quarter:

- Conduct end-of-year performance reviews.
- Evaluate the effectiveness of the HR plan.
- Plan for the next year's HR activities.

HR Budget; The HR budget will be allocated as follows:

1. Staff Development: 30%
2. Recruitment and Selection: 20%
3. OCAT Support: 20%
4. Performance Management: 15%
5. Staff Engagement: 15%

The HR plan designed will support NUDIPU's strategic objectives and promote a positive work culture that values diversity, inclusion, and staff well-being.

1.4 METHODOLOGY AND APPROACH FOR THE DEVELOPMENT OF THE NUDIPU STRATEGIC PLAN (2025-2029)

The development of this Strategic Plan for the period 2025-2029 involved a comprehensive, inclusive, and participatory approach. This methodology ensured that the strategic plan was responsive to the needs, challenges, and opportunities facing Persons with Disabilities in Uganda. The NUDIPU Strategic Plan (2025-2029) is closely aligned with Uganda's National Development Plan IV (NDP IV) to ensure its contributions to national priorities. While the plan emphasizes human capital development for persons with disabilities, it also integrates key NDP IV focus areas such as infrastructure, administration, and justice. NUDIPU advocates for inclusive infrastructure development, ensuring that transport systems, public buildings, and digital services are accessible to persons with disabilities. The plan also supports economic growth by promoting financial inclusion and employment opportunities in priority sectors like agro-industrialization and ICT. Furthermore, NUDIPU works towards strengthening governance and justice by advocating for disability-inclusive policies within public administration and legal frameworks. Through these efforts, NUDIPU enhances its role in national development and ensures that persons with disabilities actively contribute to and benefit from Uganda's broader socio-economic transformation. The following key steps were taken to ensure the strategic plan was evidence-based, inclusive, and aligned with NUDIPU's vision and mission:

1.4.1 Stakeholder Engagement and Consultation

To gather inputs from a broad range of stakeholders to ensure the strategic plan reflects the diverse needs of persons with disabilities and incorporates insights from key partners and experts.

Approach:

- i. **Participatory Workshops:** Workshops were held with NUDIPU members, including DUs and NOPDs, to collect their views on the key challenges and opportunities for the disability movement in Uganda.
- ii. **Consultations with Government, Development Partners and Civil Society Organizations:** NUDIPU engaged with government ministries, development partners, and civil society organizations to align the strategic plan with national, and regional policy frameworks, such as Uganda's National Development Plan (NDP) and disability policy frameworks.
- iii. Teachers as well as District Education Officers, were consulted for a better understanding of the learning environment in order to facilitate inclusive education for learners with disabilities.
- iv. **Interviews:** Key informant interviews were conducted with NUDIPU beneficiaries, including persons with disabilities, caregivers, and District Education Officers (DEOs) and community leaders to gather first-hand experiences and insights into the realities on the ground.
- v. **Focus Group Discussions (FGDs):** FGDs were organized with specific groups (e.g., women with disabilities, parents of children with disabilities, caregivers, teachers and people with sensory impairments) to ensure that their unique concerns were adequately addressed in the strategic plan.
- v. **Private Sector and Small & Medium Enterprises (SME's) Engagement:** Engaged private sector stakeholders through key informants' interviews to explore potential partnerships for economic empowerment initiatives and ensure that employment and entrepreneurship opportunities for persons with disabilities are integrated into the strategic plan. This collaboration seeks to foster inclusivity in the workforce and enhance socio-economic empowerment for persons with disabilities across Uganda.

1.4.2 Situational Analysis

The situation analysis of persons with disabilities (PWDs) in Uganda reveals a complex and multifaceted landscape. A 2019 study by Development Pathways found that Persons with disabilities in Uganda faced significant vulnerabilities and risks throughout their lifecycle, including limited access to education, healthcare, and employment opportunities. The study also highlighted the additional costs associated with living with a disability, which can exacerbate poverty and social exclusion. Moreover, the report noted that existing social protection programs in Uganda are not always inclusive of Persons with disabilities, with significant gaps in the provision of disability-specific services. Similarly, a report by FOHO Uganda indicated that Persons with disabilities in Uganda face significant challenges in accessing education, healthcare and employment. The report emphasized the need for disability-inclusive programs and policies to promote the empowerment and inclusion of Persons with disabilities.

Disabled women and girls in Uganda face compounded challenges that heighten their vulnerability and marginalization. Social and cultural barriers play a significant role in limiting their access to education, healthcare, and economic opportunities. Approximately 12.5% of Uganda's population is aged 15–24, with a significant proportion living with disabilities. According to the 2014 Uganda Demographic and Health Survey, 4.4% of children aged 5–14 had a disability. Youth with disabilities face significant barriers to education, including inaccessible schools, a lack of specialized teachers, and inadequate assistive devices. The 2016/17 Uganda National Household Survey reported that 43.6% of children with disabilities (aged 5–14) were out of school. Similarly, disabled women and girls often contend with inaccessible school infrastructure, a lack of specialized teachers, and inadequate assistive devices, leading to high dropout rates.

Youth with disabilities face high levels of unemployment due to limited job opportunities and inaccessible workplaces. A 2020 report by the International Labour Organization revealed that the unemployment rate for young people with disabilities in Uganda was 34.6%, compared to 12.1% for non-youth with disabilities. Disabled women and girls also encounter significant barriers to economic participation, including limited access to education, vocational training, and employment opportunities. Access to healthcare remains a major challenge for youth with disabilities, including rehabilitation services and assistive technology. A 2019 World Health Organization report found that 60% of people with disabilities in Uganda reported difficulties accessing healthcare services. Women and girls with disabilities face additional challenges in accessing healthcare services, including reproductive health services, due to inaccessible facilities, a lack of trained healthcare providers, and stigma.

Stigma, discrimination, and social exclusion further limit the participation of youth with disabilities in education, employment, and community life. A 2018 report by the Uganda National Council for Disability found that 71% of Persons with disabilities reported experiencing stigma or discrimination. Persons with disabilities in Uganda face numerous challenges, including limited access to education and healthcare, high levels of poverty and social exclusion, limited employment opportunities in inaccessible workplaces, inadequate disability-specific services and support, widespread stigma and discrimination.

Organizational support is crucial in addressing these challenges and to improve the situation of disabled women and girls in Uganda. It's essential to; promote inclusive education and vocational training programs, increase access to healthcare services, including reproductive health services, support economic empowerment initiatives, such as entrepreneurship and employment programs, strengthen organizational support and advocacy efforts to promote the rights and empowerment of youth with disabilities.

Approach:

- i. **SWOT Analysis:** A thorough SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis was conducted to identify NUDIPU's internal strengths and weaknesses as well as the external opportunities and threats that could impact the implementation of the new strategic plan.
- ii. **PESTEL Analysis:** A PESTEL (Political, Economic, Social, Technological, Environmental, Legal) analysis was undertaken to analyze the broader factors influencing persons with disabilities including policy frameworks, economic conditions, technological advancements, and legal environments.
- iii. **Disability fraternity Analysis:** An in-depth review of the disability fraternity was conducted, focusing on the progress made in disability rights advocacy, policy implementation, and socio-economic empowerment initiatives. This analysis highlighted gaps in service delivery and areas requiring further intervention.

1.4.3 Review of Previous Strategic Plan (2020-2024)

To assess the previous strategic plan and incorporate lessons learned into the new strategic plan (2025-2029), the following approaches were used

- i. **Endline Evaluation:** An independent evaluation of the 2020-2024 strategic plan was conducted to assess the outcomes and impact of NUDIPU's previous programs. This evaluation provided critical insights into areas where NUDIPU has excelled and areas that require improvement.
- ii. **Reflection Workshops:** These were held with NUDIPU staff, member organizations and key stakeholders so as to inform the 2025-2029 strategic plan. Inputs were collected from stakeholders including persons with disabilities, caregivers, government representatives, and private sector partners to inform the design of the new strategic plan.
- iii. **Best Practices and Lessons Learned:** These were analyzed, particularly in areas of advocacy for rights of Persons with disability, economic empowerment, and organizational capacity building.

1.4.4 Alignment with National, Regional, and International Frameworks

Objective: To ensure that the strategic plan is aligned with relevant policy frameworks and development agendas at all levels.

NUDIPU's five-year strategy explicitly highlights partnerships, networks, and coalitions at national, regional, and global levels to enhance influence and visibility

Approach:

- i. **National Alignment:** The strategic plan was aligned with Uganda's National Development Plan (NDP III), Vision 2040 and other Legal and policy frameworks that relate to persons with disability including but not limited to the Constitution

of the Republic of Uganda 1995 as amended, the Persons with Disability Act Chapter 115 and the Public Finance Management Act

NUDIPU will target to strengthen collaborations with key networks such as the Uganda National NGO Forum (UNNGOF) to drive inclusive development advocacy and policy influence. Partnerships with the Uganda Human Rights Commission (UHRC) and local government associations can amplify efforts to monitor and promote disability rights while ensuring the implementation of inclusive policies at the district and community levels. Additionally, engaging the Private Sector Foundation Uganda (PSFU) would support economic empowerment initiatives for Persons with Disabilities (PWDs), while participation in national CSO coalitions can enhance joint advocacy campaigns to secure inclusion in national plans and budgets. To enhance these collaborations, NUDIPU could map existing partnerships, identify gaps for strategic alliances, and actively engage stakeholders through joint programming and shared objectives.

- ii. **Regional Alignment:** The strategic plan was also aligned with Regional and International frameworks such as East African policy on person with disability, East African Community Customs Management Act, 2004, the United Nations Convention on the Rights of Persons with Disabilities (**UNCRPD**) and the Sustainable Development Goals (SDGs) among others.

Regionally, NUDIPU will leverage alliances with bodies such as the East African Federation of the Disabled (EAFOD) and the African Disability Forum (ADF) to promote cross-border initiatives and share knowledge on disability rights. Collaborating with the East African Community (EAC) can help ensure the inclusion of Persons with disabilities in regional integration frameworks, while partnerships with organizations like IGAD and COMESA can open opportunities for regional economic and social empowerment programs. Engaging in these networks requires a strategic approach, including active participation in regional meetings, contributing to policy discussions, and co-developing programs that align with NUDIPU's objectives.

- iii. **Global / International Alignment:** Globally, NUDIPU's focus is to enhance its visibility and influence. The Strategic Plan aligns with Global Agenda especially the Agenda 2030 on Sustainable Development Goals.

NUDIPU will work with the International Disability Alliance (IDA) to strengthen advocacy efforts linked to the Convention on the Rights of Persons with Disabilities (CRPD). Partnerships with UN agencies such as UNICEF, UNDP, and WHO can provide technical support and funding for disability inclusion initiatives. Similarly, joining the Global Action on Disability (GLAD) Network can offer opportunities for resource mobilization and implementing global disability strategies. Collaborations with INGOs like Humanity & Inclusion, Leonard Cheshire, and CBM can further support joint programming efforts. To maximize these global engagements, NUDIPU will establish clear roles in these networks, participate in international campaigns, and consistently report on outcomes.

Integrating these partnerships into the strategic pillars is vital for achieving NUDIPU's goals. Under the pillar of advocacy and policy influence, collaboration with networks such as UNNGOF and EAFOD can amplify efforts to shape inclusive policies. In economic empowerment, working with PSFU and global networks like GLAD can drive entrepreneurship and skills development programs. Capacity building should include partnerships with ADF and IDA for institutional strengthening and knowledge transfer. For research and innovation, joint initiatives with global partners can enhance data-driven advocacy. Finally, in public awareness and social inclusion, NUDIPU can utilize networks such as GLAD to implement international campaigns and promote best practices. These strategies, coupled with proactive engagement and robust monitoring of partnerships, will ensure NUDIPU's desired influence and visibility at all levels

1.4.5 Development of Strategic Objectives and Key Result Areas (KRAs)

To define clear, measurable strategic objectives and outcomes that will guide NUDIPU's work over the next five years. Development of Strategic Objectives and Key Results Areas were guided by:

- i. **Theory of Change:** A series of workshops were held to define NUDIPU's theory of change for the 2025-2029 strategic plan. These workshops helped NUDIPU to define the five years strategic goals and the intermediate steps.
- ii. **Strategic Pillars and KRAs:** Based on the results of the situational analysis and stakeholder consultations, five strategic pillars (Advocacy and implementation of inclusive policies and legislation for disability rights; Promote economic empowerment and vocational skills for persons with disabilities; Enhance capacity of NUDIPU's members; Strengthen the information systems of NUDIPU and Institutional development for long-term sustainability) were identified as the foundation of the 2025-2029 strategic plan. Key Result Areas (KRAs) were developed under each pillar to ensure measurable outcomes and accountability.
- iii. **Intervention Logic:** The intervention logic behind each strategic pillar was defined, outlining how specific activities will lead to desired outcomes and how progress will be measured through Key Performance Indicators (KPIs).

1.4.6 Development of Resource Mobilization Mechanism.

To ensure that NUDIPU has the financial and non-financial resources necessary to implement the strategic plan. The following Mechanism shall be undertaken

- i. **Analysis of Funding Sources:** NUDIPU shall review its existing funding sources, including donor contributions, government grants, local fundraising and membership fees to identify opportunities for diversifying its resource base.
- ii. **Resource Mobilization mechanisms:** A comprehensive resource mobilization strategy shall be developed to support fundraising efforts from local, national, regional, and international sources. This will include identifying

opportunities for proposal writing, consultancy services, and partnerships with the private sector. Additionally, NUDIPU will explore fundraising events and leverage community-based cooperatives and insurance schemes as sustainable financing models. By encouraging members to establish and participate in community cooperatives, NUDIPU can create a platform for resource pooling, economic empowerment, and financial support for disability-related initiatives. Furthermore, the Business Plan for NUDIPU's Social Enterprise, developed in the previous strategic plan period, shall continue to be utilized to enhance innovative capital investments, ensuring NUDIPU's long-term financial sustainability.

- iii. **Budgeting and Costing:** An inclusive budget has been prepared for this strategic plan, outlining the costs associated with each activity and identifying potential funding gaps.

1.4.7 Monitoring and Evaluation (M&E) Framework

- i. To ensure that the implementation of the strategic plan is tracked, evaluated, and adapted as needed, the following shall be undertaken
- ii. **Development of M&E Indicators:** Specific, Measurable, Achievable, Relevant, and Time-bound (SMART) indicators have been developed for each KRA. These indicators will be used to monitor progress and assess the effectiveness of NUDIPU's interventions.
- ii. **Data Collection Methods:** A mixed-methods approach was chosen for data collection, combining quantitative surveys, qualitative interviews, focus group discussions, and administrative data reviews by analysing existing data collected by the organization, government and institutions for administrative purpose to ensure comprehensive monitoring
- iii. **Mid-Term and End-Term Evaluations:** Plans will be made for mid-term and end-term evaluations to assess the progress of the strategic plan and make necessary adjustments to ensure the achievement of strategic goals.

1.4.8 Validation and Finalization of the Strategic Plan

To ensure that the final strategic plan reflects the priorities of NUDIPU's stakeholders and members the following shall be undertaken

- i. **Validation Workshop:** The draft strategic plan was presented to stakeholders, including government representatives, NOPDs, development partners, and NUDIPU members for validation and feedback.
- ii. **Incorporation of Feedback:** Feedback from the validation workshop was incorporated into the final version of the strategic plan to ensure that it accurately reflects the needs and priorities of persons with disabilities in Uganda.

- iii. Board Approval:** The final strategic plan was submitted to the NUDIPU Board for approval before its official launch.

The development of the NUDIPU Strategic Plan (2025-2029) was a thorough, inclusive, and evidence-based process, ensuring that the plan is well-positioned to address the challenges and opportunities facing persons with disabilities in Uganda. By engaging stakeholders, conducting a detailed situational analysis, and aligning with key frameworks, NUDIPU has created a strategic roadmap that will guide its advocacy, economic empowerment, and capacity-building initiatives over the next five years. Through this process, NUDIPU aims to continue advancing the rights and well-being of persons with disabilities in Uganda.

SECTION TWO

SITUATIONAL ANALYSIS

2.1 POLITICAL ECONOMY ANALYSIS

Uganda has a comprehensive political framework that acknowledges and protects the rights of persons with disabilities. The Constitution of the Republic of Uganda (1995) identifies disability as a significant socio-economic and political issue, featuring explicit provisions such as Article 35, which safeguards the rights of persons with disabilities and prohibits discrimination on the basis of disability. This recognition establishes a legal mandate for disability inclusion in governance, policy, and program implementation across sectors. However, despite these provisions, gaps persist between policy commitments and tangible outcomes, especially regarding accessible infrastructure, adequate representation, and fair resource allocation (National Council for Persons with Disability [NCPD], 2023).

The Ugandan government has made strides in building a structured institutional framework for disability governance, extending from national to local levels. Key institutions, including the Ministry of Gender, Labour and Social Development (MGLSD), the Minister of State for Disability Affairs, and the Department for Disability & Elderly Affairs, work to operationalize disability rights across sectors. Local governments and municipalities have designated disability focal points to bridge the gap between policy and local community needs, yet coordination issues and resource limitations often undermine their effectiveness (NCPD, 2023).

Programmatic efforts to include persons with disabilities in social and economic initiatives have improved, such as through the National Special Grant and the 10% allocation of the Parish Development Model (PDM) remittances for persons with disabilities. The PDM allocation is a major step in Uganda's development agenda, emphasizing the government's focus on poverty alleviation through inclusive planning and budgeting. However, there are ongoing challenges in achieving equitable resource distribution, with rural areas often receiving limited support due to infrastructure and logistical constraints. Additionally, corruption allegations regarding the disbursement of grants and delays in funding allocations hinder the intended impact of these initiatives (NCPD, 2023).

The disability fraternity's political economy is shaped by Uganda's commitment to international frameworks, such as the United Nations Convention on the Rights of Persons with Disabilities (CRPD) and the Sustainable Development Goals (SDGs). These commitments compel Uganda to align its disability policies with global best practices. Yet, achieving these goals remains a challenge in light of Uganda's political and economic constraints. High litigation costs and limited awareness about disability rights prevent many persons with disabilities from accessing

legal redress, highlighting the systemic barriers that impede equitable inclusion. The representation of persons with disabilities in elected positions, ranging from local councils to Parliament, serves as a positive step toward inclusion, yet these representatives often lack the support and resources to influence policies meaningfully at all levels of governance (NCPD, 2023).

