



MAPPING OF SAFOD AFFILIATES' INSTITUTIONAL CAPACITIES

CAPACITY ASSESSMENT REPORT



SUBMITTED BY

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31st AUGUST 2020

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ACKNOWLEDGEMENTS

The capacity assessments were made possible through financial and technical support from SAFOD and its long-standing funding partner, the Norwegian Federation of Disabled People - FFO. Acknowledgements are extended to the SAFOD Secretariat Leadership, specifically Mr Mussa Chiwaula (Director General), Mr George Kayange (Director of Programmes), and Ms Georginah Kgaswane (Director of Finance and Administration). The contributions of the following SAFOD Affiliates are also highly acknowledged: Federation of Organisations of Disabled People in Angola (FAPED); Botswana Federation of the Disabled (BOFOD); Lesotho National Federation of Organisations of the Disabled (LNFOD); Federation of Disability Organisations in Malawi (FEDOMA); Forum for Mozambican Associations of Disabled (FAMOD); National Federation of People with Disabilities in Namibia (NFPDN); Disabled People South Africa (DPSA); Federation Organizations of the Disabled People in Swaziland (FODSWA); Zambia Federation of Disability Organisations (ZAFOD); and the Federation of Organisations of Disabled People in Zimbabwe (FODPZ). They are all acknowledged especially for taking their time to support me with the information that I collected from them as part of the Affiliates' capacity assessments and providing additional supporting documentation and responding to follow-up questions throughout the process.

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LIST OF ACRONYMS

SAFOD	The Southern Africa Federation of the Disabled
DPO	Disabled People Organization
EEA	Employment Equity Act
BBBEE	Broad-based Black Economic Empowerment
FAPED	Federation of Organisations of Disabled People in Angola
BOFOD	Botswana Federation of the Disabled
LNFOOD	Lesotho National Federation of Organisations of the Disabled
FEDOMA	Federation of Disability Organisations in Malawi
FAMOD	Forum for Mozambican Associations of Disabled
NFPDN	National Federation of People with Disabilities in Namibia
DPSA	Disabled People South Africa
FODSWA	Federation Organization of the Disabled People in Swaziland
ZAFOD	Zambia Federation of Disability Organisations
ZAPD	Zambia Agency for Persons with Disabilities
FODPZ	Federation of Organisations of Disabled People in Zimbabwe
UNCRPD	United Nations' Convention on the Rights of People with Disabilities
NFDPOs	National Federations of Disabled People Organisations
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act

1. INTRODUCTION

1.1 Background and Overview

The Southern Africa Federation of the Disabled (SAFOD) is a leading disability-focused network engaged in coordination of activities of organisations of Persons with Disabilities in Southern Africa. The organisation was formed in 1986 by persons with disabilities as a federation of Disabled Peoples Organisations (DPOs) with a strong presence in 10 countries. In each of these countries, we coordinate our programs and activities through our national affiliate federations of DPOs, as follows:: 1) FAPED – Federation of Organisations of Disabled People in Angola; 2) BOFOD – Botswana Federation of Disabled People in Botswana; 3) LNFOD – Lesotho National Federation of the Disabled; 4) FEDOMA – Federation of Disability Organisations in Malawi; 5) FAMOD – Forum of Associations of Disabled People in Mozambique; 6) NFPDN – National Federation of People with Disabilities in Namibia; 7) DPSA – Disabled People South Africa; 8) FODSWA – Federation of Organisations of Disabled People in Swaziland; 9) ZAFOD – Zambia Federation of Disabled; and; 10) FODPZ – Federation of Organisations of Disabled People in Zimbabwe.

Most of its partners whom SAFOD has collaborated with over the past three decades will recall that SAFOD has successfully made significant impact in the Southern Africa region in the field of disability and inclusive development. SAFOD has implemented quite a number of activities and programmes geared at strengthening DPOs in SAFOD member countries through training, research, coordination, information-sharing, promotion of human rights among Persons with Disabilities. In each of these countries, the focus has mainly been to strengthen the capacity of national affiliates so that they are able to effectively advocate for the rights of the Persons with the Disabilities in line with the UN Convention on the Rights of Persons with Disabilities (UNCPRD). SAFOD's operations are guided by the UNCPRD.

The Convention on the Rights of Persons with Disabilities and its Optional Protocol ([A/RES/61/106](#)) was adopted on 13 December 2006 at the United Nations Headquarters

in New York, and was opened for signature on 30 March 2007. The Convention follows decades of work by the United Nations to change attitudes and approaches to Persons with Disabilities. It takes to a new height the movement from viewing Persons with Disabilities as “objects” of charity, medical treatment and social protection towards viewing Persons with Disabilities as “subjects” with rights, who are capable of claiming those rights and making decisions for their lives based on their free and informed consent as well as being active members of society.

The Convention is intended as a human rights instrument with an explicit, social development dimension. It adopts a broad categorization of Persons with Disabilities and reaffirms that all persons with all types of disabilities must enjoy all human rights and fundamental freedoms. It clarifies and qualifies how all categories of rights apply to persons with disabilities and identifies areas where adaptations have to be made for Persons with Disabilities to effectively exercise their rights and areas where their rights have been violated, and where protection of rights must be reinforced. The Convention was negotiated during eight sessions of an Ad Hoc Committee of the General Assembly from 2002 to 2006, making it the fastest negotiated human rights treaty.

1.2 SAFOD Mission, Vision and Objectives

The mission of SAFOD is to advocate for the rights of persons with disabilities as well as nurturing and strengthening its affiliates and other stakeholders in Southern Africa to ensure promotion of inclusive development and human rights for persons with disabilities.

The vision is “An inclusive society where persons with disabilities are treated with dignity, respect and on the basis of equality.”

Currently, SAFOD coordinates its programmes and activities through its national affiliates in 10 countries within the Southern Africa region. In each of these countries, the focus is

mainly to strengthen the capacity of our affiliates so that they are able to effectively advocate for the rights of the persons with the disabilities in line with the UN Convention on the Rights of Persons with Disabilities (UNCRPD); lobby for inclusive policies and programs; and carry out other activities that advance the rights and welfare of persons with disabilities.

SAFOD operates under the following motto: "Unlocking an inclusive society for persons with disabilities in Southern Africa."

1.3 Table 1.1 List of SAFOD's Affiliates and their Countries of Operation.

No.	Name of Affiliate	Country
1	Federation of Organisations of Disabled People in Angola (FAPED)	Angola
2	Botswana Federation of the Disabled (BOFOD)	Botswana
3	Lesotho National Federation of Organisations of the Disabled (LNFOD)	Lesotho
4	Federation of Disability Organisations in Malawi (FEDOMA)	Malawi
5	Forum for Mozambican Associations of Disabled (FAMOD)	Mozambique
6	National Federation of People with Disabilities in Namibia (NFPDN)	Namibia
7	Disabled People South Africa (DPSA)	South Africa
8	Federation Organization of the Disabled People in Swaziland (FODSWA)	Eswatini
9	Zambia Federation of Disability Organisations (ZAFOD)	Zambia
10	Federation of Organisations of Disabled People in Zimbabwe (FODPZ)	Zimbabwe

1.4 Capacity Assessment Objectives

The objectives of the Capacity Assessments were as follows:

1. Mapping of SAFOD affiliates' institutional capacities through online and/or telephone interviews, literature/documentation reviews, and/or focus group discussions concerning – but not limited to – the following thematic areas:
 - a. Fundraising and resource mobilization
 - b. Governance structures
 - c. Advocacy and lobbying
 - d. Research and documentation
 - e. Technology, communication, and media engagement
2. Undertake desk and online research with SAFOD national affiliates, SAFOD staff, and key stakeholders to identify current gaps/weaknesses, strengths, threats, and opportunities (SWOT analysis).
3. Analyze and consolidate the research findings of affiliates' institutional capacities, with concrete recommendations to address current gaps.
4. Publish the final research report to be used as baseline to inform the development process of the SAFOD's new five-year strategic plan, the resource mobilization strategy, the policy and stakeholder influence plan, and the monitoring and evaluation plan.

1.5 Rationale for Capacity Assessments

The rationale for the Capacity Assessment was to establish the capacities of SAFOD's national affiliates with a view to provide tailor-made interventions as part of the regional body's obligation to its affiliates.