The economic inclusion of persons with disabilities has garnered attention, particularly through affirmative action policies in the formal employment sector. Amendments to the National Social Security Fund (NSSF) Act in 2022, for instance, allow persons with disabilities beneficiaries to access a larger share of their benefits earlier, which acknowledges their unique financial needs. Financial inclusion initiatives targeting persons with disabilities, such as access to social security benefits, have also been integrated into national policies. However, financial institutions often hold negative perceptions about the repayment capacity of persons with disabilities, limiting their access to loans and credit. Therefore, while Uganda's political and legal structures theoretically support disability rights, the actual economic and political landscape reveals significant gaps that must be addressed to realize meaningful inclusion and equity for persons with disabilities (NCPD, 2023).

The political will to advance disability rights is evidenced by certain high-profile actions, such as President Museveni's hosting of the 2021 International Day of Persons with Disabilities. This event amplified disability visibility in Uganda, signifying state endorsement of disability advocacy. However, there is still a need for a deeper, more consistent commitment to resource allocation and policy enforcement to ensure the disability fraternity's long-term development. In summary, while Uganda's political economy provides a conducive environment for advancing disability rights, structural and economic barriers continue to prevent full inclusion. Addressing these challenges will require strategic, multi-level reforms in policy execution, monitoring, and resource mobilization (NCPD, 2023).

Alongside governmental institutions, civil society organizations and advocacy groups like NUDIPU have played a vital role in advancing disability rights in Uganda. By collaborating on awareness campaigns, legal advocacy, and community-based initiatives, these groups have bolstered public understanding and influenced policy changes, such as the amendments to the NSSF Act and disability-inclusive programs within the Parish Development Model. However, limited funding and operational space present ongoing challenges for civil society's impact in disability advocacy. Strengthening these partnerships and securing sustainable support for DPOs and advocacy efforts will be crucial for advancing comprehensive disability inclusion over the next strategic period.

2.2 DISABILITY FRATERNITY ANALYSIS

The disability fraternity in Uganda is complex, involving multiple stakeholders, policies, and programs intended to promote the rights and welfare of persons with disabilities. The disability prevalence rate in Uganda has increased substantially,

rising from 1% in 1991 to approximately 14% among persons aged five and older as of recent data. This growing demographic, with a higher prevalence among females (15%) than males (12%), underscores the importance of responsive policies that cater to the distinct needs of various disability groups, including those with physical, sensory, and cognitive impairments (NCPD, 2023).

Uganda's disability policy framework is extensive, covering numerous areas such as accessibility, employment, and anti-discrimination. Core policies include the Persons with Disabilities Act (2020), which promotes reasonable accommodation, the Employment Act (2006), which safeguards persons with Disabilities' labor rights, and the Building Control Act (2013), which mandates accessibility in public infrastructure. Additionally, Uganda's ratification of the Marrakesh Treaty facilitates access to published works for persons who are blind or print-disabled. These legal provisions create a comprehensive framework aimed at dismantling systemic barriers and fostering disability inclusion across social and economic domains (NCPD, 2023).

Despite these robust policies, the disability fraternity faces significant challenges, particularly in terms of implementation and accessibility. For instance, while Uganda's government has directed all television stations to provide sign language interpretation for newscasts, many media platforms still lack full compliance. Inadequate ICT infrastructure limits persons with disabilities' access to essential information and educational resources, exacerbating exclusion in the digital age. Additionally, accessibility challenges extend to government websites, which do not consistently adhere to Web Content Accessibility Guidelines, further restricting persons with disabilities' access to vital information and services (NCPD, 2023).

In education, Uganda has taken progressive steps to enhance inclusivity, such as introducing sign language as an elective subject in secondary schools and providing assistive technology in certain districts. Nevertheless, access to inclusive education remains uneven, with limited resources and trained personnel to support persons with Disabilities. The Ministry of Education and Sports, in collaboration with UNICEF, piloted assistive technology projects, but these initiatives have yet to reach national scale. Consequently, many children with disabilities remain marginalized in mainstream education, highlighting a need for more comprehensive policies to accommodate diverse disability needs (NCPD, 2023).

The justice system represents another area where the disability fraternity encounters obstacles. Although there are collaborations between Uganda's Human Rights Commission, NUDIPU, and other organizations to promote procedural accommodations in the courts, many persons with disabilities still face challenges in accessing justice. Procedural accommodations, such as accessible court facilities and interpreters, are often lacking, denying persons with disabilities their right to a fair hearing. Discrimination against persons with disabilities, particularly women with disabilities, remains prevalent, and cases of abuse and exploitation are frequently underreported due to systemic barriers within the judicial process (NCPD, 2023).

Financial inclusion initiatives targeting persons with disabilities have made commendable progress. The allocation of 10% of the Parish Development Model (PDM) funds to persons with disabilities, along with the increase in national special grant funding, signifies the government's recognition of the economic challenges faced by persons with disabilities. The NSSF Amendment Act (2022) further enhances financial security by allowing persons with disabilities to access a higher percentage of their benefits earlier than others. Despite these advances, access to financial services remains limited due to attitudinal barriers within financial institutions, lack of awareness among persons with disabilities about available financial services, and infrastructural challenges, such as the absence of sign language interpreters in banks (NCPD, 2023).

COVID-19 had a disproportionate impact on the disability community, exacerbating pre-existing inequalities. Persons with Disabilities faced heightened barriers in accessing essential services, with minimal inclusion in pandemic response efforts. The National Council for Persons with Disability's 2023 report emphasizes that persons with disabilities were often excluded from COVID-19 interventions, and those residing in remote regions experienced significant challenges in accessing health and financial services during lockdowns. The pandemic underscored the need for emergency response plans that explicitly consider persons with disabilities' needs and highlighted the importance of inclusive ICT services to ensure persons with disabilities' inclusion in critical programs (NCPD, 2023).

In conclusion, while Uganda has established a progressive legal and policy framework for the disability fraternity, challenges related to implementation, accessibility, and public attitudes persist. Addressing these issues will require continuous advocacy, improved resource allocation and effective partnerships across government, civil society, and private sector actors. As NUDIPU moves forward with its 2025-2029 strategic plan, a strong emphasis on equitable resource distribution, capacity-building, and infrastructural improvements will be essential to creating an inclusive society where persons with disabilities can access their rights fully and independently (NCPD, 2023).

2.3 SWOT ANALYSIS

STRENGTHS	WEAKNESSES
Strong Advocacy Capacity: NUDIPU has a well-established capacity to advocate for the rights of persons with disabilities which has led to successful policy influence and inclusion efforts across Uganda	Limited Frequency of Meetings at Ground Level: Infrequent meetings, particularly at district and grassroots levels, result in reduced engagement with local communities and limited alignment with on-the-ground needs
Trustworthy Organizational Reputation: NUDIPU's reputation as a credible and reliable advocate for persons with disabilities strengthens its influence and allows it to serve as a trustworthy voice for the voiceless. It is trusted by donors, partners, and the public, enhancing its capacity to mobilize support	Weak District/City Unions (DUs/CUs): District unions, vital for grassroots implementation, often lack adequate support, resources, and training, which limits their effectiveness in reaching persons with disabilities in rural and underserved areas
Effective Leadership and Governance Structure: NUDIPU's well-designed leadership and governance structure includes a large and capable human resource pool, ensuring accountability, transparency, and adherence to strategic goals	Poor Data Collection and Management Systems: Weak data systems hinder NUDIPU's ability to collect, analyze, and utilize data effectively, impacting informed decision-making and program evaluation
Comprehensive Representation of persons with disabilities: With structures across different levels, NUDIPU effectively represents persons with disabilities nationally and locally, ensuring diverse voices are included in advocacy efforts	Ineffective Communication and Information Sharing: Limited and inconsistent communication with stakeholders, especially at the grassroots, hinders feedback and alignment with NUDIPU's strategic objectives
Strong Network of Partners and Funders: NUDIPU has cultivated strong partnerships with government, NGOs, and international agencies, facilitating collaboration, resource mobilization, and broader program impact	Dependence on Donor Funding: Heavy reliance on donor funding without a financial sustainability plan risks the continuity of programs and creates vulnerability to funding fluctuations
Inclusive Policies and Advocacy for Equity: NUDIPU promotes policies that ensure inclusivity and equity for persons with disabilities, influencing sectors such as education, health, and economic empowerment	Inconsistent Monitoring and Evaluation: Weak monitoring and follow-up mechanisms prevent systematic tracking of program effectiveness and impact
Adaptability and Responsiveness: NUDIPU has demonstrated flexibility and responsiveness to changing environments, ensuring the organization can address new challenges and needs effectively	Inadequate Office Infrastructure: Limited office space at headquarters and insufficient accessibility at some offices present challenges to operational efficiency and inclusivity
Capacity for Effective Activity Follow-up: With active engagement and follow-up mechanisms, NUDIPU ensures that initiatives remain aligned with its mission and stakeholder expectations	Low Compliance at Regional and Local Levels: Low adherence to policies, guidelines, and payment of dues at the local level creates challenges for governance and financial sustainability.
Broad Stakeholder Engagement: Strong relationships with stakeholders at all levels allow NUDIPU to advocate effectively and receive wide-ranging support	Limited Representation and Influence in Government: NUDIPU's lack of strong advocates within central government limits its influence on policy enforcement and budget allocations for persons with Disabilities

OPPORTUNITIES	THREATS
Advancements in Technology: Leveraging digital tools can improve communication, data collection, and service delivery, making NUDIPU's programs more efficient and accessible to persons with disabilities nationwide	Negative Perceptions at Community Levels: In some communities, negative perceptions and misunderstandings about NUDIPU's role affect local collaboration and program acceptance
Supportive Government Policies and Legal Frameworks: NUDIPU has the opportunity to further capitalize on favorable government policies that promote disability inclusion, increasing its policy influence	Political Interference and Role Conflicts: Political interference and conflicts with other disability councils create challenges in executing NUDIPU's role effectively and uniformly across regions
Potential for Strategic Partnerships: Collaborating with private sector entities, NGOs, and other advocacy groups can diversify funding sources and strengthen program impact	Internal Divisions Among persons with disabilities: Political affiliations and internal divisions among persons with disabilities can undermine collective efforts and weaken NUDIPU's unified advocacy stance
Increasing Political Representation: Engagements with Members of Parliament and local representatives provide a platform to influence policies directly affecting persons with disabilities	Economic Instability and Reduced Funding: Economic pressures and shrinking donor funding may threaten NUDIPU's financial stability, limiting program sustainability
Growing Recognition and Brand Strength: NUDIPU's established brand and expertise provide a foundation for further trust and credibility with donors, partners, and the community	Limited Awareness and Inclusion of persons with disabilities Rights: In certain areas, lack of awareness and resistance to disability inclusion continue to pose barriers to NUDIPU's goals

2.4 PESTEL ANALYSIS

Factor	What are the challenges	What are the opportunities	Implications to NUDIPU's Strategic Implementation
Political	i. Limited meaningful involvement and participation of Persons with Disabilities ii. Limited implementation of inclusive legislation and policies. iii. Lack of capacity for disabled political leaders to influence change. iv. Commercialization of politics limiting participation of persons with disabilities.	i. Existence of a platform for meaningful engagement ii. Legislations and policies supporting political participation and representation of persons with disabilities.	i. Lobby for strategic positions at various levels. ii. Build capacity of political leaders to effectively advocate for inclusion. iii. Advocate for better implementation of disability-inclusive policies. iv. Monitor and evaluate the effectiveness of political leaders.

Economic	i. Changing donor priorities and conditions ii. High unemployment rates among Persons with Disabilities iii. Pervasive poverty, social exclusion, and lack of basic needs for Persons with Disabilities. iv. Limited access to financial services and credit facilities for Persons with Disabilities	i. National social and economic empowerment programs (e.g., OWC, YLP, SAGE). ii. Business and vocational institutions for skills development. iii. Existence of SDG implementation frameworks. iv. Existence of financial and credit facilities	i. Influence national economic programs to benefit Persons with Disabilities. ii. Advocate for better inclusion of Persons with Disabilities in SDG frameworks. iii. Push for the implementation of the CRPD articles on economic inclusion. iv. Assess the impact of livelihood programs on Persons with Disabilities.
Social	i. Limited access to essential social services (health, education, etc.) by persons with disabilities. ii. High levels of stigma and discrimination. iii. Inaccessible infrastructure for persons with disabilities. iv. Limited access to information and technology.	i. Availability of government and non-government health and education services. ii. Established social institutions (e.g., religious organizations, kingdoms). iii. Disability-inclusive curricula in tertiary institutions.	i. Influence social protection, education, and health programs to be more disability-friendly. ii. Engage with religious and traditional institutions to promote disability inclusion. iii. Advocate for disability-inclusion curricula at all education levels.
Technological	i. Inaccessible and unaffordable technology services for Persons with Disabilities. ii. Limited capacity of persons with disabilities to utilize available technology.	i. Existence of ICT infrastructure and systems. ii. Policies and legal frameworks supporting ICT. iii. Appropriate technologies for communication, mobility, and learning.	i. Advocate for inclusive ICT policies and frameworks. ii. Build partnerships with tech development centers for Persons with Disabilities. iii. Influence the development of assistive technologies and support systems for Persons with Disabilities in agriculture, health, and education.
Environmental	i. Inaccessibility of infrastructure in urban and rural areas for Persons with Disabilities. ii. Lack of disability-inclusive disaster preparedness policies. iii. Limited access to recreational areas for persons with disabilities	i. Increasing focus on sustainable, inclusive urban planning. ii. Government initiatives on environmental conservation and disaster preparedness. iii. Availability of parks, public recreational spaces, and community areas.	i. Advocate for disability-inclusive urban planning and development. ii. Engage with government bodies to ensure Persons with Disabilities are considered in disaster preparedness and environmental conservation initiatives. iii. Build partnerships for environmentally-friendly, accessible infrastructure.

Legal	i. Non-inclusive laws and policies. ii. Limited access to justice for Persons with Disabilities iii. Unharmonized laws and policies on disabilities. iv. Inadequate enforcement of disability rights laws and policies	i. Existing legal frameworks on disability. ii. Existence of justice, law, and order sector institutions and systems. iii. Existence of disability structures, laws, and policies	i. Advocate for harmonized, disability-inclusive legal frameworks ii. Promote awareness of disability rights and legal protections. iii. Collaborate with justice institutions to improve access to justice for persons with disabilities. iv. Push for legal reforms to protect Persons with Disabilities' rights.
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SECTION THREE

STRATEGIC MODEL

3.1 INTERVENTION LOGIC

Table 1: Intervention Logic for Strategic Plan

Intervention Logic	Key Performance Indicators	Means of Verification	Assumptions
Mission: To advocate for the rights of Persons with Disabilities in a unified voice for improved livelihoods.	- Increased number of policies and programs specifically addressing the needs of persons with disabilities - Meaningful participation of persons with disabilities including women and youth in decision-making processes - Enhanced partnerships and collaborations with government, Private sector, and NGOs to support persons with disabilities' rights.	- Quarterly and annual reports for NUDIPU - Government, PSF, and NGO reports. - Records of policy meetings and advocacy initiatives. - Annual stakeholder review meetings. - Accessibility audits and reports on implementation of the action points for these audits - Social perception surveys	- Continued commitment from government and partners. - Willingness of persons with disabilities to engage actively in advocacy efforts. - Stable socio-economic, inclusive financial services and political environment supporting inclusivity - Support from Media on public campaigns
STRATEGIC GOALS			
Strategic Outcome 1: By 2029, advocacy and policy implementation for disability rights, inclusive education, health, food security, climate change adaptation, and DIDRR are strengthened to ensure effective enforcement and compliance at national and local levels.	- Number of disability rights policies enforced. - Percentage increase in policy compliance reports at the local level. - Number of advocacy campaigns conducted annually. - Number of disability-inclusive policies addressing health, education, food security, climate change, and DIDRR.	- Government and NGO reports. - Local government compliance records. - Advocacy campaign records and impact assessments.	- Continued support from government and policymakers. - Willingness of local governments to collaborate. - Active participation from Persons with disabilities and stakeholders.

Strategic Outcome 2: By 2029, economic empowerment, IGA skilling, and inclusive education for Persons with Disabilities are promoted to foster financial independence, reduce poverty, address food insecurity, and support sustainable livelihoods.	• Percentage of persons with disabilities households practicing sustainable agriculture (e.g., agroecology, conservation farming, organic farming) verified by agricultural extension reports. • Percentage of persons with disabilities households meeting food security thresholds • Percentage increase in average household income for persons with disabilities households (disaggregated by disability type, gender, and region). • Percentage of persons with disabilities households with documented land ownership/secure tenure (e.g., registered titles, lease agreements). • Percentage of households with Persons with disabilities reporting financial security. • Percentage of Persons with disabilities completing vocational training and utilizing acquired skills. • Percentage increase in average household income for persons with disabilities households. • Percentage of schools/educational institutions implementing disability inclusive education practices, measured by the availability of accessible infrastructures (eg. Ramps, Accessible toilets, visual & auditory aids), assistive devices eg. Braille materials, hearing aids, mobility aids), trained staff equipped to support learners with diverse disabilities (including sensory, physical, cognitive and development disabilities), and enrolment, participation, retention rates, and progress of learners with disabilities.	• Training program records. • Employment and business registry data. • Surveys of household income among Persons with disabilities. • Social protection program reports. • Inclusive education institution reports.	• Continuous funding for training and social protection programs. • Effective and sustainable collaboration between institutions, employers, and stakeholders. • Participation of Persons with disabilities in programs.
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Strategic Outcome 3: By 2029, the capacity and governance of District Unions and NOPDs are enhanced to ensure effective program implementation, equitable resource distribution, and strengthened representation of Persons with Disabilities, including women and youth.	• Number of District Unions and NOPDs reporting improved governance practices. • Increase in the number of member-led persons with disabilities programs. • Percentage of members implementing OCA recommendations. • Number of disaster management plans developed and adopted by member organizations.	• OCA reports. • Independent evaluations. • Membership satisfaction survey reports. • Governance audit records.	• Continued funding and resources for capacity building initiatives. • Commitment of members to governance reforms. • Supportive policies and technical assistance.
Strategic Outcome 4: By 2029, NUDIPU's knowledge management systems are strengthened to enhance program effectiveness, evidence-based advocacy, and informed decision-making for addressing the needs of Persons with Disabilities.	• Percentage increase in programs utilizing the enhanced knowledge management system. • Percentage of knowledge products generated and shared.	• Knowledge management system reports. • Knowledge repository usage logs. • Annual reviews and external evaluation reports.	• Availability of resources for system improvements. • Stakeholder support for collaborative data-sharing. • Participation of Persons with Disabilities in knowledge-sharing activities.
Strategic Outcome 5: By 2029, NUDIPU's institutional capacity is strengthened through resource mobilization, capacity building, regionalization, partnerships, and infrastructural development for long-term sustainability.	• Increased percentage of internally generated revenue. • Number of staff trained annually. • Number of active partnerships and networks established at national, regional, and global levels. • Completion of the NUDIPU House by 2028. • Number of regional offices established. • Number of DUs and member organizations completing OCAT and implementing recommendations.	• Financial reports. • Training records. • Partnership agreements. • Construction progress reports. • OCAT reports.	• Availability of funding for institutional projects. • Support from stakeholders and development partners. • Willingness of regional stakeholders to collaborate.

3.2 KEY RESULT AREAS (KRA)/ STRATEGIC PILLARS

The National Union of Disabled Persons of Uganda (NUDIPU) has been a leading advocate for the rights of Persons with Disabilities in Uganda, making substantial progress in policy advocacy, socio-economic empowerment, and community engagement. As NUDIPU prepares its strategic plan for 2025-2029, it remains committed to addressing persistent challenges while building on past achievements. This plan includes four core strategic objectives that will guide NUDIPU's initiatives and resource allocation over the next five years. It will focus on strengthening advocacy and policy influence, enhancing socio-economic empowerment, capacity strengthening of NOPDs and the District Unions, institutional strengthening and establishing a robust Monitoring Evaluation and Learning (MEL) system. Each objective is designed to drive transformative outcomes for persons with disabilities across Uganda, ensuring that their rights are protected, their voices amplified, and their socio-economic independence fostered.

This section outlines NUDIPU's strategic objectives, developed through extensive consultations with stakeholders and an assessment of organizational priorities. These objectives provide a roadmap for advancing disability rights, improving economic opportunities for Persons with Disabilities, strengthening governance within NOPDs and District Unions as well as strengthening the current Monitoring and Evaluation system. Each objective is backed by a set of targeted actions, measurable outcomes, and expected outputs, forming the basis for impactful change across all operational levels.

3.2.1 Key Result Area (KRA)/ Strategic Pillar 1: Enhance Advocacy for the enactment and implementation of Inclusive Legislation and Policies for Rights of Persons with Disability

Advocacy and policy influence remain central to NUDIPU's mission, championing the rights of Persons with Disabilities (PWDs) through comprehensive policy reforms and targeted awareness campaigns. Despite progress in establishing inclusive policies, enforcement remains inconsistent, especially at local levels. To address these gaps, this strategic objective emphasizes intensified advocacy efforts that integrate broader issues, including Disability-Inclusive Disaster Risk Reduction (DIDRR), inclusive climate change adaptation, nurturing care for children with disabilities, and gender-responsive strategies.

The revised objective seeks to ensure that policies addressing disability rights, inclusive education, employment, climate change, health, and food security are effectively implemented and held accountable across government and private sectors. Collaborative partnerships with local governments, NGOs, private sector actors, and stakeholders will be strengthened to uphold the rights of Persons with disabilities and ensure their inclusion in all aspects of public policy and interventions.

Table 2: Log Frame for Strategic Objective 1

Intervention Logic	Key Performance Indicators	Means of Verification	Assumptions
Strategic Outcome 1: By 2029, advocacy and policy implementation for disability rights, inclusive education, health, food security, climate change adaptation, and DIDRR are strengthened to ensure effective enforcement and compliance at national and local levels.	- Number of disability rights policies enforced. - Percentage increase in policy compliance reports at the local level. - Number of advocacy campaigns conducted annually. - Number of disability-inclusive policies addressing health, education, food security, climate change, and DIDRR.	- Government and NGO reports. - Local government compliance records. - Advocacy campaign records and impact assessments.	- Continued support from government and policymakers. - Willingness of local governments to collaborate. - Active participation from Persons with disabilities and stakeholders.
Outputs			
1st Output: Increased awareness of disability rights, inclusive education, health, food security, climate change adaptation, and DIDRR among policymakers and stakeholders.	- Number of policymakers reached through awareness sessions. - Percentage of stakeholders demonstrating increased understanding of persons with disabilities rights and issues.	- Training session attendance lists. - Pre-and post-training surveys. - Meeting minutes.	- Availability of policymakers for training sessions. - Positive response to engagement.
2nd Output: Strengthened partnerships with local governments and organizations to support disability policy enforcement and the integration of inclusive education, health, food security, climate change adaptation, and DIDRR.	- Number of formal partnerships/ Memoranda of Understanding (MoUs) established. - Increased joint initiatives for policy monitoring. - Number of inclusive policies influenced.	- Partnership agreements/ Signed MoUs. - Reports on joint initiatives and collaboration activities.	- Commitment from partner organizations. - Sustained collaboration.
3rd Output: Enhanced capacity of advocates to engage in effective lobbying and representation for inclusive education, health, food security, climate change adaptation, and DIDRR.	- Number of training workshops conducted for disability inclusion advocates. - Percentage of advocates reporting improved lobbying skills in the new areas.	- Workshop records. - Post-training feedback forms. - Advocacy activity reports.	- Availability of qualified trainers. - Participation of advocates in training.

4th Output: Advocacy for nurturing care frameworks addressing the needs of children with disabilities integrated into public policy.	• Number of advocacy initiatives targeting children with disabilities. • Inclusion of nurturing care principles in disability-related policies. • Number of stakeholders engagements conducted on nurturing care frameworks addressing the needs of children with disabilities • Number of parents and caretakers trained on nurturing care of children with disabilities • Number of stakeholders with disability inclusive child nurturing and care frameworks and program	• - Advocacy campaign records. • - Reports from partnerships with child-focused organizations.	• - Engagement of policymakers in child-centered advocacy. • - Collaboration with healthcare and education stakeholders.
5th Output: Sexual reproductive health and gender-based violence advocacy is integrated into all disability-related policies and programs.	• Number of gender-inclusive disability rights policies. • Number of advocacy campaigns addressing GBV and sexual reproductive health s. • Number of persons with disabilities accessing SRH services • 50% of commitments implemented by health facilities of SRH towards becoming inclusive and accessible • Number of health facilities of SRH implementing SRH commitments • Number of persons with disabilities satisfied with the services provided by health facilities of SRH • Number of GBV reported, • Number of GBV cases referred • Number of GBV cases resolved. • Number of innovative GBV activities implemented. • Number of persons with disabilities reached within GBV advocacy days	• Policy analysis reports. • Stakeholder engagement records.	• Commitment to gender inclusivity from stakeholders. • Availability of gender-focused advocacy resources.

Activities to Achieve the Outputs and Outcomes

- i. Conduct targeted advocacy campaigns at national and local levels, emphasizing disability-inclusive policies in education, health, food security, climate change adaptation, DIDRR, and nurturing care.
- ii. Organize training workshops for policymakers and stakeholders on disability rights, inclusive education (including sign and tactile sign language), health, food security, and climate change adaptation.
- iii. Establish partnerships with local governments, NGOs, and child-focused organizations to promote the integration of nurturing care frameworks in disability-related policies.
- iv. Provide specialized training for advocates to strengthen lobbying and representation skills in inclusive education, health, food security, climate change, and gender-responsive strategies.
- v. Hold regular stakeholder engagement meetings to reinforce the importance of policy compliance and the integration of disability-inclusive measures.
- vi. Develop and distribute educational materials on disability-inclusive education, health, food security, nurturing care, and gender-responsive advocacy.
- vii. Collaborate with climate and disaster risk organizations to promote DIDRR initiatives and build the capacity of district unions to understand and adapt to climate change.
- viii. Partner with gender and development experts to integrate gender-responsive strategies into all advocacy efforts.

Inputs for the First Strategic Outcome

- i. **Funding:** Allocations for expanded advocacy campaigns, training workshops, and development of materials on nurturing care and gender-responsive strategies.
- ii. **Human Resources:** Trained facilitators with expertise in disability-inclusive policies, nurturing care, climate change, and gender advocacy.
- iii. **Collaboration:** Partnerships with child-focused organizations, climate change advocacy groups, and gender experts.
- iv. **Monitoring and Evaluation Tools:** Mechanisms to track policy enforcement and measure the impact of advocacy efforts.
- v. **Logistical Support:** Resources for organizing stakeholder engagement events, training sessions, and distribution of materials.

3.2.2 Key Result Area (KRA)/ Strategic Pillar 2: Promote Socio-Economic Empowerment

Economic empowerment is essential for fostering the independence and resilience of Persons with Disabilities (PWDs). This objective emphasizes skilling for income-generating activities (IGAs), access to financial resources, inclusive education, social protection, and employment opportunities tailored to the needs and aspirations of Persons with disabilities.

Social Protection: Addressing the economic vulnerability of Persons with disabilities is critical to reducing poverty and promoting equity. Social protection measures will include direct income transfers, safety nets, and changes to the regulatory framework that protect socially marginalized groups. Interventions will target three categories of vulnerable persons:

- i. **The chronically poor**, who require social assistance programs such as disability benefits, single-parent allowances, and social pensions for elderly Persons with disabilities.

- ii. **The economically vulnerable**, who need social insurance programs like pensions, health insurance, and unemployment benefits, supplemented by informal mechanisms such as savings clubs.
- iii. **The socially marginalized**, who benefit from interventions addressing social equity, such as regulatory changes, advocacy campaigns, and services for victims of discrimination and abuse.

NUDIPU's approach will ensure that Persons with disabilities access social protection services through partnerships with public and private sector actors, leveraging advocacy to mainstream disability inclusion in national and community-level social protection programs.

Vocational Training and Skilling: While NUDIPU will not establish vocational training centers, it will collaborate with existing institutions to deliver adaptable, inclusive training programs. These programs will emphasize IGAs, sustainable agriculture, and other skills aligned with market needs. Partnerships with employers, microfinance institutions, and food security initiatives will provide additional support for trainees.

Table 3: Log Frame for Strategic Objective 2

Intervention Logic	Key Performance Indicators	Means of Verification	Assumptions
Strategic Outcome 2: By 2029, economic empowerment, IGA skilling, and inclusive education for Persons with Disabilities are promoted to foster financial independence, reduce poverty, address food insecurity, and support sustainable livelihoods.	- Percentage of persons with disabilities households practicing sustainable agriculture (e.g., agroecology, conservation farming, organic farming) verified by agricultural extension reports. - Percentage of persons with disabilities households meeting food security thresholds - Percentage increase in average household income for persons with disabilities households (disaggregated by disability type, gender, and region). - Percentage of persons with disabilities households with documented land ownership/secure tenure (e.g., registered titles, lease agreements). - Percentage of households with Persons with disabilities reporting financial security. - Percentage of Persons with disabilities completing vocational training and utilizing acquired skills. - Percentage increase in average household income for persons with disabilities households.	- Training program records. - Employment and business registry data. - Surveys of household income among Persons with disabilities. - Social protection program reports. - Inclusive education institution reports.	- Continuous funding for training and social protection programs. - Effective and sustainable collaboration between institutions, employers, and stakeholders. - Participation of Persons with disabilities in programs.

Outputs			
1st Output: Enhanced access to vocational training and skills development programs for Persons with disabilities, incorporating inclusive education.	- Percentage increase in Persons with disabilities enrolled in vocational training programs. - Percentage increase in Persons with disabilities completing vocational training programs - Percentage of schools/educational institutions implementing disability inclusive education practices	- Enrollment records. - Training center reports. - Participant feedback.	- Availability of accessible facilities, adaptive tools, and inclusive education programs. - Willingness of Persons with disabilities to participate.
2nd Output: Strengthened partnerships with employers to create job placement opportunities for Persons with disabilities.	- Number of formal agreements with employers. - Number of Persons with disabilities placed in internships. - Number of Persons with disabilities secured job placements. - Number of employer agencies which are disability confident	- Partnership agreements. - Employment placement reports. - Employer feedback.	- Employer willingness to participate in inclusive hiring. - Supportive job market trends.
3rd Output: Increased access to financial resources, entrepreneurship support, and food security initiatives for Persons with disabilities.	- Number of Persons with disabilities accessing financial services and products. - Number of Persons with disabilities who started and managed businesses/IGAs - Number of businesses registered by people with disabilities - Number of financial institutions that are promoting inclusive financial services and resources - Number of Persons with disabilities trained in agronomic practices for food security. - Number of persons with disabilities trained and implementing sustainable agricultural practices - Number of persons with disabilities trained in financial literacy and business management	- Financial program records. - Business registration data. - Agricultural training attendance records.	- Availability of financial support programs and food security initiatives. - Interest and participation from Persons with disabilities.
4th Output: Enhanced access to social protection services for Persons with disabilities and their families.	- Number of Persons with disabilities benefiting from social assistance programs. - Percentage of persons with disabilities households covered by social insurance schemes. - Number of regulatory changes supporting persons with disabilities social equity. - Number of social protection programs that are inclusive - Number of persons with disabilities who have been trained on social protection - Number of social protection stakeholders trained on inclusive practices and principles	- Social protection program reports. - Policy change records. - Advocacy campaign reports.	- Government commitment to expanding social protection services. - Collaboration with the private sector and NGOs.

Activities to Achieve the Outputs and Outcomes

- i. Develop and implement targeted vocational training programs with adaptable curricula for Persons with disabilities, emphasizing IGAs and sustainable agriculture.
- ii. Collaborate with technical and vocational institutions to ensure accessibility, inclusivity, and the integration of disability-friendly teaching methods.
- iii. Organize job fairs and establish partnerships with employers committed to hiring Persons with disabilities.
- iv. Conduct workshops on entrepreneurship, business skills, and access to funding opportunities.
- v. Partner with microfinance institutions, government agencies, and food security initiatives to provide financial aid programs and agricultural training.
- vi. Advocate for and facilitate access to social protection programs, including disability benefits, health insurance, and safety nets for economically vulnerable Persons with disabilities.
- vii. Launch mentorship programs connecting successful persons with disabilities entrepreneurs with trainees.
- viii. Promote regulatory changes and conduct sensitization campaigns to advance social equity for marginalized Persons with disabilities.

Inputs for the Second Strategic Outcome

- i. **Funding:** Budget for training materials, adaptive tools, and social protection advocacy.
- ii. **Collaboration:** Agreements with training institutions, employers, microfinance partners, and social protection agencies.
- iii. **Human Resources:** Skilled trainers and facilitators for vocational, agricultural, and entrepreneurship programs.
- iv. **Monitoring and Evaluation Tools:** Mechanisms for tracking outcomes in training, employment, social protection, and food security.
- v. **Logistical Support:** Resources for organizing training sessions, job fairs, and advocacy campaigns.

3.2.3 Key Result Area (KRA)/ Strategic Pillar 3: Enhance Capacity of NUDIPU's membership

District Unions play a critical role in advancing NUDIPU's mission at the grassroots level. However, many Unions face challenges related to governance structures, resource constraints, and limited capacity to deliver effective programs. The strategic plan has been revised to include National Organizations of Persons with Disabilities (NOPDs) alongside District Unions, as both are integral members of NUDIPU. The objective now reflects a broader scope of capacity-building initiatives, ensuring equitable support for all member organizations. The Organizational Capacity Assessment (OCA) approach is integrated to tailor capacity-building efforts to the specific needs of members, ensuring targeted and effective interventions. Membership satisfaction surveys have also been incorporated into the strategy, with considerations for their associated costs factored into the

budgeting process.

Table 4: Log framework strategic objective 3

Intervention Logic	Key Performance Indicators	Means of Verification	Assumptions
Strategic Outcome 3: By 2029, the capacity and governance of District/City Unions and NOPDs are enhanced to ensure effective program implementation, equitable resource distribution, and strengthened representation of Persons with Disabilities, including women and youth.	- Number of District/City Unions and NOPDs reporting improved governance practices. - Increase in the number of member-led persons with disabilities programs. - Percentage of members implementing OCA recommendations. - Number of disaster management plans developed and adopted by member organizations. - Number of DUs/CUs and NOPDs able to attract resources and sustain their operations	- OCA reports. - Independent evaluations. - Membership satisfaction survey reports. - Governance audit records.	- Continued funding and resources for capacity -building initiatives. - Commitment of members to governance reforms. - Supportive policies and technical assistance.
Outputs			
1st Output: Enhanced leadership, governance, and disaster preparedness capacity of DUs/CUs and NOPDs.	- Number of training workshops conducted. - Percentage of leaders reporting improved skills in governance, financial management, advocacy and disaster response. - Number of DUs/CUs having disaster response plans	- Training attendance sheets. - Post-training evaluation reports. - Feedback forms from participants.	- Availability of skilled trainers. - Engagement of member organization leaders.
2nd Output: Clear and transparent governance structures established within District/City Unions and NOPDs, incorporating OCA-driven improvements.	- Number of members adopting new governance structures. - Frequency of documented governance meetings and disaster response drills. - Number of DUs/CUs adhering to their mandate and good governance rules, practices and procedures.	- Governance policy documents. - OCA reports. - Monitoring reports.	- Commitment of members to adopting new structures. - Ongoing technical support.
3rd Output: Improved program delivery and membership satisfaction among DUs/CUs and NOPDs.	- Number of independently managed programs effectively run by member organizations. - Results of membership satisfaction surveys. - Number of member organizations that have functional systems	- Program implementation reports. - Membership satisfaction survey results. - Beneficiary feedback.	- Sustained funding for local programs. - Active participation of members in satisfaction surveys.