1.6 Capacity Assessment Methodology

1.6.1 Inception Meeting

An inception meeting was conducted between SAFOD Secretariat and the consultant on the 12th of August 2020. The meeting discussed in detail the terms of reference, proposed Capacity Assessment methodology, tools, and preliminary data collection schedule. The inception meeting focused on clarifying objectives; clarifying expectations; outlining expected deliverables and delivery timelines; outlining reporting lines; receive documents for review; finalize the proposed methodology and capacity assessment tools; finalize dates for the assessments with the Affiliates in consultation with SAFOD Secretariat; finalize the proposed work plan; and finalize outstanding technical and administrative issues.

1.6.2 Adaptation of Capacity Assessment Tools

The consultant developed the Capacity Assessment Tool (See Annex 3.1). The tool had five sections namely: 1) Fundraising and resource mobilization; 2) Governance structures; 3) Advocacy and lobbying; 4) Research and documentation; and 5) Technology, communication, and media engagement

1.6.3 Interviews with Key Informants

The consultant conducted online/phone interviews with Affiliates' key informants and discussions focused on collection and verification of information gathered through desk review of documents pertaining to the Affiliates. The consultant collected evidence supporting availability/non-availability of key capacities.

1.6.4 Analysis and Report Writing

The consultant analyzed data from Capacity Assessment tools for each of the affiliates. Analysis results formed the basis of the individual capacity assessment reports as well as

the overall report including conditions precedent. A draft capacity assessment report outline and report was submitted to SAFOD Secretariat for review before finalization.

2. Findings from the Capacity Assessments of the National Affiliates

2.1 Introduction

This section provides comprehensive findings and recommendations from the capacity assessment for each National Affiliate. It presents findings for each Affiliate with a focus on the organisational overview, capacity strengths, capacity gaps/weaknesses, and capacity strengthening recommendations. Each National Affiliate (Federation) consists of different national coalitions of DPOs focusing on a specific category of disability. For example, all DPOs focusing on visual impairment have formed their own membership coalition in each country; the same with those focusing on hearing impairment, physical disability, albinism, intellectual disability, etc. All these become institutional members of the main SAFOD National Affiliate in each country. Each of the coalition member DPOs in each country serve their own individual members within the disability category, and/or serve society in general.

2.2 Individual Affiliates' Specific Findings

2.2.1 Federation of Organisations of Disabled People in Angola (FAPED)

FAPED is the national affiliate of the Southern African Federation of the Disabled (SAFOD) in Angola. FAPED appears in the ambit of the self-representation of the associations of persons with disabilities at both national and international levels. It aims to co-ordinate the actions of its members to partner with the Angolan Government in developing specific disability policies and integrating them in the broader national development policies. The aim of FAPED is to represent associations of persons with disabilities at national level and to participate in discussions with the Government about the policies linked to People with Disabilities.

Overview of the Affiliate

At the time of the capacity assessment FAPED had a board of trustees in place but the board was described as inactive. In its governance and management structure FAPED had a board that was constituted to report to the General Assembly. The Board was mandated to meet twice a year whereas the General Assembly was constituted to meet once every year. There was a Secretariat in place which was headed by a General Director. FAPED reported the availability of funding from an international NGO and, also, received some subvention from the Government of Angola. They had a constitution in place which guided their operations. At the time of the assessment FAPED was legally registered with and gazetted by the Government of Angola as a national umbrella of organizations of People with Disabilities in Angola. FAPED operated from its own office space.

Capacity Strengths

Track record of implementing projects: FAPED had implemented some advocacy projects on a national level and completed those projects successfully and to the satisfaction of the funders/donors. The organisation had managed successful advocacy campaigns on disability rights. Around 2015, a Person with Disability was appointed to Parliament as a Member of Parliament, as affirmative action following successful advocacy on disability inclusion by FAPED.

Internal control systems and procedures: FAPED had a 5-year strategic plan which guided the work to be undertaken. Annual work plans were derived from the strategic plan and this facilitated short, medium, and long-term planning. The strategic plan was also approved by the board and shared with its DPOs as well as local donors. FAPED also communicated with its stakeholders and annual reports were approved by the board before being shared with DPOs as well as donors.

Access to key decision-making structures: FAPED used its decision-making structure. However, the budget in place for the organisation was not sufficient to cover key positions, and its national operations.

IT systems and equipment: The organisation did not have reliable internet access and was usually operating offline. The organisation also had insufficient space, furniture and IT equipment for the staff that was in place.

Capacity building experience: FAPED had a good track record in capacity building. The organisation had been providing capacity strengthening to its member DPOs as part of its routine work. As part of its strategic plan, FAPED was providing capacity strengthening to its DPOs although this initiative was hindered by lack of funding.

Capacity Gaps/Weaknesses

Overall, within FAPED, and its DPOs in general there was a clear lack of financial resources and skills to conduct impactful advocacy around disability issues in Angola. Further, there were no statistics or reliable data to support advocacy efforts.

Despite the Constitution of 2010 which protected the fundamental rights of all citizens, Persons with Disabilities still faced a number of challenges. First, access for Persons with Disabilities to the labour force remained difficult. Persons with Disabilities still faced grave discrimination in obtaining employment, and in situations where they did find employment, the work environment was not conducive to them to work adequately. Although article 3 (1) of the Labour Law promoted the principle of equality, no mention was made of Persons with Disabilities and their involvement.

Secondly, a social stigma existed, namely, that Persons with Disabilities were not entitled to legal recourses. Rather, the little that was being done was an act of charity.

Opportunity

Angola acceded to the CRPD on 19 March 2014. Angola was scheduled to send an initial report to the Committee of the CRPD on 19 March 2016, which marked two years since it acceded to the Convention. However, at the time of this assessment, there was no information confirming that such initial report was sent to the Committee. Angola

followed a semi-monist approach to international law, meaning that after the state ratifies a treaty, such treaty law is first made public in the *Diario da Republica*. Only after this has been done is such law domesticated. To that end, following ratification of international instruments, such law is not immediately made national law.

Threats

At the time when the assessments were conducted the governance structure of FAPED was not active and did not seem to adequately play its oversight role.

Although there was a record of access to both government and donor funding in the past, in the absence of proper fiducial management systems and consistent governance oversight, these gains are at risk of loss.

Recommendations

There is a need for the FAPED Board to meet all its constitutional mandates – meet regularly and consistently.

There is a need for the FAPED Board to prioritize capacitating of its Secretariat so as to adequately manage the coordination function of all its DPOs and engage in meaningful resource mobilization.

The assessment conducted also revealed that FAPED and its DPOs in Angola suffered tremendously due to a lack of technical expertise. Such a deficit minimized the way in which these organizations' vision and objectives are disseminated to the public and interested parties. It is, therefore, recommended that FAPED needed to set forth mechanisms that would make clear to government the importance of domestically implementing the provisions of the CRPD.

The above is an advocacy opportunity for FAPED to follow up with the Government of Angola in order to improve the outcomes of People with Disability in Angola.

2.2.2 BOFOD

Overview of the Organisation

Botswana Federation of the Disabled (BOFOD) facilitates organisation development and management interventions with a view to improving the performance, effectiveness, and sustainability of DPOs in Botswana. The organisation also seeks to equip member DPOs with resource mobilization skills. BOFOD is a non-profit organisation that strives to lobby and advocate for a barrier-free society in partnership with the Government of Botswana, non-state actors, the private sector and development partners with the ultimate goal of ensuring that People with Disabilities fully enjoy their human rights

Role within SAFOD Affiliates

BOFOD makes every effort to promote good governance among DPOs to inculcate their legitimacy in undertaking legislative accountability initiatives. BOFOD plays an active role in empowering DPOs in a bid to promote disability rights awareness. In addition, deliberate efforts are made to enhance civic competence by taking part in provision of civic education on disability rights in Botswana.

Capacity to deliver in the above key results areas will depend, to a very great extent, on the capacity and sustainability of BOFOD. To realise this, BOFOD needs to make deliberate efforts to improve its performance and effectiveness. This will be attained by undergoing regular self-assessment and organisational development processes and mobilization of adequate resources.

To mobilise financial and material resources, BOFOD will need to sharpen its resource winning skills, devise and operationalize a comprehensive resource winning strategy.

Deliberate efforts will be made to fundraise locally for long term institutional sustainability in addition to mobilise resources from other external donors and development partners. To inculcate adaptive management and institutional learning the organisation will need to develop and maintain a user-friendly capacity building plan.