Activities to Achieve the Outputs and Outcomes

- i. Conduct comprehensive training workshops on leadership, governance, financial management, and disaster preparedness for leaders of District Unions and NOPDs.
- ii. Develop and disseminate governance and disaster management toolkits tailored to the unique needs of District Unions and NOPDs.
- iii. Facilitate OCAs for all member organizations, with subsequent support to implement identified recommendations.
- iv. Establish mentorship programs pairing experienced leaders with District Union and NOPD representatives.
- v. Conduct membership satisfaction surveys annually to identify and address areas for improvement, with results feeding into strategic reviews.
- vi. Organize peer learning forums to share best practices, including governance and disaster management strategies.
- vii. Provide technical assistance and consultancy services to members during the implementation of new governance frameworks.
- viii. Facilitate regular review meetings to monitor and evaluate progress on governance and capacity-building initiatives.

Inputs for the Third Strategic Outcome

- i. **Funding:** Budget allocations for training workshops, OCAs, and membership satisfaction surveys.
- ii. **Human Resources:** Skilled trainers, governance experts, and disaster management consultants.
- iii. **Technical Support:** Development and distribution of governance toolkits and mentorship programs.
- iv. **Collaboration:** Partnerships with local authorities, NGOs, and disaster response agencies.
- v. **Monitoring and Evaluation (M&E):** Tools to track progress and outcomes of capacity-building efforts.
- vi. **Logistical Support:** Resources for organizing meetings, forums, and disaster preparedness drills.

3.2.4 Key Result Area (KRA)/ Strategic Pillar 4: Strengthen the Information Systems of NUDIPU

A robust Knowledge Management System (KMS) is essential for improving program impact, ensuring accountability, and facilitating evidence-based advocacy. NUDIPU's current Knowledge Management System, including its Monitoring and Evaluation (M&E) components, faces challenges such as insufficient staffing, limited capacity for data collection, analysis, and reporting across departments, as well as the absence of a centralized data bank capturing disaggregated data on Persons with Disabilities in Uganda. Strengthening this system will enable NUDIPU to better track outcomes, support informed decision-making, and advocate for policies and services that address the evolving needs of Persons with Disabilities.

The strategic objective under this pillar focuses on enhancing the existing Knowledge Management System by integrating advanced M&E mechanisms, effective data collection tools, and streamlined reporting protocols. The initiative also aims to foster improved coordination across NUDIPU departments, government entities, and organizations working with Persons with Disabilities. This enhancement will ensure that knowledge and data generated by NUDIPU are efficiently managed, accessible, and used to drive strategic interventions and advocacy efforts.

Table 5: Log Frame for Strategic Objective 4

Intervention Logic	Key Performance Indicators	Means of Verification	Assumptions
Strategic Outcome 4: By 2029, NUDIPU's information systems are strengthened to enhance program effectiveness, evidence-based advocacy, and informed decision-making for addressing the needs of Persons with Disabilities.	- Percentage increase in programs utilizing the enhanced knowledge management system. - Percentage of knowledge products generated and shared. - Percentage of data disaggregated by disability, age, gender, and location. - Percentage of persons with disabilities accessing and utilizing assistive technologies	- Knowledge management reports. - Knowledge repository usage logs. - Annual reviews and external evaluation reports.	- Availability of resources for system improvements. - Stakeholder support for collaborative data-sharing. - Participation of Persons with Disabilities in knowledge-sharing activities.
Outputs			
1st Output: Enhanced knowledge management framework, including mechanisms for disaggregated data collection and reporting.	- Completion and integration of the improved framework. - Number of staff and partners trained in knowledge management tools.	- Framework documentation. - Training attendance records. - System integration reports.	- Access to skilled experts and resources. - Staff and stakeholder buy-in.
2nd Output: Centralized knowledge repository established for capturing and disseminating disaggregated data and organizational insights.	- Knowledge repository operational and accessible. - Increase in knowledge products generated and shared.	- Repository usage logs - Analytical reports. - Feedback from stakeholders.	- Availability of data collection technology. - Reliable input from stakeholders.
3rd Output: Regular data collection, analysis, and knowledge-sharing conducted to inform decision-making and advocacy efforts.	Number of knowledge-sharing sessions organized.	- Analytical reports. - Dissemination records.	- Consistent engagement with stakeholders. - Availability of trained personnel for data analysis.

4th Output: An assistive ICT policy for persons with disabilities developed and adopted by NUDIPU.	• An assistive ICT policy document for persons with disabilities developed and shared with NUDIPU stakeholders • Number of advocacy or dissemination workshops conducted to promote the adopted assistive ICT policy • Number of NUDIPU stakeholders receiving information in accessible formats. • Number of projects/programs having an ICT element.	• Dissemination records • Reports • Board minutes with resolutions on adoption and implementation of the policy • Information in accessible formats • Case stories from assistive • ICT users. • Projects	• Availability of funds to develop and disseminate the policy • Donor interest in funding assistive ICT components • Stakeholders' willingness to utilize assistive ICT technologies • The board of directors will approve and adopt the assistive ICT policy • Government willingness to support the uptake of assistive ICT policy
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Activities to Achieve the Outputs and Outcomes

- Develop and implement a comprehensive knowledge management framework that integrates M&E and knowledge-sharing processes.
- Recruit additional staff specializing in knowledge management and train teams on data collection, analysis, and reporting.
- Establish and maintain a centralized knowledge repository to store disaggregated data, lessons learned, and best practices.
- Conduct periodic data collection and ensure timely analysis to generate actionable insights.
- Organize workshops and forums to promote the use of knowledge products in program planning and advocacy.
- Partner with academic and research institutions to enhance data analysis and capacity building.
- Standardize reporting formats and protocols to ensure consistent sharing of knowledge across departments and partners.

Inputs for the Fourth Strategic Outcome

- Budgetary Support: Allocation for developing and maintaining the knowledge management system, including advanced data collection tools.
- Human Resources: Skilled personnel for system implementation, data analysis, and knowledge-sharing activities.
- Technology and Infrastructure: Investment in software and platforms for real-time data tracking, storage, and dissemination.
- Partnerships: Collaboration with research organizations, technical experts, and stakeholders for capacity building and knowledge-sharing.
- Engagement: Active involvement of Persons with Disabilities and their representatives to ensure inclusive processes and relevance of knowledge products.

3.2.5 Key Result Area (KRA)/ Strategic Pillar 5: Institutional Development for sustainability

To realize its mission of advocating for the rights of Persons with Disabilities (PWDs), NUDIPU must build a strong institutional foundation capable of adapting to emerging needs and opportunities. Strategic Pillar 5 focuses on institutional development through enhanced resource mobilization, staff capacity building, infrastructural development, fostering partnerships, networks, and coalitions at national, regional, and global levels. Additionally, it integrates a regionalization strategy to decentralize operations and strengthen NUDIPU's presence across Uganda. A Human Resource Development Plan will guide staff development, aligning training and recruitment efforts with the strategic direction of the organization. Furthermore, an Organizational Capacity Assessment Tool (OCAT) will be implemented for DUs/CUs and member organizations to identify capacity gaps and guide targeted interventions. This pillar prioritizes key initiatives, including the construction of the proposed NUDIPU House, professional development of staff, establishment of regional offices, and innovative resource mobilization strategies. By expanding its reach and leveraging partnerships, NUDIPU aims to amplify its influence, visibility, and impact, ensuring long-term sustainability and organizational resilience.

Table 6: Log Frame for Strategic Objective 5

Intervention Logic	Key Performance Indicators	Means of Verification	Assumptions
Strategic Outcome 5: By 2029, NUDIPU's institutional capacity is strengthened through resource mobilization, capacity building, regionalization, partnerships, and infrastructural development for sustainability.	- Increased percentage of internally generated revenue. - Percentage of staff trained. - Resource mobilization strategy developed and approved. - Number of active partnerships and networks established at national, regional, and global levels. %age of NUDIPU house construction plan completed. - Number of functional regional structures established. - Number of DUs/CUs and member organizations completing OCAT and implementing recommendations.	- Financial reports. - Training records. - Partnership agreements. - Construction progress reports. - OCAT reports. - An approved copy of resource mobilization strategy	- Availability of funding for institutional projects. - Support from stakeholders and development partners. - Willingness of regional stakeholders to collaborate.
Outputs			
Output 1: Enhanced resource mobilization mechanisms.	- Number of new funding streams introduced annually. - Revenue generated from non-donor sources.	- Financial records. - Partnership agreements.	- Availability of technical expertise for resource mobilization. - Stakeholder support.

Output 2: Improved staff capacity and professional development.	• Number of staff trained. • Increase in staff performance. • Human Resource Development Plan developed	• Training attendance records. • Staff performance appraisal reports. • HR Development Plan documentation.	• Availability of skilled trainers. • Staff willingness to participate in training.
Output 3: Strengthened infrastructure, including ICT, the construction of NUDIPU House.	• NUDIPU House construction milestones completed • Degree of accessibility compliance. • Data protection policy developed and approved • Disability inclusive ICT policy developed and approved • Data protection certificate obtained	• Approved construction plan • Construction progress reports. • Compliance certificates. • Data protection policy • ICT policy • Accessibility audit report	• Availability of funds. • Adherence to contract terms.
Output 4: Established functional regional structures and operational capacity.	• Number of functional regional structures. • Percentage of DUs/CUs reporting improved outreach.	• Regional office reports. • DUs/CUs feedback on outreach.	• Sufficient funding for regional operations. • Willingness of DUs/CUs to engage in regional program interventions
Output 5: Increased partnerships, networks, and coalitions.	• Number of new partnerships at national, regional, and global levels. • Number of collaborative initiatives implemented. • Participation in national, regional and international fora. • Number of coalitions joined	• Partnership agreements. • Progress reports on collaborative activities. • Reports of national, regional and global engagements. • Coalition agreements and reports	• Willingness of partners to engage. • Clear mutual goals.

Activities to Achieve the Outputs and Outcomes**Resource Mobilization**

- i. Develop and implement a comprehensive resource mobilization mechanism.
- ii. Establish partnerships with corporate entities for Corporate Social Responsibility (CSR) contributions.
- iii. Launch local and international fundraising campaigns.

Capacity Building

- i. Conduct annual training sessions for staff in leadership, project management, and technical skills.
- ii. Establish a mentorship and coaching program for staff development.
- iii. Provide training and capacity-building programs for regional staff and partners.
- iv. Implement the Organizational Capacity Assessment Tool (OCAT) for DUs and member

Infrastructure Development

- i. Finalize architectural designs and secure permits for the NUDIPU House.
- ii. Mobilize resources for construction through partnerships and fundraising.
- iii. Monitor construction to ensure timely and quality completion.

Regionalization

- i. Establish regional offices in strategic locations covering multiple districts.
- ii. Recruit regional staff, including coordinators, advocates, and support personnel.
- iii. Implement regional planning and budgeting processes to address local priorities.

Partnerships and Networks

- i. Build partnerships with local organizations, including Organizations for Persons with Disabilities (OPDs) and community-based organizations.
- ii. Establish networks and coalitions at national, regional, and global levels to amplify influence and visibility.
- iii. Participate in global disability forums and regional conferences to strengthen advocacy and share best practices.

Monitoring and Evaluation

- i. Establish a robust system to track progress and impact of regionalization and partnership initiatives.
- ii. Conduct quarterly assessments to ensure alignment with strategic objectives.

Inputs for the Second Strategic Outcome

- i. Funding for training programs, regional offices, and infrastructural projects.
- ii. Collaboration agreements with regional organizations and global networks.
- iii. Recruitment of skilled staff for regional offices and headquarters.
- iv. Logistical support for setting up and maintaining regional offices.
- v. Monitoring and evaluation tools for tracking performance and outcomes.

SECTION FOUR

PROGRAMMES IMPLEMENTATION APPROACHES AND COORDINATION FRAMEWORK

4.1 PROGRAMME APPROACHES

The Programme Approaches provide a structured framework to advance Disability Rights, Economic Empowerment, Organizational Capacity, and Policy Advocacy for Persons with Disabilities in Uganda. These approaches emphasize a multi-faceted strategy that includes targeted advocacy to enforce disability rights, economic empowerment through skills and employment support, strengthening governance in District Unions, driving inclusive policy reforms, and Strengthen Institutional Development for Long-Term Sustainability. Each program is designed to operate in partnership with government bodies, local communities, and private sector stakeholders, creating a coordinated network for sustainable impact. Through these interconnected approaches, NUDIPU aims to ensure that Persons with Disabilities are actively supported, economically independent, and represented in Uganda's policy and legal frameworks.

Alignment with NDP IV Priorities

NUDIPU's Strategic Plan is intentionally aligned with Uganda's Fourth National Development Plan (NDP IV), which prioritizes infrastructure development, private sector-led growth, agro-industrialization, human capital development, and good governance. To advance national priorities, NUDIPU integrates disability inclusion into NDP IV's pillars through:

- i. **Economic Growth Drivers:** Promoting persons with disabilities participation in agro-industrialization, tourism, and ICT sectors via vocational training in marketable trades (e.g., agribusiness, digital skills) and partnerships with private enterprises to unlock employment and entrepreneurship opportunities.
- ii. **Infrastructure Development:** Advocating for disability-inclusive infrastructure in energy, transport, and ICT (e.g., accessible public buildings, assistive technologies, and rural electrification for persons with disabilities-owned enterprises).
- iii. **Private Sector Engagement:** Collaborating with microfinance institutions and employers to expand financial inclusion and job placement for Persons with disabilities, directly supporting NDP IV's focus on private sector-led job creation.
- iv. **Governance & Justice:** Strengthening advocacy for persons with disabilities representation in local governance structures and aligning with NDP IV's

emphasis on justice and administrative reforms by addressing systemic barriers in policy implementation.

- v. Natural Resources & Sustainability:** Supporting persons with disabilities engagement in sustainable land use and climate-resilient agriculture, ensuring alignment with NDP IV's environmental sustainability goals.

By embedding disability inclusion into Uganda's development agenda, NUDIPU ensures that Persons with disabilities are not left behind in critical sectors like infrastructure, energy, and agro-industrialization, while amplifying national efforts to achieve equitable, inclusive growth. In addition:

- i. Sector-Specific Linkages:** Explicitly ties NUDIPU's programs to NDP IV pillars (e.g., agro-industrialization, ICT, infrastructure).
- ii. Disability-Inclusive Infrastructure:** Expands beyond "human capital" to address physical infrastructure gaps affecting Persons with disabilities.
- iii. Private Sector Synergy:** Aligns vocational training and partnerships with NDP IV's job creation focus.
- iv. Governance & Sustainability:** Connects advocacy efforts to NDP IV's justice and environmental priorities.

This integration positions NUDIPU as a proactive partner in Uganda's development journey while advancing disability rights.

4.1.1 PROGRAMME 1: Advocacy and Policy Influence for disability rights

NUDIPU has consistently led advocacy efforts to secure disability rights, but more action is needed to ensure the enforcement of existing policies and to address critical areas such as health, food security, inclusive education, and the broader integration of disability rights into public policy. This programme will focus on strengthening advocacy and policy implementation by engaging with key stakeholders, including government bodies, policymakers, and community leaders, to ensure disability rights, access to healthcare, food security, inclusive education (with an emphasis on sign languages and tactile sign language), nurturing care for children with disabilities, and gender-responsive strategies are integrated into national and local agendas.

NUDIPU will launch targeted advocacy campaigns, reinforce partnerships with local governments, and equip advocates with training to foster a stronger voice for Persons with Disabilities (PWDs) across all levels of policymaking. By broadening the scope to include health, food security, inclusive education, inclusive climate change adaptation, nurturing care frameworks, and gender-responsive strategies, the program ensures that the fundamental rights of Persons with disabilities are addressed holistically. Collaboration with stakeholders will be central to ensuring these rights are consistently prioritized and enforced at all levels.

The programme's implementation will prioritize a multi-tiered approach:

- 1. Legislative Reform and Policy Change:** NUDIPU will engage with government bodies to review, amend, and create policies that address the needs of Persons with disabilities. The program will focus on education advocating for inclusive learning opportunities such as inclusive sports and play, healthcare, employment, climate change adaptation, and public accessibility laws. Efforts will aim to ensure these areas are inclusive and responsive to the needs of Persons with disabilities, with a particular emphasis on integrating nurturing care frameworks and gender-responsive advocacy into public policies.
- 2. Advocacy Campaigns:** Conduct targeted advocacy campaigns in line with the advocacy framework that address the enforcement of disability policies. These campaigns will emphasize disability-inclusive healthcare, food security, climate change adaptation, inclusive education, nurturing care for children with disabilities, and gender-responsive advocacy. Media, public forums, and stakeholder engagement will be utilized to raise awareness of Persons with disabilities' rights in accessing essential services.
- 3. Policy Monitoring and Accountability:** Establish partnerships with local governments, NGOs, and other partners to monitor the implementation of disability-inclusive policies. Areas of focus will include healthcare, education, food security, climate change adaptation, nurturing care frameworks, and gender equality. This ensures accountability while encouraging proactive support for Persons with disabilities, particularly in underserved areas.
- 4. Capacity Building for Advocates:** Equip advocates with specialized training and resources to enable effective lobbying and representation in diverse sectors such as health, food security, education, climate change adaptation, gender-responsive advocacy, and nurturing care. This includes workshops on policy engagement, advocacy for disability-inclusive curricula, and skills development for lobbying on gender and disability intersections.
- 5. Health for People with Disabilities:** Advocacy will target working with the Ministry of Health in addressing specific health needs for different categories of disabilities. Reproductive health rights and gender-based violence (GBV) prevention will also be prioritized. Efforts will include:
 - i. Developing and implementing GBV prevention programs inclusive of Persons with disabilities, addressing their specific needs and risks.
 - ii. Conducting awareness campaigns to educate the public about the increased risk of GBV faced by Persons with disabilities, focusing on building self-esteem and confidence.
 - iii. Ensuring accessible shelters for survivors of GBV, equipped with necessary accommodations like wheelchair ramps and accessible bathrooms.