Capacity Strengths

At the time of this capacity assessment, BOFOD had a new strategic plan covering the period 2020-2024

Over the period of five years, BOFOD sought to focus on the following strategic objectives:

- | | |
|------------------------|--|
| Strategic Objective 1: | Partnership building, networking and information sharing between member organisations and other stakeholders improved. |
| Strategic Objective 2: | Organisational Development and management of member DPOs strengthened. |
| Strategic Objective 3: | Capacity of DPOs on good governance improved. |
| Strategic Objective 4: | DPOs' capacity on policy engagement and advocacy enhanced. |
| Strategic Objective 5: | Institutional capacity and sustainability of BOFOD strengthened. |

Presence through networks – BOFOD had member organizations. It had a strong alliance of organisations that advocated for the rights of people with disabilities.

Capacity Gaps/Weaknesses – Failure to hold Board meetings on account of lack of funding negatively impacted its governance role. Failure to deliver on its core mandate of capacity building of the DPOs for the same reason as cited before. Due to lack of funding BOFOD was unable to conduct research and document its work accordingly. Despite SAFOD financially supporting their website and training its youth on website management, the BOFOD website was stale and needed refreshing to make it vibrant and more relevant.

Opportunities

BOFOD's proximity to SAFOD Secretariat in terms of capacity building support.

Threats

Inability of the board to meet regularly and consistently as required by the Constitution due to lack of funding.

Lack of funding to support programme implementation including capacitating of its DPOs.

Recommendations

BOFOD needed support with capacity building including resource mobilization.

BOFOD website needed refreshing to make it vibrant and more relevant.

2.2.3 LNFOD

Overview of the Organisation

LNFOD was formed by Persons with Disabilities as the coordinating organ for DPOs in Lesotho. Its focus is to strengthen the DPOs and persons with disabilities in Lesotho by advocating and lobbying for social change that results into tangible benefits for its constituency. LNFOD's approach to disability is from a human rights approach with the emphasis of breaking the many barriers that exclude Persons with Disabilities from accessing opportunities and attaining the best possible life in society.

LNFOD has been successful in its role as a coordinating structure for DPOs as evidenced by the number of partner organisations and the success of its programmes. Its publications, "Ntoe Leng" and 'Breaking the Barrier' Living with disability in Lesotho" are inter-alia, evidence of their ability to work in partnership with DPOs and relevant non-governmental organisations in Lesotho. "Breaking the barriers" portrayed the lives of ten people with disabilities in a photo exhibition and their challenges of living in a society where they are marginalized. "Ntoe leng" which means "one voice" newsletter highlights the latest news from the disability movement in Lesotho and it has the potential of giving them the publicity which is essential for their visibility as an organisation and for sensitizing people on disability issues. The programme activities of LNFOD focus on capacity of DPOs, women and human rights, HIV/AIDS and disability, sensitization and awareness

raising activities. Currently LNFOD's priority activity is advocacy aimed at policy and legal change in Lesotho.

Legitimacy and political nature of DPOs in Lesotho

LNFOD and DPOs in Lesotho are managed by governing Boards. DPO Boards play a significant role in decision making and implementation of activities of persons with disabilities in Lesotho. DPO Boards are evidently the preferred governing structure of DPOs in Lesotho. The process by which members are elected is very rigorous and representative of all persons with disabilities. Every four years, DPOs call for a mass congress meeting where several people are nominated to be on the Board. At an Annual General Meeting of all representatives of DPOs a council consisting of 24 persons is elected. The council then elects the twelve LNFOD Board members. In general, all DPO boards follow the same process in respect of selecting Board members. The duration of their term is 4 years. The Boards wield strong political power and they represent the interests of persons with disabilities.

Capacity Strengths

Strong network of partners: At the time of undertaking this capacity assessment, LNFOD had recognized the importance of uniting and networking with all the stakeholders in the disability sector to solve problems and aspire for the same goals. Potential organisations for alliance-building were identified in the strategy.

Capacity Gaps/Weaknesses: Within LNFOD, and DPOs in general, there was a severe lack of resources and skills around advocacy issues. Further, there were no statistics or reliable data to support advocacy efforts.

LNFOD had a major challenge regarding the participation of persons with disabilities who are not members of DPO and their rural constituency. Rural persons with disabilities were even more vulnerable compared to their urban counterparts as access to services and information was hindered by many factors including difficult terrain, lack of telephones and poverty.

Opportunities

LNFOOD had permanent offices at the time of the assessment and they enjoyed ongoing support from funders and displayed the capability of harnessing resources.

The assessment noted that LNFOOD was a great household name and enjoyed the goodwill of its stakeholders.

Threats

The assessment had noted challenges with communication between the Affiliate and DPOs in general and specifically with rural-based DPOs.

The Affiliate did not have a strategy to communicate and call for participation of People with Disabilities who are not members of DPOs.

Lack of fundraising skills within LNFOOD and the DPOs and the uncertainty of donor funding as a result of the ever evolving donor landscape.

Recommendations

Enhancing the skills of People with Disabilities in the areas of fundraising, analysis of policy issues, policy formulation, programme development as well as the monitoring and evaluation of programmes implementation.

2.2.4 FEDOMA

Overview of the Organisation

Federation of Disability Organizations in Malawi (FEDOMA) was established in 1999 as a federation of Disabled Peoples Organization (DPOs) in Malawi with a membership of 12 DPOs. FEDOMA was founded as an umbrella organization of Persons with Disabilities in Malawi to provide a unified voice for all DPOs. FEDOMA has a specific mandate as the voice of people with disabilities of all kinds throughout Malawi and in acting on their behalf, ensuring that people with disabilities have access to services and support that the able bodied community takes for granted.

FEDOMA is registered under the Trustees Incorporation Act and the Malawi Council for the Handicapped (MACOHA) and works in liaison with the Ministry Gender, Children, Disability and Social Welfare. Currently, there are 12 Disabled People Organisations (DPOs) affiliated to FEDOMA as follows: 1) Malawi Union of the Blind (MUB); 2) Disabled Women in Development (DIWODE); 3) Malawi National Association of the Deaf (MANAD); 4) Spinal Injuries Association of Malawi (SIAM); 5) Parents of Disabled Children Association in Malawi (PODCAM); 6) Association of persons with Albinism of Malawi (APAM); 7) Association of the Physically Disabled in Malawi (APDM); 8) Disabled Widows Orphans Organisation in Malawi (DWOOM); 9) National Epilepsy Association (NEA); 10) Disability Rights Movement; 11) Visual and Hearing Impaired Association of Malawi (VIHEMA); 12) Mental Health Users and Cares Association (MEHUCA)

FEDOMA is staffed and managed by an inclusive mix of persons with disabilities and persons without disabilities. This mix is reflected through the staff, the Board and the Trustees. The organisation is led, on behalf of the Trustees and Board by the Acting Executive Director. An elected volunteer Board made up of representatives of the eight development partner organisations manages FEDOMA. Elected voluntary officers within the Board – the Chairperson, the Secretary and Treasurer – work with the Secretariat to ensure proper compliance with Board of governance. In addition to the Executive Board there is a legally constituted Board of Trustees that ensures that the organisation is in full compliance with the legal requirements of Malawi and company law as it relates to national NGOs.

Capacity Strengths

Legitimacy and experience in supporting disability rights: FEDOMA is the voice of People with Disabilities in Malawi and promotes the participation of People with Disabilities in various development endeavors. While DPOs are playing an important role there are also a number of challenges they are experiencing namely: 1) The lack of financial resources to implement their programmes. 2) Lack of capacity to carry out lobbying and advocacy. 3) Lack of capacity in policy analysis and budget tracking. 4) Negative

attitudes from communities who believe that People with Disabilities have no potential to achieve independence or contribute to their communities.

Governance: FEDOMA has a 2-tier governance structure: a board of trustees and an Executive Council which are meant to provide oversight, stability, and accountability to the Secretariat. However, at the time of this assessment, FEDOMA was still in a recovery mode, recovering from a fraud scandal that hit the national network (the Secretariat) which also led to a loss of trust from their traditional donors including the Norwegian Association of the Disabled (NAD) and other development partners. The Board laid off 2 members of the Secretariat staff that were involved in the fraud. FEDOMA reported that their strategic plan expired on 31st December 2019 and due to lack of funding on account of the issues around mismanagement of donor funding previously, FEDOMA was yet to mobilize resources to fund the sequel strategic plan. The FEDOMA administration was working to repair the damage suffered and win back the donor confidence.

Capacity Gaps/Weaknesses

Previous record of fraudulent activities by management at the Secretariat: The organisation's previously good track record had been tainted by fraud which took place in the recent past under new management. This now called for strong operating systems and control procedures to be instituted for optimal finance and operations management.

Absence of active strategic plan: FEDOMA did not have an active strategic plan and this raised challenges as the basis for planning and implementation in the short, medium and long term. The absence of a strategic plan raised doubts about the technical sustainability and potential of the Affiliate.

Opportunities

An excellent previous track record with a range of stakeholders including the Malawi Government and Development Partners and Donors.

Threats

Fraud that happened in the recent past posed a threat and undermined the stakeholder and donor confidence in the ability of the Affiliate to prudently manage public resources at its disposal.

Recommendations

At the time assessment was conducted the Affiliate did not have a strategic plan. There is a need to have in place a strategy to guide its operations and overall programming, including resource mobilization and capacity building of its DPOs.

Strengthen efforts to raise awareness of the Disability Act among persons with disabilities and the population at large and train relevant stakeholders; and Implement programmes specifically addressing the needs of Persons with Albinism.

The governance oversight functions of the board needed to be strengthened to avert a recurrence of the lapse that happened in the recent past.

FEDOMA needed support with capacity building including resource mobilization.

2.2.5 FAMOD

Forum Mozambican of Associations of Disabled (FAMOD) was formed in April 1998 and registered with the Government of Mozambique in 2003. FAMOD is a network of the following DPOs: 1) Association Mozambican of disabled (ADEMO); 2) Association Mozambican of disabled youth (AJODEMO); 3) Company of theatre Nihuvuko (CTN); 4) Associations Mozambican of blind people (ACAMO); 5) Association Mozambican of children with disability (ACRIDEME); 5) Association Mozambican of military disabled (ADEMIMO); 6) Association Mozambican of disabled in high school (ADESU); 7 Association Mozambican of deaf (ASUMO)

Overview of the Organisation

FAMOD has the General Assembly, Council and Supervisory Council. The General Assembly met in 2014 and the next meeting is slated for October 2020. Although there is a board in place, but it is not active. Its strategic plan is due for review as it has expired.

Capacity Strengths

Legitimacy and experience in supporting disability rights work in Mozambique.

The organisation had managed successful advocacy campaigns on disability rights.

FAMOD had previously been supported by donors including Abilis, FFO Sintef, SAFOD, Open Society Initiative for Southern Africa (OSISA), International Disability alliance (IDA), Light for the World, and CIPEZA. FAMOD could, therefore, build on their past relationships with donors to seek more funding support, having demonstrated their ability to do so, based on the past track record. This is with a hope that FAMOD prudently managed these resources to the donors' expectations.

Capacity Gaps/Weaknesses

Weak communication and coordination between FAMOD and Government, as well as between FAMOD and other stakeholders.

Lack of own working space - Having no funds to rent offices.

The lack of financial and human resources to support FAMOD and DPOs' operations.

No strategic Plan.

Opportunities

FAMOD was identified to have the ability to organize and influence policy makers and other key players assertively, although this needed to be strengthened. The gap between policy makers and People with Disabilities is huge, and effectively kept People with Disabilities down and out as a result of gaps in knowledge, skills and language.

Threats

Unstable membership bases due to unmet needs of the DPOs was seen as a threat as it weakened what was meant to be a unified advocacy front.

The growing focus on the provinces is seen as a challenging opportunity for FAMOD in terms of the requirement to co-ordinate with provincial structures, as well as to share information with them.

A dominant image of People with Disabilities as beggars militates against their ability to assert themselves as advocates of their cause, and to be taken seriously as such.

Recommendations

The need for the disability movement to be capacitated so that in turn it can support its DPOs some of which are in the outlying, rural areas of the country.

FAMOD needed support with resource mobilization.

2.2.6 NFPDN

The National Federation of People with Disabilities in Namibia (NFPDN) was formed in 1991. NFPDN members are organized under the following DPOs: 1) National Association of People with Physical Disabilities (NAPPD); 2) Namibian National association of the Deaf (NNAD); 3) National Organisation of Youth with Disabilities (NOYD); 4) National Association of Children with Disabilities (NACD); 5) National Association of Differently Abled Women (NADOW); and 6) Namibian Federation of the Visually Impaired (NFVI)

Overview of the Organisation

NFPDN was constituted as an umbrella organisation in response to the needs for a collective voice and action to counter the pressing gross social marginalization of People with Disabilities. NFPDN therefore commits itself to champion the cause of People with Disabilities, lobby and advocate for social justice, equity and their empowerment. NFPDN is convinced that a people with disabilities based social movement can be attained through a consistent mobilization and conscientious process across independent Namibia. NFPDN membership is open to disabilities associations, across all 13 regions and

national organisations. However, membership shall continue to be determined by the members of the National Congress.

Capacity Strengths

Governance, Management and Operational Structure: NFPDN structure comprised of the following organs: 1) National Congress; 2) National Executive Committee; 3) Secretariat and; 4) Regional Offices. The National Congress was the supreme policy making body which comprises of 2 delegates – one male and one female from each member organizations. The National Congress was mandated to meet every four years to elect a National Executive Committee to which it would delegate powers to manage the organization; to approve lawyers, auditors and patrons recommended by NEC, to the organization; approve the NFPDN 's corporate plans and receive all financial and progress reports. The Congress comprised thirty-eight delegates drawn from fully paid-up NFPDN members. At the time of the capacity assessment, the term of office for the board had expired. An extension had been put in place in a caretaker capacity until November 2020 when the National Congress was expected to elect a new board. Their operations had been adversely affected by the advent of COVID-19.

Strong national experience: NFPDN was considered an authority on matters of disability rights and inclusion in Namibia by both internal (DPOs) and external stakeholders. Namibia has a National Policy on Disability 2004. It was put in place with the mandate to accept the principles of participation, integration and equalisation of opportunities defined by the United Nations in the World Programme of Action Concerning Persons with Disabilities and The Standard Rules on the Equalisation of Opportunities for Persons with Disabilities.

As part of its affirmative action in the recent past Namibia had a Member of Parliament who was a Person with Albinism, Mr S Ankama, who was also the Deputy Minister of Works and Transport.

Capacity Gaps/Weaknesses

Inadequate funding had affected the operations of the Affiliate. The Board was supposed to meet 4 times a year but this practice had not been observed on account of lack of funding.

The Affiliate did not have a strategy to guide their operations and work plan. Programmes and projects were, therefore, haphazard.

The Secretariat was understaffed with only an Acting Secretary General and an Administration Officer.

Although NFPDN had received funding from 2004 to 2005 from the European Union, they did not have a copy of their audited accounts as their Financial Agency (VSO) at the time did not share it with them. This would have been a great attempt at demonstrating their capability in managing sustained donor resources over that period of time.

Opportunities

The National Disability Council and the Ministry of Health and Social Services had the main obligation for the promotion and protection of the rights and welfare of persons with disabilities in line with other ministries. In addition, the Office of the Prime Minister also had a Disability Unit which was established in 2001. However, there are no available reports documenting actions conducted by the Council. Although government ministries are required to submit a report on the implementation of the Disability Policy to the Council, such reports have not been submitted. Neither has the Council drafted annual reports which should be submitted to the Minister of Health and Social Services and then to the National Assembly as required by the National Disability Council Act.

The government had a pension and a social grant scheme for persons with disabilities, provided they were registered. These were administered by the Ministry of Health and Social Services. All the above citations are great opportunities for advocacy by NFPDN.

Threats

However, despite the existence of these structures, there appeared to be limited action directed at promoting the rights and welfare of Persons with Disabilities. For example,

according a 2008-2009 annual report from the Office of the Prime Minister, the Disability Unit did not appear to conduct any activities regarding improving access to healthcare services for children with disabilities. The functioning of the National Disability Council also appeared to be problematic. The state report states that 'Namibia's National Disability Council Act creates a council tasked with monitoring the implementation of Namibia's National Policy on Disability'. This policy, which was adopted by the executive Cabinet in 1997, identifies children with disabilities as a key target group.