- iv. Establishing partnerships with healthcare providers to provide accessible health information in various formats (e.g., Braille, sign language, audio). Additionally, we will advocate for the inclusion of disability-specific training for healthcare professionals to improve the quality of care provided.
- v. Empowering survivors of sexual and gender-based violence, the programme will promote self-initiation programme at the grassroots level. This will include training survivors on self-reporting mechanisms, providing peer support networks, and working with community leaders to foster a supportive environment that encourages reporting and reduces dismissal of survivor accounts.
- vii. Recognizing the persistent inadequacy of health services, despite ongoing advocacy, the strategic plan will incorporate a focused initiative on improving health infrastructure and service delivery. This will involve advocating for increased budgetary allocations for disability-inclusive health services, monitoring the implementation of health policies, and establishing feedback mechanisms to ensure accountability.
- viii. In the realm of reproductive health services, a key focus will be on procuring and distributing appropriate labor beds tailored to the needs of persons with disabilities. This will be coupled with advocacy for accessible maternal healthcare facilities and the training of healthcare providers on disability-sensitive reproductive health practices.

- 6. Stakeholder Engagement:** Organize forums and roundtable discussions with policymakers to ensure disability rights, inclusive education, healthcare, climate change adaptation, food security, nurturing care for children with disabilities, and gender-responsive advocacy remain priorities on their agendas. These engagements will promote collaborative dialogue, fostering informed decision-making and robust support for Persons with disabilities.

To ensure the program's success, NUDIPU will employ a robust implementation and monitoring plan that includes clear performance indicators, timelines, and responsible parties

4.1.2 PROGRAMME 2: Socio - Economic Empowerment

NUDIPU's Socio-Economic Empowerment and IGA Skilling Development programme aims to foster financial independence, reduce poverty, address food insecurity, and promote sustainable livelihoods for Persons with Disabilities (PWDs). This programme addresses barriers to employment, skills development, food security, and entrepreneurship opportunities that limit economic self-reliance among Persons with disabilities. It includes tailored vocational training, promotion of inclusive education (particularly sign language and tactile sign language), support for agricultural initiatives, partnerships with employers, and enhanced access to financial resources needed to thrive economically. The programme

emphasizes equipping Persons with disabilities with IGA skills tailored to their needs and the labor market demands.

Food security is addressed through vocational training in sustainable agricultural practices, enabling Persons with disabilities to contribute to and benefit from food production initiatives. Additionally, the programme advocates for inclusive education, emphasizing the integration of sign and tactile sign language into learning systems to ensure Persons with disabilities can participate meaningfully in economic activities:

1. **Vocational Training and Skills Development:** NUDIPU will collaborate with existing vocational training institutions to ensure their facilities and curricula are inclusive of Persons with disabilities. The organization will advocate for government and private sector investment in inclusive vocational training infrastructure, provide technical assistance to these institutions in designing and implementing inclusive curricula, and facilitate partnerships between Persons with disabilities and training providers to enhance access to vocational programme, tools, and opportunities. These efforts aim to enhance the development and implementation of vocational training programme tailored to the specific skills and interests of Persons with disabilities, improving their employability and competitiveness in the job market. These programme will focus on practical skills, such as agriculture for food security, digital literacy, and other technology-driven fields. Inclusive education will be integrated into vocational training to address barriers such as the lack of sign and tactile sign language, captioning access, ensuring equitable participation for all Persons with disabilities.
2. **Enhanced Access to Social Protection Services:** Recognizing the economic vulnerability of Persons with disabilities, the programme will strengthen access to social protection services to reduce poverty and promote equity. NUDIPU will:
 - i. Advocate for disability-inclusive policies in social protection programme, including disability benefits, single-parent allowances, health insurance, and social pensions for elderly Persons with disabilities.
 - ii. Collaborate with public and private sector actors to facilitate access to social assistance and social insurance schemes tailored to the diverse needs of Persons with disabilities, including chronically poor, economically vulnerable, and socially marginalized groups.
 - iii. Conduct sensitization campaigns to advance social equity and address discrimination against Persons with disabilities in accessing social protection services.
 - iv. Leverage partnerships to ensure sustainable funding and effective implementation of social protection measures.

These initiatives will enhance economic resilience, ensuring that persons with disabilities households can overcome vulnerabilities and secure livelihoods.

- 4. Partnerships for Job Placement and Inclusive Employment:** NUDIPU will engage businesses, training institutions, and other stakeholders to create internship and employment opportunities/placements for Persons with disabilities. These partnerships will include collaborations with organizations in agriculture and food security initiatives. Targeted awareness campaigns will highlight the benefits of inclusive employment, ensuring that employers appreciate the value of hiring Persons with disabilities.
- 5. Entrepreneurship Support and Financial Access:** Recognizing the entrepreneurial potential of Persons with disabilities, NUDIPU will facilitate access to financial resources and business support through partnerships with microfinance institutions, government initiatives, and agricultural cooperatives. Workshops on financial literacy, food security initiatives, and business development will empower Persons with disabilities to establish or expand businesses and agricultural projects, ensuring economic and nutritional resilience.
- 6. Employer Awareness Programme:** NUDIPU will conduct campaigns to educate employers on the benefits of inclusive hiring. The programme will address stigma and misconceptions, fostering a culture of diversity in the workplace. Special emphasis will be placed on sensitizing employers about the value of hiring Persons with disabilities with training in agriculture and technology-focused skills, creating pathways to economic inclusion.
- 7. Technology-Focused Vocational Training:** To enhance employability in the digital age, the programme will incorporate technology-focused training for Persons with disabilities. Areas such as digital marketing, data entry, basic programming, and assistive technologies will be prioritized to open opportunities in technology-driven sectors.
- 8. Climate-Smart Agriculture:** NUDIPU's five-year strategy integrates Climate-Smart Agriculture (CSA) to equip Persons with disabilities with sustainable practices that boost productivity, adapt to climate change, and conserve the environment. Tailored training in techniques like agroforestry, conservation agriculture, and water harvesting will empower Persons with disabilities to participate actively in agricultural value chains.
- 9. Food Security:** The strategy will provide Persons with disabilities access to adaptive tools, affordable inputs, and modern irrigation systems through partnerships with governments, private sector actors, and development organizations. This initiative aims to enhance food security and income generation for Persons with disabilities.

The success of this programme will depend on a coordinated approach, ongoing collaboration with stakeholders, and continuous tracking of progress. The following table outlines the detailed implementation plan

4.1.3 PROGRAMME 3: Strengthening Capacity and Governance of District Unions and Member Organizations

NUDIPU's programme on strengthening the capacity, governance, and disaster management of District Unions and other member organizations aims to build resilient, autonomous, and well-managed member organizations that can effectively implement programmes for Persons with Disabilities, including disaster response initiatives. Member organizations, including District Unions and National Organizations of Persons with Disabilities (NOPDs), play a vital role in local representation, policy advocacy, and programme delivery. However, many face challenges in governance, leadership, resource management, and disaster preparedness. This programme will focus on empowering these organizations with the skills, resources, and structures needed to function effectively, sustainably, and inclusively in disaster management and other critical areas.

The focus of this programme is on four key areas: enhancing leadership skills, establishing transparent governance frameworks, integrating disaster management practices, and promoting independent programme implementation at the local level. Through training, mentorship, and resource allocation, NUDIPU will foster member organizations capable of managing resources effectively, advocating for the rights of Persons with Disabilities, responding to disasters, and ensuring equitable programme implementation across all regions.

- i. **Leadership Development and Management Skills Training:** NUDIPU will conduct extensive training workshops focused on governance, financial management, leadership development, and disaster management for leaders of member organizations. These trainings will be tailored to address the unique challenges faced by District Unions and NOPDs, incorporating findings from Organizational Capacity Assessments (OCAs). Key topics will include best practices in decision-making, accountability, resource allocation, and disaster preparedness. Leaders will gain the skills needed to effectively run their organizations and lead disaster response efforts.
- ii. **Establishing Transparent and Accountable Governance Structures:** This initiative will help member organizations adopt standardized governance frameworks to improve transparency and ensure accountability. NUDIPU will support the development of governance policies, creation of oversight committees, and regular governance audits. Recommendations from OCAs will be a cornerstone of this initiative, ensuring that governance improvements are targeted and evidence-based. Additionally, disaster management protocols will be integrated into governance frameworks, ensuring readiness for emergency situations. These structures will ensure that member organizations operate with integrity, transparency, and resilience.

- iii. **Integrating Disaster Management into Capacity-Building Efforts:** To strengthen the ability of District Unions and NOPDs to respond to and manage disasters, NUDIPU will provide specialized training and resources focused on disaster preparedness, response, and recovery. This includes workshops on emergency planning, risk assessment, and resource mobilization during crises. Toolkits tailored to the unique needs of member organizations will be developed and disseminated. NUDIPU will also facilitate partnerships with local disaster response agencies to enhance coordination and support for Persons with Disabilities during emergencies.
- iv. **Encouraging Independent programme Implementation:** To foster autonomy, NUDIPU will work with District Unions and member organizations to build their capacity for independent programme design and management, including disaster response initiatives. Technical assistance, standardized toolkits, and mentorship programmes will be provided to enhance the capability of member organizations. This initiative aims to create a network of self-sufficient local organizations capable of managing impactful, community-focused programmes and responding effectively to disasters.
- v. **Conducting Organizational Capacity Assessments (OCAs):** NUDIPU will integrate OCAs into the capacity-building process for all member organizations. These assessments will identify specific areas of strength and improvement, enabling tailored interventions. Findings from OCAs will guide training priorities, governance reforms, and resource allocation, ensuring that capacity-building efforts address the actual needs of members.
- vi. **Implementing Membership Satisfaction Surveys:** To continuously improve the programme and address member concerns, annual membership satisfaction surveys will be conducted. These surveys will evaluate the effectiveness of capacity-building efforts and identify areas for improvement. Given their cost implications, budgeting for these surveys has been factored into the programme to ensure their sustainability and effectiveness.
- vii. **Mentorship and Peer Learning:** Mentorship programmes will pair experienced leaders with representatives from District Unions and NOPDs to provide ongoing guidance in governance, programme management, and disaster response. Semi-annual peer learning forums will also be organized to facilitate the exchange of best practices and solutions to common challenges, particularly in governance and disaster management.
- viii. **Monitoring and Evaluation:** To ensure the success of this programme, NUDIPU will establish robust Monitoring and Evaluation (M&E) systems. Regular progress reviews will assess the implementation of OCAs, governance improvements, and disaster preparedness initiatives. Feedback from member organizations will be collected to refine approaches and strategies

4.1.4 PROGRAMME 4: Strengthen the Knowledge Management Systems of NUDIPU

The Knowledge Management System (KMS) for NUDIPU's Strategic Plan (2025-2029) is envisioned as a vital tool for improving programme impact, ensuring accountability, and facilitating evidence-based advocacy. This enhanced system will play a central role in promoting transparency, adaptability, and informed decision-making, enabling NUDIPU to evaluate the effectiveness of its initiatives and monitor progress toward strategic objectives while addressing the evolving needs of Persons with Disabilities.

Acknowledging the valuable contributions and ongoing efforts of the current Knowledge Management and Monitoring and Evaluation (M&E) personnel, NUDIPU is committed to further strengthening its systems to address existing challenges. These include insufficient staffing, limited capacity for data collection and analysis, and the absence of a centralized, disaggregated data repository on Persons with Disabilities in Uganda. Strengthening the system will involve addressing these gaps, improving data collection processes, and streamlining operations to meet reporting demands effectively.

The Programme's Implementation Will Prioritize a Multi-Tiered Approach:

- i. **Enhancing the Knowledge Management Framework:** Revise and expand the current KMS framework to integrate advanced M&E mechanisms, including mechanisms for disaggregated data collection by disability type, gender, age, and location. This will ensure a comprehensive understanding of the needs of Persons with Disabilities and support strategic advocacy efforts.
- ii. **Capacity Building and Staffing:** Increase staffing and train personnel across NUDIPU departments and member organizations to effectively use the enhanced Knowledge Management System (KMS) for data collection, analysis, and reporting. To formalize collaboration, NUDIPU will explore signing Memorandums of Understanding (MOUs) with member organizations to facilitate joint implementation of activities. Training will focus on equipping staff and representatives from DUs and OPDs with the skills to manage and analyze complex data sets, generate actionable insights, and strengthen evidence-based advocacy. This inclusive approach will ensure that NUDIPU's membership actively participates in and benefits from the improved knowledge management system.
- iii. **Establishing a Centralized Knowledge Repository:** Develop a centralized repository to store, manage, and disseminate disaggregated data on Persons with Disabilities. This repository will serve as a single source of truth for programme design, policy advocacy, and reporting, ensuring consistency and accessibility.
- iv. **Streamlining Data Sharing and Reporting:** Establish standardized protocols for data sharing and reporting to improve coordination across NUDIPU departments, government entities, and partner organizations. These protocols

will ensure timely and consistent dissemination of information and support collaborative decision-making.

- v. **Regular Data Collection, Analysis, and Knowledge Sharing:** Conduct periodic data collection and analysis to generate actionable insights. Organize workshops, forums, and other platforms to share findings with stakeholders, ensuring alignment with emerging needs and priorities.

The success of this initiative hinges on several critical factors: robust technical expertise, adequate financial resources, strong stakeholder engagement, and the meaningful inclusion of Persons with Disabilities. By enlisting experts to design frameworks, provide training, and build capacity, the project can ensure data quality and reliability. Adequate funding will be essential to support staffing, technological advancements, and the acquisition of necessary tools. Collaboration with government agencies, NGOs, and research institutions will facilitate data collection efforts and enable the sharing of valuable insights. Finally, the active involvement of Persons with Disabilities in the process will ensure inclusivity and accuracy.

4.1.5 PROGRAMME 5: Institutional Development for Long-term Sustainability

This program emphasizes building NUDIPU's institutional strength to sustainably and effectively advocate for the rights of Persons with Disabilities (Persons with disabilities). Central to this effort are comprehensive strategies for resource mobilization, capacity building for staff, infrastructural development, establishing partnerships, networks, and coalitions at various levels, and implementing a regionalization strategy. New components include developing a Human Resource Development Plan aligned with NUDIPU's strategic direction and utilizing the Organizational Capacity Assessment Tool (OCAT) to identify and address capacity gaps within District Unions (DUs) and member organizations.

A key priority under this program is the construction of the NUDIPU House, which will serve as a headquarters and a hub for disability advocacy. Equally critical is decentralizing operations through regional offices, enhancing responsiveness to local needs, and improving cost efficiency. This program also amplifies NUDIPU's visibility and influence through strengthened partnerships, networks, and coalitions at the national, regional, and global levels. These elements will collectively position NUDIPU as a leader in disability advocacy and institutional sustainability.

The Program's Implementation will prioritize a Multi-Tiered Approach

- i. **Human Resource Development Plan and Organizational Capacity Assessment:** NUDIPU will develop a Human Resource Development Plan to guide recruitment, training, and capacity-building efforts. This plan will ensure staff skills and expertise align with the organization's strategic direction. Additionally, the OCAT will be implemented for DUs and member organizations to systematically identify and address capacity gaps, enabling tailored interventions that strengthen organizational effectiveness at all levels.

- ii. **Resource Mobilization:** A robust resource Mobilization mechanisms will diversify NUDIPU's funding sources. Initiatives will include partnerships with corporate entities for Corporate Social Responsibility (CSR) contributions, collaborations with local and international donors, and innovative fundraising campaigns. These efforts will prioritize sustainable financing for critical projects such as constructing the NUDIPU House and establishing regional offices. Expanding non-donor revenue streams will also ensure long-term financial independence.
- iii. **Capacity Building for Staff and Partners:** Capacity-building initiatives will equip NUDIPU staff and partners with the competencies needed to achieve strategic goals. Regular training sessions will focus on leadership development, technical skills, and project management. A mentorship and coaching program will foster continuous professional growth. These activities will extend to regional staff and partners, enhancing their ability to address local needs effectively.
- iv. **Infrastructural Development:** NUDIPU will prioritize constructing the NUDIPU House as an accessible and inclusive headquarters. This facility will serve as a central hub for advocacy, engagement, and administration. In parallel, regional offices will be established in strategic locations to decentralize operations and address local priorities. Both initiatives will follow global accessibility standards and timelines, ensuring timely delivery of these critical assets.
- v. **Partnerships, Networks, and Coalitions:** Strengthened partnerships, networks, and coalitions at the national, regional, and global levels are essential for amplifying NUDIPU's influence and visibility. Collaborations with Disabled Persons' Organizations (DPOs), community-based organizations, and international disability networks will enhance advocacy efforts and promote resource sharing. NUDIPU will actively participate in global disability forums and conferences, ensuring its voice contribute to shaping policies and initiatives for Persons with disabilities.
- vi. **Regionalization Strategy:** Decentralizing operations through regional offices will enable NUDIPU to extend its reach and responsiveness to local communities. These offices will support local partnerships, enhance program delivery, and implement regional planning and budgeting to meet specific needs. Recruitment of regional coordinators, advocates, and support personnel will ensure effective management and alignment with organizational objectives.

4.2 RESOURCE MOBILIZATION MECHANISMS FOR NUDIPU STRATEGIC PLAN (2025-2029)

The **Resource Mobilization mechanisms** for the National Union of Disabled Persons of Uganda (NUDIPU) are aimed at securing the financial and non-financial resources required to successfully implement the 2025-2029 Strategic Plan. This strategy will enhance NUDIPU's capacity to achieve its goals, ensure sustainability, and reduce dependency on a limited pool of donors. By diversifying funding

sources, building strong partnerships, and leveraging both internal and external opportunities, NUDIPU will ensure that it can continue advocating for the rights of Persons with Disabilities and promoting their socio-economic empowerment. These resource Mobilization mechanisms will focus on five core areas:

1. **Proposal Writing and Grant Acquisition**

NUDIPU will prioritize high-quality, competitive proposals to secure funding from local, national, regional, and international partners.

- i. **Targeted Grant Applications:** Engage donors who prioritize disability inclusion, human rights, and socio-economic development, including government agencies, NGOs, and foundations.
- ii. **Consortium-Based Proposals:** Collaborate with District Unions (DUs), Organizations of Persons with Disabilities (OPDs), and other stakeholders to submit joint proposals, fostering cooperation and ensuring equitable resource distribution.
- iii. **Capacity Building in Proposal Writing:** Equip staff and member organizations with skills to write successful proposals through targeted training and the development of internal guidelines.

2. **Consultancy Services**

NUDIPU will monetize its expertise in disability inclusion and program management by offering consultancy services to local, national, and international organizations.