Recommendations

There is a need for proper implementation, monitoring and evaluation of the laws in place to protect the rights of Persons with Disabilities.

There is a lack of coordination and overlapping of duties among the relevant Ministries who have responsibility for the design, implementation and evaluation of disability service

In order for Namibia to put in full and effective operation of the rights-based approach to disability, more human and financial resources need to be committed.

However, Namibia still perceives disability under welfare and charity and not under human rights even after ratifying the CRPD.

Accurate data on the persons with disabilities is needed. It will provide policy makers and service providers with information on all persons with disabilities in order to better tailor programmes to meet the actual needs and anticipate future developments.

There is a need for the rights and needs of all disabled people to be incorporated in all sectors.

NFPDN needed support with resource mobilization.

2.2.7 DPSA

Disabled People South Africa (DPSA) is recognized as the national assembly of people with disabilities in South Africa. DPSA directly represent more than 15 000 people with disabilities, the majority of whom live in rural and disadvantaged areas. DPSA has offices in seven of the nine provinces in the country except for the Northern Cape and North West where groupings of people with disabilities have been mobilized but provincial offices to support their work has not yet been established. The slogan of the organization is *"Nothing about us without us"*

Overview of the Organisation

Registered in 1984 with the Registrar of Non-Profit Organizations, Disabled People South Africa (DPSA) is a non-profit and democratic cross-disability body made up of member organisations of disabled people that mobilises and advocates for their rights for attainment of equal opportunity. DPSA is recognised as the national assembly of Persons with Disabilities by Disabled People International (DPI), which has observer status in the United Nations and also by SAFOD.

As a direct result of DPSA's advocacy, South Africa has changed its perception of disability from an out-dated charity/welfare perspective to one which recognizes the rights and the contribution which People with Disabilities can make within society.

Discrimination against people on the ground of disability is now outlawed by the South African constitution.

Persons with Disabilities are directly represented in Parliament, in the Human Rights Commission, the Youth Commission and the Commission on Gender Equality as well as other structures such as National Economic Development and Labour Council (NEDLAC) and the National Training Board.

Disability is targeted by the Reconstruction and Development Programme and there is an Office on the Status of Disabled Persons in the Office of the Executive Deputy President.

On December 1997, the White Paper on an Integrated National Disability Strategy was launched in Pretoria.

DPSA has made submissions to various policy documents passed by the Department of Labour e.g. The Green Paper on the Skills Development Strategy for Economic and Employment Growth in South Africa, the Employment Equity Bill and the Labour Relations Act.

Capacity Strengths

DPSA had a constitution, with a National Executive Committee and Provincial Councils. The General Assembly was mandated to meet once in every 5 years. The National Council was supposed to meet twice a year. Otherwise, the constitution permitted for ad hoc meetings whenever there was an emergency.

Capacity Gaps/Weaknesses

Even in South Africa, where the plight of the disadvantaged had been recognised in the constitution, little had been done to actively integrate People with Disabilities - particularly women, youth, poor and rural residents - into mainstream society.

Opportunities

The Department of Labour is mandated to coordinate and monitor commitments to inclusive employment practices, as stipulated in a number of pieces of legislation and policies, namely the Public Service Act, 103 of 1994, the Labour Relations Act, 66 of 1995 (LRA), the Employment Equity Act (EEA) and the Broad-based Black Economic Empowerment Act (BBBEEA), which, among other things, aim for greater representation of Persons with Disabilities in the public service. The legislation on employment equity is binding on both the public and private sectors.

Threats

Discrimination against People with Disabilities persists in various social and economic spheres, including in the economy and education. Without sincere social inclusion and reasonable accommodation of People with Disabilities, substantive equality cannot be

achieved. It is to be hoped that government will act expeditiously in fully operationalizing Chapter 5 of Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (PEPUDA), which imposes obligations on all members of society to promote equality. This may help to combat the stigma that still surrounds disability.

However, despite the existence of legislation and policy, various barriers prevented many Persons with Disabilities from accessing employment opportunities.

Recommendations

Strengthening DPSA's provincial oversight mechanisms and internal capacity to respond to the capacity building needs of its DPOs at the local level.

Strong collaboration across Provincial Governments and DPSA that avoids duplication and maximizes the DPSA's investment in disability rights interventions.

2.2.8 FODSWA

The Federation of Organizations of the Disabled Persons in Swaziland (FODSWA) was formed on 9 May 1993. The Federation of Organizations of the Disabled Persons in Swaziland (FODSWA) is a human rights-oriented organization run and managed by people with disabilities. FODSWA is a gender sensitive organization; it therefore promotes gender sensitivity amongst its members. FODSWA was formed in 1993 by organizations of people with disabilities in Swaziland due to lack of coordination of their activities. The organization was formed by the Swaziland National Association of the Physically Disabled Persons (SNAPDPe), Swaziland National Association of the Deaf (SNAD) and Association of the Visually Impaired Persons (SAVIP).

Overview of the Organisation

Member Organizations Affiliated to FODSWA are: 1) Swaziland National Association of the Physically Disabled Persons (SNAPDPe), 2) Swaziland National Association of the Deaf

(SNAD), 3) Association of the Visually Impaired Persons (SAVIP), 4) Parents of Children with Disabilities in Swaziland (PCDSwa).

Capacity Strengths

The presence of a constitution, a National Executive committee and provincial councils. The General Assembly being able to meet once every 5 years. The National Council upholding its constitutional mandate of meeting twice a year.

Capacity Gaps/Weaknesses

The communication between affiliates had been hindered by the fact that the organization did not have a secretariat fully responsible for the management of issues of DPOs and FODSWA.

The challenge was that the organization did not have the capacity and skills to engage in resource mobilization.

Lack of understanding of disability issues by the general public also posed a challenge.

Funding was not enough to achieve the aspirations of the affiliate. Government was not providing subventions.

There were capacity gaps in the board in both governance and resource mobilization and this necessitated the need for capacity-building training.

Opportunities

The recognition of FODSWA by the Government of Eswatini as representing the People with Disabilities in Eswatini gives FODSWA a competitive edge in being the mouth piece of People with Disabilities.

Threats

Although FODSWA has assets such as a motor vehicle and other office equipment including computers and a printer, these are kept at home because of lack of a properly secured office space. This is a huge risk.

Recommendations

There is a need to capacitate FODSWA so that it can have a fully secured office space.

FODSWA at the time of the assessment had a need for support it with resource mobilization / building a solid funding base. This is against a background that FODSWA's funding was being managed by a partner.

Disability Rights Awareness need to be built among its constituents – FODSWA plans to open 4 centres in 4 of the country's regions.

2.2.9 ZAFOD

Zambia Federation of Disability Organisations (ZAFOD) is a national umbrella Civil Society Organisation of and for Persons with Disabilities, whose mandate is to advocate for the promotion and protection of the rights of Persons with Disabilities (PWDs); strengthen the capacity of its affiliate members; carry out research to feed into advocacy work and raise resources for its programmes and those of its affiliates. ZAFOD was formed in 1985 and registered in 1986 under the Zambia National Council for the Handicapped (ZNCH). In 2009, ZAFOD was re-registered under the Zambia Agency for Persons with Disabilities (ZAPD), after the enactment of the Disability Act Number 33 Section 14 (b) of 1996.

Overview of the Organisation

ZAFOD's programming activities are implemented through the use of the social and human rights model, that recognizes Persons with Disabilities as rights-holders and asserts that disability is as a result of the attitudinal and environmental barriers created by societies. Once such barriers are removed, Persons with Disabilities would fully and effectively participate in society on an equal basis with others. ZAFOD has played a leading role in policy and legal reforms in Zambia, such as advocating for signing and ratification of United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) in 2006 and 2010 respectively; the enactment of Persons with Disabilities (PWD) Act no. 6

of 2012; the Mental Health Act no 6 of 2019; development of the National Disability Policy 2015; accessible bank notes and accessible electoral system.

ZAFOD Affiliate members include the following: 1) Mental Health User Network of Zambia (MHUNZA), 2) New Foundation of the Blind in Zambia (NEFOBZA), 3) Zambia Association of Children and Adult with Learning Disabilities (ZACALD), 4) Zambia Association of Parents for Children with Disabilities (ZAPCD), 5) Zambia Association on Employment of Persons with Disabilities (ZAEPD), 6) Zambia National Association for Partially Sighted (ZNAPS), 7) Zambia National Association for Persons with Physical Disabilities (ZNAPD), 8) Zambia National Association for the Blind (ZNAB), 9) Zambia National Association of Disabled Women (ZNADWO), 10) Zambia National Association of Sign Language Interpreters (ZNASL), 11) Zambia National Association of the Hearing Impaired (ZNAHI), 12) Zambia National Association of the Deaf (ZNAD), 13) Zambia National Association of the Physically Handicapped (ZNAPH), 14) Archie Hinchcliffe Disability Initiative (AHDII), 15) Disability and HIV/AIDS Trust (DHAT)

Capacity Strengths

ZAFOD Governance and Accountability: ZAFOD was governed by members of the board that provides strategic oversight to the organisation. The Secretariat was led by the Federal Director who was also supported by two managers, namely, Finance and Administration Manager; and Programmes Manager.

The organisation's books of accounts were supposed to be audited on an annual basis by independent certified External Auditors. However, ZAFOD had no qualified audit report. ZAFOD's audit reports were supposed to be shared with stakeholders who include relevant Government Ministries and resource providers.

ZAFOD governance structure consisted of the General Assembly (with representatives from all ZAFOD member organisations), the Annual General Meeting (AGM), the Board, Committees and the Secretariat.

ZAFOD STRATEGIC PLAN 2016 – 2020

The ZAFOD 2016-2020 strategic plan was based on the Theory of Change which was informed by an analysis of the context of Persons with Disabilities in Zambia. The selection of outcomes was based on a reflection of ZAFOD's vision, mission and values, the relevance of the issues to the beneficiaries (Persons with Disabilities, the general public and other duty bearers), and the existing and projected organisational capacity of ZAFOD. Further, the strategic plan takes cognizance of the government's vision and support to Persons with Disabilities.

Capacity Gaps/Weaknesses

The resource portfolio was very low, with only three partners funding for a 2-year period.

The secretariat had 3 positions that were not yet filled due to lack of resources i.e. Program Officer - Communication: Program Officer – M & E and Finance Assistant.

ZAFOD did not have a single reliable vehicle for administration and programme use.

About 53% of ZAFOD Affiliates did not have governance, administrative and programing capacity and there were no systems in place.

Opportunities

Expressed commitment to adhere to international agreements: Zambia is a signatory to a number of international and national legal instruments that protect the rights and dignities of persons with disabilities.

Credibility and experience in supporting disability rights: ZAFOD was repositioning and re-branding itself to be the flagship of disability movement in Zambia; to aggressively lobby for the dismantling of all existing barriers to the realization of fundamental rights and freedoms, including full and effective participation in social, cultural, economic, political and public life for persons with disabilities.

Since persons with disabilities continued to face major barriers such as environmental, social, cultural, and attitudinal, in their fight for equal rights and freedoms despite Zambia

being a signatory to various international instruments, ZAFOD perceived such marginalisation as an opportunity to foster equitable support for persons with disabilities, so they too could enjoy their deserved rights, dignities and freedoms, and subsequently be able to fully and effectively participate in public life.

Political will – Revised 6th National Development Plan – provides profile on disability and so ZAFOD can use it to raise disability awareness among the general public.

Donor support – with donors supporting disability rights, ZAFOD can innovate and seek funding support.

Willingness of government to mainstream disability through the creation of a government structure called The Zambia Agency for Persons with Disabilities (ZAPID) which is a quasi-Government Institution established by an Act of Parliament, the Persons with Disabilities Act No. 06 of 2012 of the Laws of Zambia.

Threats

Economic decline – This had a profound financial impact on organizations and on donors

Lack of permanent structure/building for ZAFOD - This threatened the future sustainability of the organization.

Donor dependence and the impact on strategic work – Similarly, over-reliance of donors threatened the future sustainability of the organization.

There was reputational risk which destroys donor confidence – This was a result of the difficulties in the past with Power which threatened the credibility of the organization.

ZAPD sees ZAFOD as a rival - The Zambia Agency for Persons with Disabilities (ZAPID) is a quasi-Government Institution established by an Act of Parliament, the Persons with Disabilities Act No. 06 of 2012 of the Laws of Zambia. The agency falls under the Ministry of Community Development and Social Welfare.

No income generating activities for sustainability of organization

Inadequate resources for ZAFOD to meet their Constitutional obligations which can undermine their credibility.

Recommendations

There is a need to capacitate ZAFOD so that it is able to support all its DPOs accordingly. There is a need to support ZAFOD with resource mobilization / building a solid funding base.

ZAFOD would need the support from all its stakeholders to actualize its vision, especially its funding Partners.

There is a need to clarify the all-important roles of the 2 organizations (ZAPD & ZAFOD) so that they are not set up against each other but rather play complementary roles. ZAFOD can work with the Government of Zambia to clarify the 2 organizations separate roles.

2.2.10 FODPZ

FODPZ was established in 2003 and registered as a Private Voluntary Organisation in 2004 under PVO Number: 14/2004. The Federation of Organisations of Disabled People in Zimbabwe has a membership of 14 DPOs and 2 Associate members as follows: Affiliate members – 1) Association of the Deaf (ASSOD); 2) Disabled Women Support Organization (DWSO); 3) Epilepsy Support Foundation (ESF); 4) Muscular Dystrophy Association of Zimbabwe (MDAZ); 5) National Council of Disabled Persons of Zimbabwe (NCDPZ); 6) Quadriplegics and Paraplegics Association of Zimbabwe (QUAPAZ); 7) Zimbabwe Association of Sports of Persons with Disabilities (ZSAPD); 8) Zimbabwe Association of the Visually Handicapped (ZAVH); 9) Zimbabwe Down Syndrome Association (ZDSA); 10) Zimbabwe Albino Association (ZIMAS); 11) Zimbabwe national Association of the Deaf (ZIMNAD); 12) Zimbabwe Parents of Handicapped Children Association (ZPHCA); 13) Zimbabwe Women with Disabilities in Development (ZWIDE); 14) Zimbabwe National Association of Mental Health (ZIMNAMH). Associate Members are: 1) Christian Blind Mission (CBM); 2) Leonard Cheshire Disability Zimbabwe (LCDZ)

Overview of the Organisation

Capacity Strengths

FODPZ is managed by a governing board of representative members from its affiliate organisations. The objective of its formation was to strengthen and unify the representative voice of Disabled People's Organizations and organizations of Parents of Children with Disabilities in Zimbabwe.

Capacity Gaps/Weaknesses

Constituent organizations were all registered with the Affiliate. Although the 14 constituent members had PVO status they had limited resources and weak capacity in varying degrees to fully participate in FODPZ. FODPZ had shared that it is challenged in terms of communicating with its constituent members. Whilst the constituent organisations were in theory willing to support FODPZ as the national umbrella organisation in practice, given its current status, this was proving impractical at the time of this capacity assessment. Member organisations of FODPZ were often accused of not being committed to the umbrella organisation.

FODPZ had financial constraints which were hindering the development of the organisation and its member organisations. It had little connection with the external agencies that provided humanitarian and financial assistance. Donors, UN agencies and NGOs recognized the relevance of disability but were unsure how to practically begin to tackle the issue.

Opportunities

Zimbabwe has the UNCRPD report for submission to the UN in 2020. However, most stakeholders, especially those representing DPOs, were not satisfied with the quality of consultations that had taken place. This situation presents an opportunity for high level advocacy with Government.

The recognition by key stakeholders of the need for more stakeholder sensitization on the UNCRPD. This is another opportunity for engaging in high level advocacy with Government and development partners.

Threats

A challenge was that a number DPOs in Zimbabwe had documented a lot of information related to disability issues and violations in the geographical areas where they work, but they only reported (or were accountable) to their donors only, and not the Government. In this context, it was difficult to link such information with the UNCRPD monitoring and reporting processes. If this state of affairs continued FODPZ would lose its legitimacy as the *vox populi* for People with Disabilities in Zimbabwe.

Little funding and/ or lack of funding to support programme implementation.

Recommendations

FODPZ to engage government on matters of disability rights relating to holding Government accountable through meaningful engagement of FODPZ and its constituency.