- i. **Disability Inclusion Audits:** Conduct audits for organizations aiming to create inclusive environments and policies.
- ii. **Training and Capacity Building:** Provide training on disability rights, inclusive programming, and accessibility.
- iii. **Technical Advice:** Offer policy development, program design, and monitoring and evaluation support. This approach will generate revenue while reinforcing NUDIPU's position as a thought leader in the disability fraternity. (fraternity)

3. **Membership Contributions and Engagement**

Membership contributions will remain a core revenue source for NUDIPU, with enhanced strategies to increase member participation in resource mobilization.

- i. **Annual Membership Fees:** Maintain and optimize fee structures to align with services provided and members' financial capacity.
- ii. **Honorary Memberships:** Engage influential individuals and institutions to strengthen networks and attract resources.
- iii. **Member Engagement:** Provide value through capacity-building opportunities, advocacy support, and networking events, fostering member retention and financial commitment.

- iv. **Community-Based Cooperatives:** Encourage members to establish and participate in cooperatives at the community level, allowing for collective resource pooling and financial support for disability-related initiatives. These cooperatives will serve as a long-term mechanism for sustainable economic empowerment and financial independence.

4. Local Fundraising and Private Sector Partnerships

NUDIPU will strengthen its engagement with local communities and the private sector to secure additional funding while promoting sustainable, community-driven initiatives.

- i. **Private Sector Partnerships:** Build collaborations with businesses through Corporate Social Responsibility (CSR) initiatives, including financial and in-kind contributions.
- ii. **Fundraising Events:** Organize charity walks, corporate dinners, and online crowdfunding campaigns to generate funds and raise awareness.
- iii. **Community Insurance and Savings Schemes:** Leverage community-level insurance schemes to create financial safety nets for persons with disabilities, ensuring accessibility to essential services while generating funds to support disability programs.
- iv. **Hiring of Assets:** Rent office space, vehicles, and equipment to external organizations to create an additional income stream.

5. Capital Investment and Income-Generating Activities

NUDIPU will explore innovative strategies for long-term sustainability.

- i. **Commercial Real Estate:** Invest in rental properties to generate steady income for reinvestment into programs.
- ii. **Financial Investments:** Allocate funds to low-risk financial instruments such as government bonds to create passive income.
- iii. **Social Enterprises:** Establish disability-inclusive businesses, such as accessible transportation services and assistive technology production, to align with NUDIPU's mission while generating revenue.

6. Internally Generated Revenue

NUDIPU will leverage internal resources to maintain a steady flow of income.

- i. **Membership Contributions:** Establish a robust fee structure to ensure regular contributions from members.
- ii. **Local Fundraising:** Engage communities through charity events, auctions, and sponsorships to support district unions and NOPDs.

7. External Strategies

NUDIPU will actively seek external funding through various means:

- i. **Grants and Partnerships:** Secure support from international donors, foundations, and government agencies.
- ii. **CSR Collaborations:** Engage businesses to fund disability-inclusive projects.
- iii. **Crowdfunding:** Utilize online platforms to mobilize funds for specific projects.
- iv. **International Networks:** Establish partnerships with global disability rights organizations for funding and expertise.
- v. **Government Advocacy:** Advocate for increased government support for disability-related initiatives.

8. Innovative Strategies

NUDIPU will adopt creative approaches to resource mobilization:

- i. **Digital Fundraising:** Leverage social media and online tools to raise awareness and funds.
- ii. **Social Enterprises:** Develop businesses that provide disability-inclusive services or products, such as tourism initiatives or accessible product design.
- iii. **Community-Based Fundraising:** Engage local communities in volunteer-led fundraising campaigns.

9. Capacity Building

Strengthening internal and external capacity is vital for effective resource mobilization.

- i. **Staff Training:** Develop staff skills in grant writing, fundraising, and resource mobilization through structured programs.
- ii. **Networking and Collaboration:** Build relationships with organizations, stakeholders, and networks to access funding and expertise.
- iii. **Strategic Planning:** Continuously refine NUDIPU's resource Mobilization mechanisms to align with organizational objectives and emerging opportunities.

Monitoring and Evaluation of Resource Mobilization Efforts

To ensure the effectiveness of this strategy, NUDIPU will strengthen the Current Data Collection and Monitoring & Evaluation (M&E) System to track resource mobilization efforts. Key indicators will include:

- i. Number of proposals submitted and success rate in securing grants.
- ii. Revenue generated from consultancy services and capital investments.

- iii. Membership retention rates and total contributions received from members.
- iv. Amount of funds raised through local fundraising initiatives and private sector partnerships.

Regular evaluations will enable NUDIPU to adapt its resource Mobilization mechanisms in response to emerging opportunities and challenges, ensuring a sustainable financial base for the successful implementation of the 2025-2029 Strategic Plan.

NUDIPU's Resource Mobilization mechanisms for 2025-2029 are designed to diversify its funding sources and ensure financial sustainability. By focusing on proposal writing, consultancy services, membership contributions, local fundraising, and capital investment, NUDIPU will secure the necessary resources to continue advocating for the rights and empowerment of persons with Disabilities in Uganda. This strategy will also position NUDIPU as a leader in disability inclusion, both locally and internationally, while creating long-term financial stability to achieve its strategic objectives.

Table 7: Resource Mobilization Matrix for NUDIPU Strategic Plan (2025-2029)

Resource Mobilization Mechanisms	Resource Mobilization Strategies	Actions to Achieve the Strategy
Proposal Writing and Grant Acquisition	- Targeted grant applications - Consortium-based proposals - Capacity building in proposal writing	- Engage donors focusing on disability inclusion and socio-economic development. Collaborate with DUs and DPOs on proposals. - Train staff in proposal writing.
Consultancy Services	- Disability inclusion audits - Training and capacity building - Technical advice	- Offer audits for organizations creating inclusive environments. - Conduct training on disability rights. - Provide technical guidance for policy and program design.
Membership Contributions and Engagement	- Annual membership fees - Honorary memberships - Member engagement	- Optimize membership fee structures. - Recruit honorary members to strengthen networks. - Provide members with capacity-building and networking opportunities.
Local Fundraising and Private Sector Partnerships	- Private sector partnerships - Fundraising events - Hiring of assets	- Partner with businesses through CSR initiatives. - Organize charity walks, corporate dinners, and online crowdfunding. - Rent office space and equipment.
Capital Investment and Income-Generating Activities	- Commercial real estate - Financial investments - Social enterprises	- Invest in rental properties for steady income. - Allocate funds to low-risk financial instruments. - Launch disability-inclusive businesses.

Internally Generated Revenue	• Membership contributions • Local fundraising	• Establish robust fee structures for members • Host community-based fundraising events.
External Strategies	• Grants and partnerships • CSR collaborations • International networks	• Secure funding from international donors and foundations. • Collaborate with businesses for project funding. • Build global disability rights networks.
Innovative Strategies	• Digital fundraising • Social enterprises • Community-based fundraising	• Use social media and online platforms for campaigns. • Create inclusive tourism and product design businesses. • Organize volunteer-led local fundraising.
Capacity Building	• Staff training • Networking and collaboration • Strategic planning	• Conduct structured training on grant writing and fundraising. • Build partnerships for expertise and funding. • Align resource mobilization strategies with organizational goals.

4.3 MONITORING AND EVALUATION (M&E) PLAN FOR NUDIPU STRATEGIC PLAN (2025-2029)

The **Monitoring and Evaluation (M&E) Plan** for the National Union of Disabled Persons of Uganda (NUDIPU)'s Strategic Plan (2025-2029) is designed to provide ongoing assessment of program activities, outcomes, and impacts across all strategic pillars. The M&E system will be integral to ensuring accountability, transparency, and adaptive management throughout the implementation of the strategic plan. It will enable NUDIPU to assess the effectiveness of its interventions, track progress towards strategic goals, and make informed, data-driven decisions to enhance program outcomes for Persons with Disabilities.

This M&E plan will focus on tracking the performance of NUDIPU's four strategic aims, ensuring that the organization remains responsive to the evolving needs of persons with disabilities while achieving measurable progress in advocacy, economic empowerment, capacity-building, and data management.

Objectives of the M&E Plan

The primary objectives of the M&E plan are as follows:

- Track Progress towards Strategic Goals:** Monitor the implementation of activities under each strategic pillar and assess the extent to which NUDIPU is achieving its key result areas (KRAs) and strategic objectives.
- Evidence-Based Decision-Making:** Provide timely and accurate data to guide decision-making, programme adjustments, and resource allocation to maximize impact.

- iii. **Ensure Accountability and Transparency:** Foster accountability to stakeholders, including donors, persons with Disabilities, district unions, and government partners, by maintaining a transparent system of reporting and evaluation.
- iv. **Improve Program Effectiveness:** Identify strengths, weaknesses, opportunities, and challenges in program implementation, enabling NUDIPU to adapt strategies and improve the overall effectiveness of its interventions.
- v. **Assess Impact:** Evaluate the long-term impact of NUDIPU's initiatives on the lives of persons with Disabilities, particularly in terms of policy enforcement, economic empowerment, and capacity-building at the district level.

Key Components of the M&E Plan

The M&E system will consist of the following key components:

- 1. **Performance Monitoring Framework:** A comprehensive framework that outlines specific indicators for each strategic objective, detailing how NUDIPU will measure progress against its goals. This framework will include both **process indicators** (to track activity implementation) and **outcome indicators** (to measure changes resulting from those activities).
- 2. **Baseline Data Collection:** A baseline assessment will be conducted at the start of the strategic plan period (2025-2029) to establish reference points for key indicators. This will include collecting data on the current state of disability rights enforcement, economic conditions for persons with Disabilities, district union capacity, and existing data collection systems.
- 3. **Data Collection Methods:** NUDIPU will employ a mixed-methods approach to data collection, utilizing both quantitative and qualitative methods to capture comprehensive insights into program performance. These methods will include:
 - i. **Surveys and Questionnaires:** To gather quantitative data on beneficiaries (persons with Disabilities) and track indicators such as economic empowerment, IGA Skilling development, and policy enforcement.
 - ii. **Focus Group Discussions (FGDs):** To collect qualitative feedback from persons with Disabilities, district unions, and other stakeholders about the effectiveness of NUDIPU's interventions and challenges faced at the grassroots level.
 - iii. **Key Informant Interviews (KIs):** With government officials, partners, and district leaders to assess policy impact and collaboration effectiveness.
 - iv. **Administrative Data and Reports:** Collected from district unions, government ministries, and program records to track policy compliance, financial resource distribution, and program reach.

4. **Monitoring and Reporting Timelines:** Monitoring and reporting will occur at regular intervals to ensure timely data collection and responsiveness. Key timelines will include:
 - i. **Monthly Monitoring:** Routine tracking of program activities by field officers and district union leaders to ensure alignment with planned outputs.
 - ii. **Quarterly Reports:** Comprehensive reports summarizing progress against targets, challenges encountered, and lessons learned. These will be shared with stakeholders, including donors and government partners.
 - iii. **Mid-Term Review (2027):** A thorough evaluation of progress at the halfway point of the strategic plan, providing an opportunity to adjust strategies based on findings.
 - iv. **Annual Reviews:** Conducted at the end of each year to assess overall progress, refine indicators, and update the strategic plan as needed.
 - v. **Endline Evaluation (2029):** A final evaluation to measure the long-term impact of NUDIPU's strategic interventions and provide recommendations for future programming.
5. **Data Management and Analysis:** NUDIPU will invest in a robust data management system to ensure that data collection, storage, and analysis processes are efficient and secure. This system will utilize digital tools to streamline data collection, entry and analysis, particularly for monitoring the performance of district unions and the economic status of persons with Disabilities. Disaggregated data, particularly by gender, age, and type of disability, will be prioritized to ensure that interventions are inclusive and responsive to the specific needs of different disability groups.
6. **Capacity Building for M&E:** NUDIPU will provide training and capacity-building initiatives for staff, district union leaders, and M&E personnel on data collection, analysis, and reporting. This will ensure that all stakeholders understand the importance of M&E and can effectively contribute to the process.

M&E Indicators

The strategic plan's M&E framework will outline specific indicators for each strategic objective. Below are examples of key indicators that NUDIPU will track under each strategic pillar:

Strategic Pillar 1: Strengthen Advocacy and Policy Implementation for Disability Rights

- i. Number of disability rights policies enforced.
- ii. Percentage increase in policy compliance reports at the local level.
- iii. Number of advocacy campaigns conducted annually.

- iv. Number of disability-inclusive policies addressing health, education, and food security.

Strategic Pillar 2: Promote Socio - Economic Empowerment and IGA Skilling for persons with Disabilities

- i. Number of persons with Disabilities enrolled and completing vocational training programs.
- ii. Percentage of trained persons with Disabilities gaining employment or starting businesses.
- iii. Increase in average income levels of participating persons with Disabilities.
- iv. Number of disability-inclusive educational programs incorporating sign languages and tactile sign language.

Strategic Pillar 3: Strengthen **Capacity and Governance of District Unions**

- i. Number of district unions reporting improved governance practices.
- ii. Increase in the number of district-led persons with disabilities programs.
- iii. Percentage of district unions with sustainable management structures.
- iv. Number of disaster management plans developed by district unions.

Strategic Pillar 4: Strengthen NUDIPU's information systems, to enhance program effectiveness, evidence-based advocacy, and informed decision-making for addressing the needs of Persons with Disabilities

- i. Percentage increase in programs utilizing the enhanced knowledge management system.
- ii. Percentage of knowledge products generated and shared.
- iii. Percentage of data disaggregated by disability, age, gender, and location.

Strategic Pillar 5: Strengthen Institutional Development for Long-Term Sustainability

- i. Increased percentage of internally generated revenue.
- ii. Number of staff trained annually.
- iii. Completion of the NUDIPU House by 2028.
- iv. Percentage of programs adjusted based on M&E findings.

Roles and Responsibilities

The success of the M&E system will depend on the coordinated efforts of various stakeholders. Key roles and responsibilities include:

- i. **NUDIPU Secretariat:** Responsible for overseeing the M&E system, ensuring that data collection and reporting processes are aligned with strategic objectives, and making high-level decisions based on M&E findings.

- ii. **M&E Team:** Dedicated personnel who will manage day-to-day monitoring, data analysis, and reporting. They will work closely with field officers and district union leaders to ensure accurate and timely data collection.
- iii. **District Unions:** Will play a key role in collecting grassroots-level data, particularly on programme implementation and the needs of persons with Disabilities within their regions.
- iv. **Partners and Donors:** Will receive regular progress reports and provide feedback on programme performance, ensuring that NUDIPU remains accountable and transparent in its operations.

Budget for M&E

A portion of NUDIPU's budget will be allocated to the M&E system to cover expenses related to data collection tools, staff training, field visits, surveys, and reporting. Adequate resources will be set aside to ensure that the M&E framework is fully operational and capable of delivering high-quality, actionable insights throughout the strategic plan's implementation. The M&E plan will be a vital tool in ensuring that NUDIPU's Strategic Plan (2025-2029) achieves its intended outcomes. By tracking progress, fostering accountability, and enabling adaptive management, the M&E system will ensure that NUDIPU remains an effective advocate for persons with Disabilities, driving impactful and sustainable change across Uganda. The commitment to continuous learning and improvement through evidence-based decision-making will further strengthen NUDIPU's role in promoting disability rights and economic empowerment for persons with Disabilities.

A Just and Fair Society where Persons with Disabilities Live a Prosperous and Dignified Life