There is a need to capacitate FODPZ so that it is able to support all its DPOs accordingly. There is a need to support FODPZ with resource mobilization / building a solid funding base.

2.3 Overall Capacity Assessment Findings

- Robot system explained

The overall Capacity Assessment findings are presented in the table below using the robot system. The colour **green** means there is no capacity issue within the Affiliate on the respective issues. This means the Affiliate has the relevant capacity, and there is evidence of capacity available as confirmed by key informant interviews. For example, confirmation of an organization being legally registered will be the date indicated on the registration certificate.

Yellow colour means some capacity issues related mainly to technical weaknesses but fair past performance or strong governance. This means there is capacity but there is a need for capacity strengthening.

Red means major capacity issue related to system weaknesses and poor past performance. This in all cases refer to lack of key capacity issues such as lack of functional institutional structures and weak governance, no active funding. Major capacity issues will require SAFOD to ensure they are addressed to enhance the Affiliates' capacity to handle national level advocacy.

Lastly, blank means not applicable which means the respective capacity dimension is not applicable to the Affiliate

Capacity Assessment Table with robot colours

	Capacity Dimension Depicted in Robot Colours	FODPZ	ZAFOF	FOSWA	DPSA	NFPDN	FAMOD	FEDOMA	LNFOF	BOFOF	FAPED
1. ADVOCACY AND LOBBYING/ RESEARCH AND DOCUMENTATION/MEDIA ENGAGEMENT											
1.1	Track record for Capacity Strengthening of DPOs	Red	Red	Red	Red	Red	Red	Red	Red	Red	Red
1.2	Track record for developing advocacy plans	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
1.3	Track record for facilitating alliances	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
1.4	Track record of conducting DPO-led data and evidence generation on GBV and Disability Rights	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow
1.5	Track record for engaging champions and sensitising stakeholders	Green	Green	Green	Green	Green	Green	Green	Green	Green	Green
1.6	Track record for conducting research on DPO related Knowledge and Attitudes	Yellow	Green	Yellow	Green	Yellow	Yellow	Green	Green	Yellow	Yellow

	Capacity Dimension Depicted in Robot Colours	FODPZ	ZAFOF	FOSWA	DPSA	NFPDN	FAMOD	FEDOMA	LNFOF	BOFOF	FAPED
1.7	Track record for developing messages										
1.8	Track record of developing communication strategies										
1.9	Experience in working with People with Disabilities										
1.10	Track record of conducting People with Disabilities led data and evidence generation on human rights violations										
1.11	Track record of training and mobilising DPOs										
1.12	Track record for developing and managing online Knowledge sharing and management platforms										
1.13	Track record of sensitising and training Editors and Journalists										
2. GOVERNANCE STRUCTURES											
2.1	Legally registered organization										
2.2	Necessary political support within the organization to implement country programme										
2.3	Sufficient and qualified management staff to implement the proposed programme										
2.4	Participation in and seeking advice from relevant national coordination and technical committees related to Disability Rights Programmes										
2.5	Sharing performance outcomes with internal and external stakeholders										
2.6	Current budget sufficient to support key positions and organizational functions										
2.7	Functional IT system (internet access and email system) for internal and external communication										
2.8	Ability to work in all of the DPOs geographic areas										
2.9	Internal coordination mechanisms to facilitate collaboration with other bodies & other external stakeholders										
2.10	Adequate physical facilities (office, equipment, warehouse, transport) to support DPOs										
2.11	Knowledge of and experience working with the beneficiary target groups including awareness and sensitivity to the target groups issues										

	Capacity Dimension Depicted in Robot Colours	FODPZ	ZAFOF	FOSWA	DPSA	NFPDN	FAMOD	FEDOMA	LNFOF	BOFOF	FAPED
2.12	Sufficient key personnel (M and E, Finance, Program), to implement the Affiliate's in-country programme										
2.13	Activities, board composition and national representation										
2.14	Objectively verifiable benefits to the whole Disabled People Organizations that the Affiliate represents										
2.15	Adequate mechanisms in place for national accountability										
2.16	National members meet/converge frequently										
2.17	Adequate and sufficiently qualified leadership to push/advocate for policy change at national level										
2.18	System to track national regulatory and policy changes										
2.19	Existence of a Board for governance										
3. FUNDRAISING AND RESOURCE MOBILIZATION											
3.1	Fundraising strategy/ plan in place										
3.2	Availability of funding										
3.3	Availability of funding from multiple sources/ donors										
3.4	Active and on-going resource mobilization drive										
3.5	Internal and external audits conducted in the last 12 months										
3.6	Frequent internal audits performed										
3.7	Reliable track record of financial oversight and budgeting of donor funding										
3.8	Annual budget covers all activities and income										

2.3.1 Capacity strengths common across all the Affiliates

The key common capacity strengths across all the Affiliates related to organisations' legitimacy among the constituencies they serve. This mostly related to the Affiliates having strong technical expertise to deliver on their technical components.

This assessment found that overall, there was strong political will in place across the 10 countries towards addressing the historical inequalities experienced by People with Disabilities in accessing quality services. This political will was most evident in the strong, enabling policy frameworks in place in each of the countries. Moreover, these policy frameworks demonstrated a clear sense of the developmental challenges involved in creating equitable opportunities for People with Disabilities and located these challenges within broader national development agendas.

Article 1 of the UNCRPD defines persons with disabilities as people with: “long- term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others”.

All the Affiliates' countries had made important progress towards the development of strong, enabling policy frameworks aimed at addressing the needs of People with Disabilities. In all cases the policy frameworks were supported and informed by the country's signing or ratification of important international and regional human rights instruments. Botswana was, however, an exception with regards to the UNCRPD as it was the only country still working towards ratification. These instruments either addressed directly the rights of People with disabilities, or spoke to the broader human rights issues. The most important of these for children with disabilities, is the ratification by countries of the United Nation's Conventions on the Rights of the Child (UNCRC) (1989) and the UNCRPD (2006).

This strength presented a great national advocacy opportunity for the National Affiliates with their respective State Parties/Governments, Non-State Actors and Development Partners as it set the tone for an enabling environment.

2.3.2 Capacity gaps common across all the Affiliates

The findings from the assessment indicate the following capacity gaps that were common to all the affiliates that can potentially be addressed collectively:

1. Lack of funding and / or limited funding;
2. Lack of knowledge and /or experience on programmatic funding / resource mobilization;
3. Lack of sufficient finance management systems in place for the majority of the Affiliates to manage donor funding
4. Unavailability of own operating office space, and where the national affiliate had its own office space, the office lacked the required infrastructure to make it a fully functional office – no water, no electricity as in the case of FODSWA.
5. Irregular board meetings in most Affiliates. This is an area of concern as the boards' oversight function was compromised over time.
6. Poorly resourced Secretariats in terms of human resources to manage the key functions of the Affiliates' national offices.

2.3.3 Capacity Strengthening Recommendations for all the Affiliates

1. The need for SAFOD to build the capacity of its Affiliates in resource mobilization and broaden their funding bases to ensure financial stability for Affiliates and their DPOs. The capacity building initiative should cascade to the member DPOs in each country and the cascading task should be a principal responsibility of each Affiliate. It should be noted that all the other recommendations depend on the Affiliates financial/ funding stability for them to deliver on their mandates.
2. There is a need for Affiliates to structure their advocacy interventions by moving from ad-hoc advocacy to a more structured responsive advocacy work through formalizing and strengthening the organisations and developing capacity for strategic advocacy work, and positioning themselves for strategic advocacy work.
3. A common definition of organisational capacity development of National Affiliates be developed and shared with the Affiliates.