ANNEX II: MONITORING AND EVALUATION FRAMEWORK

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
Advocacy and Policy	Conduct advocacy campaigns and awareness-raising activities targeting policymakers, stakeholders, and communities.	Number of advocacy campaigns conducted annually	Count of national and local-level advocacy campaigns organized per year.	N/A	25 campaigns (5 annually)	Campaign Reports	Annually	Advocacy Coordinator	Annual Report
		Number of policymakers and stakeholders engaged in campaigns	Count of policymakers and stakeholders engaged in each advocacy campaign.	N/A	125 policy-makers and stakeholders (25 annually)	Campaign Records	Annually	Advocacy Coordinator	Annual Report
	Conduct training and capacity-building workshops for policymakers on disability-inclusive policies.	Number of policymakers trained	Count of policymakers trained in disability-inclusive policies through workshops.	N/A	150 policy-makers (30 annually)	Workshop Records	Annually	Training Coordinator	Annual Report
		Percentage of stakeholders with improved understanding of disability rights	Percentage of stakeholders demonstrating improved knowledge in post-training assessments.	N/A	80% of trained stakeholders	Workshop Evaluation	Annually	Training Coordinator	Annual Report
	Strengthen partnerships with key stakeholders and local governments.	Number of formal partnerships/MoUs signed	Count of MoUs signed with local governments and organizations to support disability policy enforcement.	N/A	50 partnerships (10 annually)	Partnership Records	Annually	Partnership Manager	Annual Report
		Number of joint initiatives implemented for policy monitoring	Count of collaborative initiatives to monitor and enforce inclusive policies.	N/A	25 initiatives (5 annually)	Monitoring Records	Annually	Monitoring and Evaluation Officer	Annual Report
	Conduct joint initiatives to monitor the implementation of inclusive policies.	Number of policies monitored	Count of policies reviewed and monitored for effective implementation.	N/A	25 policies monitored (5 annually)	Monitoring Records	Annually	Monitoring and Evaluation Officer	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
	Build capacity of disability advocates.	Number of training workshops conducted for disability inclusion advocates	Count of workshops conducted to build advocacy skills for inclusive policies.	N/A	20 workshops (4 annually)	Workshop Records	Annually	Capacity-Building Manager	Annual Report
		Percentage of advocates reporting improved lobbying skills	Percentage of advocates reporting improved skills in lobbying, as evaluated in surveys.	N/A	80% of trained advocates	Post-Workshop Surveys	Annually	Capacity-Building Manager	Annual Report
	Advocate for the integration of nurturing care frameworks into public policy.	Number of stakeholder engagement sessions conducted	Count of engagement sessions held with stakeholders to promote nurturing care principles.	N/A	30 sessions (6 annually)	Engagement Records	Annually	Policy Advocacy Coordinator	Annual Report
		Number of policies including nurturing care principles	Count of disability-related policies integrating nurturing care principles.	N/A	30 policies (6 annually)	Policy Records	Annually	Policy Advocacy Coordinator	Annual Report
	Conduct training sessions for parents and caretakers on nurturing care for children with disabilities.	Number of parents and caretakers trained	Count of parents and caretakers trained on nurturing care for children with disabilities.	N/A	2,000 participants (400 annually)	Training Records	Annually	Child-Care Training Manager	Annual Report
		Percentage of participants demonstrating improved knowledge	Percentage of parents and caretakers reporting improved understanding of nurturing care after training.	TBD	80% of participants	Post-Training Surveys	Annually	Child-Care Training Manager	Annual Report
	Integrate sexual reproductive health (SRH) and gender-based violence (GBV) advocacy into disability-related policies and programs.	Number of GBV-inclusive disability policies developed	Count of disability-related policies that address GBV inclusivity.	N/A	50 policies (10 annually)	Policy Records	Annually	SRH/GBV Advocacy Specialist	Annual Report
		Number of advocacy campaigns conducted addressing GBV and SRH inclusivity	Count of advocacy campaigns targeting GBV and SRH inclusivity in disability policies.	N/A	50 campaigns (10 annually)	Campaign Reports	Annually	SRH/GBV Advocacy Specialist	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
Promote Socio-Economic Empowerment		Number of GBV cases resolved	Count of reported GBV cases resolved through program interventions.	N/A	TBD (set during program launch)	Program Records	Annually	SRH/GBV Advocacy Specialist	Annual Report
		Number of health facilities implementing SRH commitments	Count of health facilities incorporating SRH services for persons with disabilities.	N/A	50 health facilities	Facility Records	Annually	SRH/GBV Advocacy Specialist	Annual Report
		Percentage of persons with disabilities satisfied with SRH services	Percentage of persons with disabilities reporting satisfaction with SRH services.	N/A	80%	Satisfaction Surveys	Annually	SRH/GBV Advocacy Specialist	Annual Report
	Enhance access to vocational training and skills development programs for Persons with disabilities.	Percentage increase in Persons with disabilities enrolled in vocational training programs	Percentage growth in the number of Persons with disabilities enrolled in inclusive vocational training programs compared to the baseline.	TBD	10% annual increase	Enrollment Records	Annually	Vocational Training Coordinator	Annual Report
		Percentage increase in Persons with disabilities completing vocational training	Percentage growth in the number of Persons with disabilities completing vocational training programs compared to the baseline.	TBD	10% annual increase	Completion Records	Annually	Vocational Training Coordinator	Annual Report
		Number of schools/educational institutions implementing disability inclusive education practices	Count of educational institutions with accessible infrastructure (ramps, toilets, visual, auditory aids), or assistive devices (braille materials, hearing aids, or mobility aids, trained staff on disability inclusion	6	25 programs	Program Records	Annually	Vocational Training Coordinator	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
	Conduct training on adaptive tools, agronomic practices, and business management.	Number of Persons with disabilities trained in agronomic practices and climate change adaptation	Count of Persons with disabilities trained in sustainable agriculture techniques.	N/A	10,000 participants (2,000 annually)	Training Records	Annually	Skills Development Officer	Annual Report
		Number of Persons with disabilities trained in financial literacy and business management	Count of Persons with disabilities trained in financial literacy and entrepreneurial skills.	N/A	10,000 participants (2,000 annually)	Training Records	Annually	Skills Development Officer	Annual Report
		Number of Persons with disabilities implementing acquired skills	Count of Persons with disabilities actively applying learned agronomic and entrepreneurial skills.	N/A	8,000 participants (1,600 annually)	Follow-Up Reports	Annually	Skills Development Officer	Annual Report
	Strengthen partnerships with employers for inclusive job placement opportunities.	Number of formal agreements with employers	Count of agreements signed with employers committed to inclusive hiring practices.	N/A	50 agreements (10 annually)	Partnership Records	Annually	Employer Engagement Manager	Annual Report
		Number of Persons with disabilities placed in internships	Count of Persons with disabilities securing internships through partnerships.	N/A	1,000 participants (200 annually)	Placement Records	Annually	Employer Engagement Manager	Annual Report
		Number of Persons with disabilities securing jobs	Count of Persons with disabilities gaining employment through inclusive job placement initiatives.	N/A	500 participants (100 annually)	Placement Records	Annually	Employer Engagement Manager	Annual Report
		Number of disability-confident employers	Count of employers trained and committed to inclusive hiring practices.	N/A	50 employers	Training Records	Annually	Employer Engagement Manager	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
	Conduct workshops and sensitization sessions for employers on inclusive hiring practices.	Number of workshops conducted	Count of sensitization workshops conducted for employers.	N/A	25 workshops (5 annually)	Workshop Records	Annually	Inclusive Employment Coordinator	Annual Report
		Number of employers trained	Count of employers participating in sensitization workshops.	N/A	125 employers (25 annually)	Workshop Records	Annually	Inclusive Employment Coordinator	Annual Report
		Percentage of employers adopting inclusive hiring practices	Percentage of employers implementing inclusive hiring practices post-training.	N/A	80%	Post-Training Surveys	Annually	Inclusive Employment Coordinator	Annual Report
	Enhance access to financial services and entrepreneurship support for Persons with disabilities.	Number of Persons with disabilities accessing financial services	Count of Persons with disabilities benefiting from inclusive financial products and services.	N/A	30,000 participants (6,000 annually)	Financial Institution Records	Annually	Financial Services Coordinator	Annual Report
		Number of businesses registered by Persons with disabilities	Count of businesses formally registered by Persons with disabilities through program support.	N/A	20,000 businesses (4,000 annually)	Registration Records	Annually	Financial Services Coordinator	Annual Report
		Number of financial institutions promoting inclusive services	Count of financial institutions offering disability-inclusive financial products.	N/A	25 institutions (5 annually)	Financial Institution Records	Annually	Financial Services Coordinator	Annual Report
	Conduct financial literacy and business management training for Persons with disabilities.	Number of Persons with disabilities trained on financial literacy and Business management	Count of Persons with disabilities trained in financial literacy and business management.	N/A	30,000 participants (6,000 annually)	Training Records	Annually	Entrepreneurship Training Manager	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
		Percentage of Persons with disabilities demonstrating improved knowledge	Percentage of trained Persons with disabilities showing improved financial literacy and business management skills.	N/A	80%	Post-Training Surveys	Annually	Entrepreneurship Training Manager	Annual Report
		Percentage of Persons with disabilities starting Income Generating Activities (IGA) as result of program intervention.	Percentage of trained Persons with disabilities starting entrepreneurial ventures.	N/A	60%	Post-Training Surveys	Annually	Entrepreneurship Training Manager	Annual Report
	Advocate for disability inclusion in social protection programs.	Number of social protection programs that are inclusive	Count of social protection programs adapted to be disability-inclusive.	TBD	10 programs (2 annually)	Program Records	Annually	Social Protection Advocacy Lead	Annual Report
		Number of Persons with disabilities benefiting from social assistance	Count of Persons with disabilities receiving benefits from inclusive social protection programs.	TBD	TBD (set during implementation)	Program Records	Annually	Social Protection Advocacy Lead	Annual Report
		Number of regulatory changes supporting persons with disabilities equity	Count of policy or regulatory changes made to enhance equity for Persons with disabilities.	TBD	TBD (set during implementation)	Legislative Records	Annually	Social Protection Advocacy Lead	Annual Report
	Train stakeholders, including policymakers and service providers, on inclusive social protection practices.	Number of stakeholders trained	Count of stakeholders trained in implementing inclusive social protection programs.	TBD	10,000 stakeholders (2,000 annually)	Training Records	Annually	Inclusive Practices Training Coordinator	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
Enhance Capacity of NUDIPU's Membership		Percentage of trained stakeholders adopting inclusive practices	Percentage of stakeholders implementing inclusive practices post-training.	TBD	80%	Post-Training Surveys	Annually	Inclusive Practices Training Coordinator	Annual Report
		Number of persons with disabilities benefiting from inclusive programs	Count of Persons with disabilities receiving benefits from programs implemented by trained stakeholders.	TBD	TBD (set during implementation)	Program Records	Annually	Inclusive Practices Training Coordinator	Annual Report
		Number of training workshops conducted	Count of governance, financial management, advocacy, and disaster preparedness workshops conducted for leaders of DUs/CUs and NOPDs.	TBD	25 workshops (5 annually)	Workshop Records	Annually	Training Coordinator	Annual Report
		Percentage of leaders reporting improved skills in governance, resource mobilization, financial management, advocacy, and disaster response	Percentage of trained leaders indicating skill improvement after workshops.	TBD	100%	Post-Workshop Surveys	Annually	Training Coordinator	Annual Report
	Support DUs/CUs and NOPDs to develop and adopt disaster response plans.	Number of DUs/CUs with disaster response plans	Count of DUs/CUs adopting disaster response plans after training.	TBD	50 plans (10 annually)	DU/CU Reports	Annually	Training Coordinator	Annual Report
		Number of disaster response plans developed and adopted	Count of disaster response plans created and formally adopted by DUs/CUs and NOPDs.	TBD	50 plans (10 annually)	Disaster Preparedness Reports	Annually	Disaster Preparedness Officer	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
		Number of DUs/CUs implementing disaster drills	Count of member organizations conducting disaster preparedness drills annually.	TBD	50 drills (10 annually)	DU/CU Reports	Annually	Disaster Preparedness Officer	Annual Report
	Establish clear and transparent governance structures.	Number of members adopting new governance structures	Count of DUs/CUs and NOPDs that establish and implement updated governance structures.	TBD	100% members (20% annually)	Governance Audit Reports	Annually	Governance Specialist	Annual Report
	Conduct OCA exercises to assess capacity gaps and provide targeted recommendations.	Percentage of members implementing OCA recommendations	Percentage of DUs/CUs and NOPDs implementing targeted recommendations from OCA exercises.	TBD	100% members (20% annually)	OCA Reports	Annually	Capacity Building Coordinator	Annual Report
		OCA reports generated annually	Number of comprehensive OCA reports produced to assess gaps.	TBD	5 reports (1 annually)	OCA Reports	Annually	Capacity Building Coordinator	Annual Report
	Conduct membership satisfaction surveys and disseminate findings to inform future capacity-building efforts.	Results of satisfaction surveys	Comprehensive findings from surveys conducted with member organizations.	TBD	5 surveys (1 annually)	Survey Reports	Annually	Membership Relations Manager	Annual Report
	Enhance resource mobilization and sustainability.	Number of DUs/CUs and NOPDs attracting resources	Count of member organizations successfully attracting funding or other resources.	TBD	50 organizations (10 annually)	Resource Mobilization Records	Annually	Resource Mobilization Specialist	Annual Report
		Number of organizations with sustained operations	Count of member organizations with other sources of income other than donor funding.	TBD	50 organizations (10 annually)	Financial Records	Annually	Resource Mobilization Specialist	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
Strengthen the Information Systems of NUDIPU	Organize workshops on proposal writing and fundraising for member organizations.	Number of proposal writing workshops conducted	Count of workshops focused on equipping member organizations with proposal writing and fundraising skills.	TBD	15 workshops (3 annually)	Workshop Records	Annually	Fundraising Coordinator	Annual Report
		Percentage of members reporting improved fundraising skills	Percentage of trained members indicating improved capacity in proposal writing and fundraising.	TBD	100% members trained	Post-Training Surveys	Annually	Fundraising Coordinator	Annual Report
		Number of funding proposals submitted	Count of proposals submitted by member organizations post-training.	TBD	50 proposals (10 annually)	Submission Records	Annually	Fundraising Coordinator	Annual Report
	Develop an enhanced knowledge management framework with disaggregated data collection and reporting mechanisms.	Completion and integration of the improved framework	Percentage of framework designed and operationalized across NUDIPU departments.	TBD	100% integration (50% design, 50% integration)	Progress Reports	Annually	Knowledge Management Lead	Annual Report
		Number of staff and partners trained in knowledge management tools/ MIS (Observatory and NUDIPU MIS).	Count of staff and partners trained in data reporting and knowledge management protocols.	TBD	25% staff trained annually	Training Attendance Records	Annually	Training Coordinator	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
	Train NUDIPU staff and partners on knowledge management tools and data reporting protocols.	Number of training workshops conducted	Count of workshops organized to train staff and partners in knowledge management.	TBD	5 workshops (1 annually)	Workshop Reports	Annually	Training Coordinator	Annual Report
		Percentage of trained staff reporting improved skills in knowledge management	Percentage of trained staff reporting enhanced knowledge management skills.	TBD	100% of trained staff	Post-Workshop Surveys	Annually	Training Coordinator	Annual Report
	Establish a centralized knowledge repository to capture and disseminate aggregated data and insights.	Increase in knowledge products generated and shared	Number of knowledge products created and disseminated to stakeholders. (Case stories, learning brief, etc)	TBD	100 products (20 annually)	Repository Reports	Annually	Knowledge Repository Manager	Annual Report
		Number of knowledge products generated and shared	Count of products created and shared based on repository data	TBD	100 products (20 annually)	Repository Reports	Annually	Communications Officer	Annual Report
	Develop and adopt an assistive ICT policy for Persons with Disabilities.	Assistive ICT policy document developed and shared	Completion and dissemination of an assistive ICT policy.	TBD	1 policy adopted	Policy Document	Once	Assistive ICT Policy Specialist	Final Policy Report
		Number of NUDIPU stakeholders receiving information in accessible formats	Count of stakeholders receiving information through accessible formats.	TBD	100% stakeholder reach	Accessibility Reports	Annually	Assistive ICT Policy Specialist	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
	Conduct advocacy and dissemination workshops to promote the assistive ICT policy.	Number of advocacy workshops conducted	Count of workshops held to promote the assistive ICT policy.	TBD	10 workshops (2 annually)	Workshop Reports	Annually	Advocacy and ICT Coordinator	Annual Report
		Percentage of stakeholders utilizing assistive ICT technologies	Percentage of stakeholders adopting technologies based on policy advocacy.	TBD	100% stakeholders utilizing	Stakeholder Surveys	Annually	Advocacy and ICT Coordinator	Annual Report
		Number of stakeholders receiving accessible information	Count of stakeholders receiving tailored, accessible formats of NUDIPU communications.	TBD	100% stakeholder reach	Accessibility Reports	Annually	Accessibility Specialist	Annual Report
Institutional Development for Sustainability	Develop and approve a comprehensive resource mobilization strategy.	Resource mobilization strategy developed and approved	Percentage completion of resource mobilization strategy development and approval.	TBD	100% strategy completion	Progress Reports	Annually	Resource Mobilization Officer	Annual Report
		Number of new funding streams introduced annually	Count of new income-generating projects, grants, or partnerships established.	TBD	10 new funding streams (2 annually)	Financial Records	Annually	Resource Mobilization Officer	Annual Report
		Number of new funding streams introduced annually	Count of new funding streams identified and operationalized.	TBD	10 new funding streams (2 annually)	Financial Reports	Annually	Resource Mobilization Officer	Annual Report
		Revenue generated from non-donor sources	Amount of revenue generated from new funding streams annually.	TBD	Increase annually	Financial Reports	Annually	Resource Mobilization Officer	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
	Conduct training sessions for staff on strategic areas such as advocacy, resource mobilization, and ICT.	Number of staff trained	Count of staff completing training in strategic areas annually.	TBD	100% staff trained (20% annually)	Training Records	Annually	Human Resource Manager	Annual Report
		Increase in staff performance	Percentage of staff showing improved performance post-training.	TBD	100% improvement	Staff Appraisal Reports	Annually	Human Resource Manager	Annual Report
		Human Resource Development Plan developed	Completion and implementation status of the HR Development Plan.	TBD	Plan fully implemented	HR Reports	Annually	Human Resource Manager	Annual Report
	Develop and implement a Human Resource Development Plan for staff recruitment and capacity building.	HR Development Plan aligned with strategic goals	Progress in aligning HR strategies with institutional goals.	TBD	100% alignment	HR Development Plan	Annually	Human Resource Manager	Annual Report
		% completion of the NUDIPU House construction plan	Percentage of construction milestones completed annually.	TBD	100% completion	Construction Progress Reports	Annually	Construction Manager	Annual Report
	Develop and implement a disability-inclusive ICT policy.	Disability-inclusive ICT policy developed and approved	Completion and adoption status of the ICT policy.	TBD	Policy fully operational	Policy Document	Annually	ICT Policy Specialist	Annual Report
		Data protection policy developed and approved	Completion and adoption status of data protection policy.	TBD	Policy fully operational	Policy Document	Annually	ICT Policy Specialist	Annual Report
	Set up regional offices to improve outreach and program delivery.	Number of functional regional structures	Count of regional offices established and operationalized.	TBD	10 regional offices (2 annually)	Regional Reports	Annually	Regional Operations Coordinator	Annual Report

Strategic Pillar	Strategy	Indicator(s)	Indicator Definition	Baseline	Target	Data Source	Frequency	Responsible	Reporting
		Percentage of DUs/CUs reporting improved outreach	Percentage of DUs/CUs indicating enhanced support through regional structures.	TBD	Positive growth annually	Beneficiary Feedback	Annually	Regional Operations Coordinator	Annual Report
	Conduct capacity assessments (OCAT) for DUs/CUs and implement capacity-strengthening interventions.	Number of DUs/CUs completing OCAT	Count of DUs/CUs completing the capacity assessment.	TBD	100% DUs/CUs covered (20% annually)	OCAT Reports	Annually	Capacity Building Coordinator	Annual Report
		Number of DUs/CUs implementing OCAT recommendations	Count of DUs/CUs adopting and implementing capacity-building recommendations.	TBD	100% implementation	Follow-Up Reports	Annually	Capacity Building Coordinator	Annual Report
		Number of new partnerships at all levels	Count of partnerships established annually.	TBD	15 partnerships (3 annually)	Partnership Agreements	Annually	Partnerships and Advocacy Lead	Annual Report
	Actively participate in national, regional, and international forums to amplify NUDIPU's visibility and advocacy.	Number of forums attended	Count of forums, coalitions, or advocacy events attended annually.	TBD	10 forums (2 annually)	Event Attendance Records	Annually	Advocacy Manager	Annual Report

ANNEX III: IMPLEMENTATION MATRIX

Strategic Pillar ONE	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5-Year Target	Targets					Person Responsible
							1st Year	2nd Year	3rd Year	4th Year	5th Year	
Advocacy and Policy	By 2029, strengthen advocacy and policy implementation for disability rights, inclusive education, health, food security, climate change adaptation, and DIDRR.	Conduct advocacy campaigns and awareness-raising activities targeting policy makers, stakeholders, and communities.	Organize national and local-level advocacy campaigns annually.	Increased awareness of disability rights, inclusive education, health, food security, climate change adaptation, and DIDRR among policymakers and stakeholders.	- Number of advocacy campaigns conducted annually. - Number of policymakers and stakeholders engaged in campaigns.	25 campaigns	5 campaigns	5 campaigns	5 campaigns	5 campaigns	5 campaigns	Advocacy Coordinator
			Conduct training and capacity-building workshops for policymakers on disability-inclusive policies.	Policymakers trained and demonstrating an increased understanding of persons with disabilities rights and related issues.	- Number of policymakers trained. - Percentage of stakeholders with improved understanding of disability rights.	150 policymakers	30 policymakers	30 policymakers	30 policymakers	30 policymakers	30 policymakers	Training Coordinator
		Strengthen partnerships with key stakeholders and local government organizations.	Develop and sign (MoUs) with local governments and organizations to support disability policy enforcement.	Strengthened partnerships supporting disability policy enforcement and the integration of inclusive frameworks.	- Number of formal partnerships/MoUs signed. - Number of joint initiatives implemented for policy monitoring.	50 partnerships	10 partnerships	10 partnerships	10 partnerships	10 partnerships	10 partnerships	Partnership Manager

		Conduct joint initiatives to monitor the implementation of inclusive policies.	Inclusive policy monitoring enhanced through joint initiatives.	- Number of policies monitored. - Number of joint initiatives conducted.	25 initiatives	5 initiatives	5 initiatives	5 initiatives	5 initiatives	5 initiatives	Monitoring and Evaluation Officer
	Build capacity of disability advocates.	Conduct training workshops for disability inclusion advocates on lobbying and representation for inclusive policies.	Enhanced capacity of advocates to engage in effective lobbying and representation.	- Number of training workshops conducted. - Percentage of advocates reporting improved lobbying skills.	20 work shops	4 work shops	4 work shops	4 work shops	4 work shops	4 work shops	Capacity-Building Manager
	Advocate for the integration of nurturing care frameworks into public policy.	Conduct stakeholder engagement sessions and advocacy initiatives targeting policymakers for the inclusion of nurturing care principles in disability-related policies.	Integration of nurturing care principles addressing children with disabilities into disability-related policies.	- Number of stakeholder engagement sessions conducted. - Number of policies including nurturing care principles.	30 engage ments	6 engage ments	6 engage ments	6 engage ments	6 engage ments	6 engage ments	Policy Advocacy Coordinator
		Conduct training sessions for parents and caretakers on nurturing care for children with disabilities.	Parents and caretakers trained on nurturing care of children with disabilities.	- Number of parents and caretakers trained. - Percentage of participants demonstrating improved knowledge.	2,000 particip ants	400 particip ants	400 particip ants	400 particip ants	400 particip ants	400 particip ants	Child-Care Training Manager

Strategic Pillar TWO	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5-Year Target	Targets					Person Responsible
							1st Year	2nd Year	3rd Year	4th Year	5th Year	
Promote Socio-Economic Empowerment	By 2029, promote economic empowerment, IGA skilling, and inclusive education for Persons with disabilities to foster financial independence, reduce poverty, address food insecurity, and support sustainable livelihoods.	Enhance access to vocational training and skills development programs for Persons with disabilities.	Collaborate with existing vocational training centers to design and deliver inclusive training programs.	Increased access to vocational training programs for Persons with disabilities.	- Percentage increase in Persons with disabilities enrolled in vocational training programs. - Percentage increase in Persons with disabilities completing vocational training. - Number of schools/educational institutions implementing disability inclusive education practices	10% increase in enrollment annually. 10% increase in completion annually. 25% increase in programs.	2% enrollment increase 2025 programs	2% enrollment increase 2025 programs	2% enrollment increase 2027 programs	2% enrollment increase 2025 programs	2% enrollment increase 2026 programs	Vocational Training Coordinator
			Conduct training on adaptive tools, agronomic practices, and business management.	Persons with disabilities equipped with skills in entrepreneurship, sustainable agriculture, and financial literacy.	- Number of Persons with disabilities trained in agronomic practices and climate change adaptation. - Number of Persons with disabilities trained in financial literacy	10,000 participants	2,000 participants	2,000 participants	2,000 participants	2,000 participants	2,000 participants	Skills Development Officer

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Strategic Pillar THREE	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5-Year Target	Targets					Person Responsible
							1st Year	2nd Year	3rd Year	4th Year	5th Year	
Enhance Capacity of NUDIPU's Membership	By 2029, enhance the capacity and governance of District/City Unions (DUs/CUs) and NOPDs to ensure effective program implementation, equitable resource distribution, and strengthened representation of Persons with Disabilities.	Strengthen leadership and governance capacity in member organizations.	Conduct training workshops for leaders of DUs/CUs and NOPDs on governance, Resource mobilizations financial management, lobby and advocacy for inclusive education, economic empowerment, reproductive health, rights and gender violence free, and disaster preparedness.	Enhanced leadership and governance capacity of DUs/CUs and NOPDs.	- Number of training workshops conducted - Percentage of leaders reporting improved skills in governance, resource mobilization, financial management, advocacy, and disaster response. - Number of DUs/CUs with disaster response plans.	25 workshops 100% leader participation	5 workshops 20% leaders	5 workshops 20% leaders	5 workshops 20% leaders	5 workshops 20% leaders	5 workshops 20% leaders	Training Coordinator
							10 plans	10 plans	10 plans	10 plans	10 plans	Disaster Preparedness Officer
							20% members	20% members	20% members	20% members	20% members	Governance Specialist

		governance structures.	facilitate the adoption of improved governance structures within DUs/CUs and NOPDs.	structures established.	governance structures and adhering	adoptin g						
			Conduct OCA exercises to assess capacity gaps and provide targeted recommendation s.	Tailored capacity-building interventions delivered based on OCA findings.	- Percentage of members implementing OCA recommendation s. - OCA reports generated annually.	100% implem entation	20% member s	20% member s	20% member s	20% member s	20% member s	Capacity Building Coordinator
	Enhance resource mobilization and sustainability.		Support DUs/CUs and NOPDs to attract funding and establish sustainable financial operations.	Improved resource mobilization and financial sustainability of member organizations.	- Number of DUs/CUs and NOPDs attracting resources. - Number of organizations with sustained operations.	50 organiz ations	10 organiza tions	10 organiza tions	10 organiza tions	10 organiza tions	10 organiza tions	Resource Mobilization Specialist
			Organize workshops on proposal writing and fundraising for member organizations.	Strengthened capacity of DUs/CUs and NOPDs in resource mobilization.	- Number of proposal writing workshops conducted. - Percentage of members reporting improved fundraising skills. - Number of funding proposals submitted.	15 worksh ops	3 worksho ps	3 worksho ps	3 worksho ps	3 worksho ps	3 worksho ps	Fundraising Coordinator

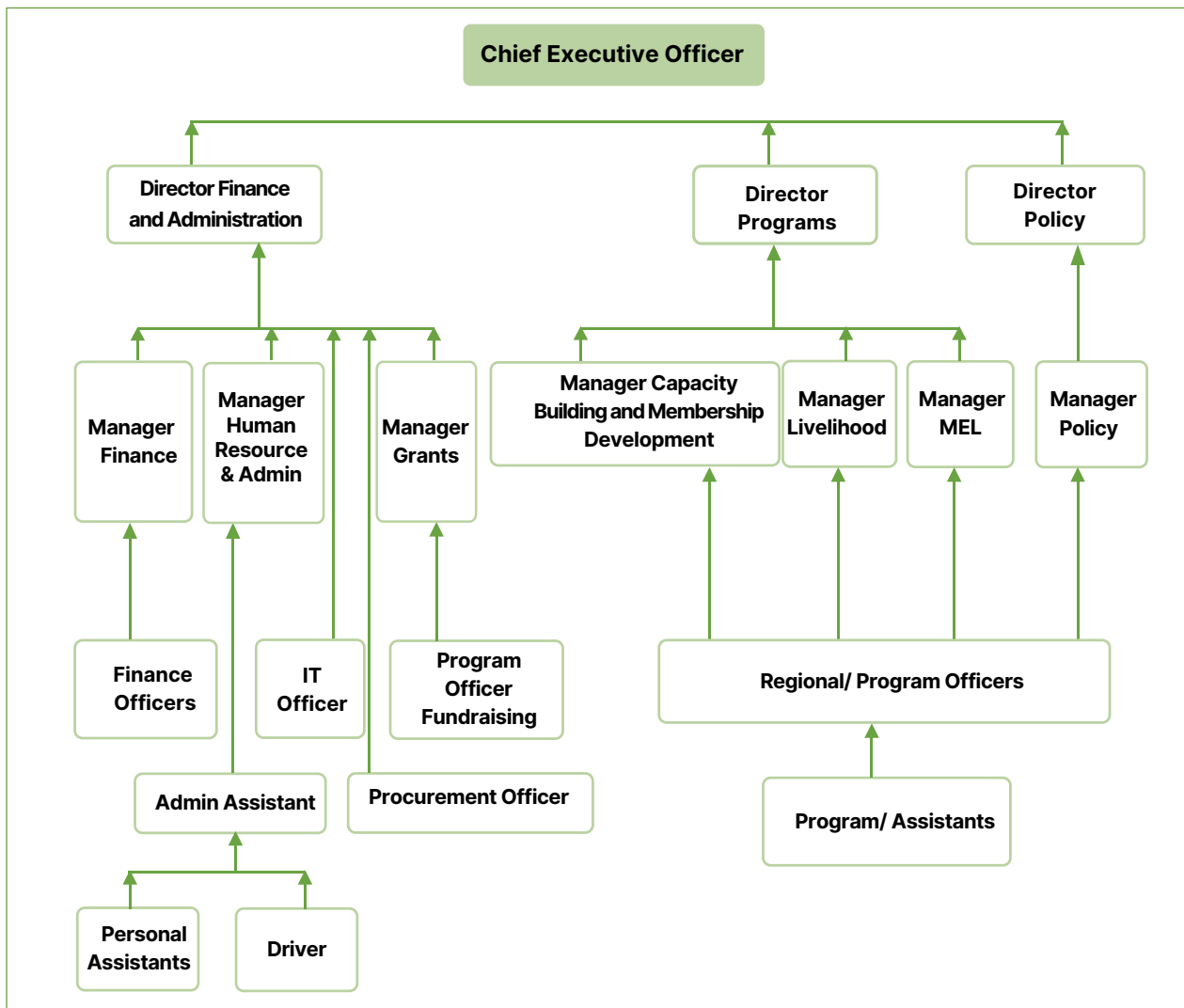
Strategic Pillar FOUR	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5-Year Target	Targets					Person Responsible
							1st Year	2nd Year	3rd Year	4th Year	5th Year	
Strengthen the Information Systems of NUDIPU	By 2029, strengthen NUDIPU's information systems to enhance program effectiveness, evidence-based advocacy, and informed decision-making for addressing the needs of Persons with Disabilities.	Develop an enhanced knowledge management framework with disaggregated data collection and reporting mechanisms.	Design and integrate an enhanced knowledge management framework across all departments.	Enhanced knowledge management framework, including mechanisms for disaggregated data collection and reporting.	- Completion and integration of the improved framework. - Number of staff and partners trained in knowledge management tools/MIS (Observatory and NUDIPU MIS).	100% integration	50% framework	50% integration	Train 25% staff	Train 25% staff	Full framework integration	Knowledge Management Lead
			Train NUDIPU staff and partners on knowledge management tools and data reporting protocols.	Improved capacity of staff and partners in knowledge management.	- Number of training workshops conducted. - Percentage of trained staff reporting improved skills in knowledge management.	5 workshop ops	1 workshop	1 workshop	1 workshop	1 workshop	1 workshop	Training Coordinator
		Establish a centralized knowledge repository to capture and disseminate disaggregated data and insights.	Generate and disseminate knowledge products from the repository to stakeholders.	Increased sharing of knowledge products and insights.	Number of knowledge products created and disseminated to stakeholders. (Case stories, learning brief, etc).	100 products	20 products	20 products	20 products	20 products	20 products	Communications Officer

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Strategic Pillar FIVE	Strategic Objective	Strategy	Activity	Expected Output	Output Indicators	5-Year Target	Targets					Person Responsible
							1st Year	2nd Year	3rd Year	4th Year	5th Year	
Institutional Development for Sustainability	By 2029, strengthen NUDIPU's institutional capacity through resource mobilization, capacity building, regionalization, partnership, and infrastructure development for sustainability.	Enhance resource mobilization mechanisms.	Develop and approve a comprehensive resource mobilization strategy.	Enhanced resource mobilization mechanisms.	Resource mobilization strategy developed and approved.	100% strategy completion	Strategy development	Strategy approved	2 funding streams	2 funding streams	3 funding streams	Resource Mobilization Officer
			Identify and establish new funding streams (e.g., income-generating projects, partnerships, grants).	Increased internally generated revenue and funding diversity.	- Number of new funding streams introduced annually. - Annual revenue from new streams.	10 new funding streams	2 streams	2 streams	2 streams	2 streams	2 streams	Resource Mobilization Officer
		Build staff capacity and promote professional development.	Conduct training sessions for staff on strategic areas such as advocacy, resource mobilization, and ICT.	Improved staff capacity and professional development.	- Number of staff trained. - Increase in staff performance. - Human Resource Development Plan developed.	100% staff trained	20% trained	20% trained	20% trained	20% trained	20% trained	Human Resource Manager
			Develop and implement a Human Resource Development Plan for staff recruitment and capacity building.	Human Resource Development Plan aligned with strategic goals.	- HR Development Plan developed. - Staff performance appraisal reports.	Plan fully implemented	Plan developed	Implementation starts	50% implementation	75% implementation	100% implementation	Human Resource Manager
		Strengthen infrastructure, including NUDIPU	Design and implement the NUDIPU House construction plan with accessibility compliance.	NUDIPU House constructed with accessibility compliance.	% completion of the NUDIPU House construction plan.	100% construction	Planning phase	25% completion	50% completion	75% completion	100% completion	Construction Manager

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ANNEX IV: NUDIPU ORGANOGRAM



ANNEX V: PROPOSED BUDGET FOR NUDIPU STRATEGIC PLAN 2025-2029 BUDGET ('000') UGX

Income Source	2025	2026	2027	2028	2029	Total
Subscriptions	7,192	7,552	7,930	8,326	8,742	39,742
Other incomes	45,000	47,250	49,613	52,093	54,698	248,654
Development Partners	11,000,000	11,550,000	12,127,500	12,733,875	13,370,569	60,781,944
Consultancy Services	500,000	525,000	551,250	578,813	607,753	2,762,816
Membership Contributions	150,000	157,500	165,375	173,644	182,326	828,845
Local Fundraising	500,000	525,000	551,250	578,813	607,753	2,762,816
Capital Investment	600,000	630,000	661,500	694,575	729,304	3,315,379
Total Income	12,802,192	13,267,302	13,964,488	14,820,139	15,561,145	70,415,266
EXPENDITURES						
Goal 1	Strengthen Advocacy and Policy Implementation for Disability Rights					
Expenditure	2025	2026	2027	2028	2029	Total
	1,200,000	1,260,000	1,323,000	1,389,150	1,458,608	6,630,758
Goal 2:	Promote Socio - Economic Empowerment and IGA Skilling for Persons with Disabilities					
Expenditure	2025	2026	2027	2028	2029	Total
	2,500,000	2,625,000	2,756,250	2,894,063	3,038,766	13,814,079
Goal 3:	Strengthen Capacity and Governance of District Unions					
Expenditure	2025	2026	2027	2028	2029	Total
	2,000,000	2,100,000	2,205,000	2,315,250	2,431,013	11,051,263
Goal 4:	Implement a Robust Monitoring & Evaluation (M&E) System					
Expenditure	2025	2026	2027	2028	2029	Total
	1,500,000	1,575,000	1,653,750	1,736,438	1,823,259	8,288,447
Goal 5:	Institutional Development for Long-term Sustainability					
Expenditure	2025	2026	2027	2028	2029	Total
Resource Mobilization	400,000	420,000	441,000	463,050	486,203	2,210,253
Staff Capacity Building	500,000	525,000	551,250	578,813	607,753	2,762,816
Infrastructure Development (NUDIPU House)	1,000,000	1,050,000	1,102,500	1,157,625	1,215,506	5,525,631
Total for Goal 5	1,900,000	1,995,000	2,094,750	2,199,488	2,309,462	10,498,700
GENERAL ADMINISTRATION AND SUPPORT COSTS						
Expenditure	2025	2026	2027	2028	2029	Total
Admin & Support Costs	500,000	525,000	551,250	578,813	607,753	2,762,816
Personnel Costs	3,800,000	3,990,000	4,189,500	4,398,975	4,618,924	20,997,399
Investment Fund	600,000	630,000	661,500	694,575	729,304	3,315,379

OVERALL BUDGET SUMMARY ('000') UGX

Category	2025	2026	2027	2028	2029	Total
Goal 1: Advocacy	1,200,000	1,260,000	1,323,000	1,389,150	1,458,608	6,630,758
Goal 2: Economic Empowerment	2,500,000	2,625,000	2,756,250	2,894,063	3,038,766	13,814,079
Goal 3: Capacity Building	2,000,000	2,100,000	2,205,000	2,315,250	2,431,013	11,051,263
Goal 4: M&E	1,500,000	1,575,000	1,653,750	1,736,438	1,823,259	8,288,447
Goal 5: Institutional Development	1,900,000	1,995,000	2,094,750	2,199,488	2,309,462	10,498,700
General Admin & Support Costs	500,000	525,000	551,250	578,813	607,753	2,762,816
Personnel Costs	3,800,000	3,990,000	4,189,500	4,398,975	4,618,924	20,997,399
Investment Fund	600,000	630,000	661,500	694,575	729,304	3,315,379
Total Expenditure	14,000,000	14,700,000	15,434,000	16,206,750	17,016,089	77,356,839

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