4. There is a need for developing a leadership enhancement programme for all the Affiliates' governance structures, heads of organisations (Secretariats) where ongoing coaching should be further explored. The same should cascade to their national DPOs.
5. The standard package of support should be broadened from trainings to include individualized organisational specific activities and be extended to all Affiliates as part of a long term relationship.
6. The role and responsibility of the National Affiliates Secretariats' as a source of references and good practices and training provider for internal capacity for organisational capacity development for the DPOs should be further strengthened.
7. Links between strengthening the National Affiliates from a rights perspective and organisational capacity building. Strengthening the Affiliates to work more strategically towards their objectives can be done with different starting points:
 - a) To look at the functioning of the entire organisation and to strengthen the basic structures and systems it needs to be a capable and credible actor; e.g. the internal governance system including the functioning of the board of directors and its relation to the executive function, the strategic and operational planning systems, the financial management and financial strategies, the human resources management, the operating systems for implementation, follow-up and reporting, the internal systems for organisational learning.
 - b) To look at the specific skills and knowledge needed for the organisation's areas of operation and strengthen its capacity to do the job; e.g. advocacy skills and methods, methods for delivery of the social services it works with, increase subject knowledge in crucial aspects, planning, implementation and monitoring systems for its operations only.
 - c) To look at the organisation from a rights-based perspective and strengthen its structures, systems and methods with the specific purpose of functioning as a rights-based organisation; e.g. how the organisation gains its legitimacy by relating with and representing the rights holders, methods used for basing advocacy work on facts from the ground, the values it stands for, the transparency of the leadership or how the organisation creates accountability towards its constituency.
8. Planned support to organisational capacity development and results of the support need to be included in the Affiliates' regular planning and monitoring system, i.e. in annual plans and annual reports to their key stakeholders.

9. Standardized support offered to a group of organisations i.e. SAFOD Affiliates in the form of workshops needs to be complemented with tailor-made, needs based interventions.
10. Organisational capacity development has to be holistic, needs-based, systematic, planned and based on a long term commitment. It is a long term process and not a once off activity.
11. The need for all National Affiliates to have active strategic plans that guide their operations as living documents.

2.3.4 Affiliates' Expectations for SAFOD

1. SAFOD should support its Affiliates with raising financial and material resources to support the Affiliates administrative and programming costs. Additionally, SAFOD should link its Affiliates to potential funding partners for resource support.
2. SAFOD should provide technical expertise / capacity building of boards and DPOs in areas of need for its Affiliates.
3. SAFOD should represent Affiliates at international fora and feedback on new developments and achievements.
4. SAFOD should conduct country monitoring visits (virtual and physical) to its Affiliates to ensure compliance and growth.
5. SAFOD to actively engage with the States' Parties on behalf of the Affiliates to build up advocacy support. This should be done with the responsible ministries in the respective countries. An example cited on this was the Eswatini National Disability Act of 2018 which has not yet been implemented. SAFOD is requested to engage government to enquire if there are bottlenecks hindering its implementation.
6. SAFOD to capacitate the Affiliates on new ways of working especially working under constrained environment during emergencies and/ or regional and global pandemics such as COVID-19.

2.3.5 Conclusion

There is strong political will in place across the 10 countries to address the historical inequalities experienced by People with Disabilities in accessing quality service provision. This political will is most evident in the strong, enabling policy frameworks in place in each of the countries. These policy frameworks demonstrate a clear sense of the developmental challenges involved in creating equitable opportunities for People with Disabilities and locate these challenges within broader national development agendas. This is an extremely important development across the region. It provides a sound basis for future action around building inclusive systems that is appropriately directed and underpinned by clarity of understanding and intention. These policy frameworks also support the commitments that have been made in ratifying the UNCRPD and take on board the overarching intentions and vision of the Millennium Development Goals.

Of particular importance here are Disabled People's Organisations (DPOs). A key strength across the region is the existence of the Affiliates that are a vibrant disability rights movement and willingness on the part of both these organisations and the governments to engage and work in partnership towards a common objective.

Annex 1 Affiliates' Capacity Assessment Questionnaire

Name of Affiliate:	Assessment Remarks
Date of Assessment:	
A. Governance	
1. Board	
a. Board provides appropriate level of institutional oversight.	
b.	
c.	
2. Mission, Goals and Philosophy	
a. Affiliate's mission is well defined.	
b.	
c.	
3. Executive Leadership (Secretariat)	
a. Executive leadership has a clear vision of the Affiliate's mission.	

b.	
c.	
4. Legal Status	
a. Documentation related to legal status is in order.	
b. Affiliate duly registered by Government	
c.	
B. Management Practices	
1. Organizational Structure	
a. Lines of authority facilitate agile decision-making.	
b.	
c.	
2. Information Systems, Communication	
a. Timely information is available to support decision-making.	
b.	
c.	

3. Administrative Procedures	
a. Administrative tasks are systematized.	
b.	
c.	
4. Planning	
a. Affiliate develops operational plans that guide action.	
b.	
5. Program Development	
a. Baseline data collected by organization guides program.	
b.	
c.	
6. Program Reporting	
a. Program reports accurately reflect strengths and weaknesses.	
b.	

c.	
C. Human Resources	
1. Personnel Management	
a. Program is in place to facilitate staff development.	
b.	
c.	
2. Diversity Issues	
a. Affiliate's work force is diverse.	
b.	
c.	
3. Supervisory Practices	
a. Supervisory practices facilitate staff growth and development.	
b.	
c.	
d.	

a. Salary and benefits are sufficient to retain skilled staff.	
b.	
c.	
D. Funding and Resource Mobilization	
a. Availability of funding strategy	
b. Situation of funding for the Affiliate	
c. Sources of funding for the Affiliate	
E. Financial Resources	
1. Accounting	
a. Accounting practices yield accurate financial data.	
b.	
c.	
2. Budgeting	
a. Budget process is integrated with program planning.	
b.	

c.	
3. Financial/Inventory Controls	
a. Independent audits are an integral part of the financial control system.	
b.	
c.	
4. Financial Reporting	
a. Financial reporting is timely.	
b.	
c.	
F. Service Delivery	
1. Sectoral Expertise	
a. Affiliate has the experience necessary to accomplish its mission.	
b.	
c.	
2. Constituency Ownership	

a. Stakeholders influence service delivery.	
b.	
c.	
3. M&E Systems	
a. Project implementation is monitored against benchmarks.	
b.	
c.	
G. External Relations	
1. Constituency Relations	
a. Affiliate regards its constituency as a full partner.	
b.	
c.	
3. Government Relations	
a. Affiliate has mechanisms in place to influence relevant government policies	
b.	

c.	
4. Donor Relations	
a. Affiliate has practices and procedures for recognizing donors.	
b.	
c.	
5. Public Relations	
a. Affiliate uses multiple channels for attracting support.	
a.	
b.	
6. Media Relations/ Media Engagement	
a. Affiliate maintains diverse contacts with media outlets.	
b.	
c.	
H. Partnering	
1. Intra-sectoral partnering	

a. Affiliate engages in intra-sectoral partnerships to further mission.	
b.	
c.	
2. Inter-sectoral partnering	
a. Affiliates engage in inter-sectoral partnerships to further mission.	
b.	
c.	
I. Advocacy and Lobbying	
a. Advocacy strategy	
b. Experience in advocacy	
c. Capacity for advocacy	
J. Research and Documentation	
a. Experience in research for disability rights	
b.	
c.	

Annex 2: Affiliates' Assessment Schedule

Country	Affiliate	Contact Person (s) & Designation	Telephone Number	E-mail Address	Date of Assessment Appointment
Angola	Federation of Organisations of Disabled People in Angola (FAPED)	Adao Joao Pombal Chairperson <u>Portuguese Translator:</u> Eliseu dos Santos Aderito Fernandes	Mobile: +244 9233 016 21 Mobile: +244 93 111 5100 (for Portuguese Translator) +244 923 304 110	ajpombal@gmail.com EdosSantos@ga.co.ao (Portuguese Translator)	Thursday, 20 th August 2020 2pm
Botswana	Botswana Federation of the Disabled (BOFOD)	Wabotlhe Chimidza	+26771717788	wabotlhe@yahoo.co.uk	Monday, 17 th August 2020 11am
Lesotho	Lesotho National Federation of Organisations of the Disabled (LNFOD)	Nkhasi Sefuthi Director	Tel: +266 22320345 Mobile: +266 63201783	nkhasi@infod.org.ls	Friday, 14 th August 2020 3pm
Malawi	Federation of Disability Organisations in Malawi (FEDOMA)	Simon Munde Head of Programmes	Mobile (Simon): +265 888 894 287	swmunde@gmail.com	Friday, 14 th August 2020 1pm

Mozambique	Forum for Mozambican Associations of Disabled – (FAMOD)	Cantol Pondja Chairperson	+258 – 828623980,	famodmoz@gmail.com mpophamuro@yahoo.com.br	Monday, 17 th August 2020 2pm
Namibia	National Federation of People with Disabilities in Namibia (NFPDN)	Trum Daniel Chairperson	+264812266831 +264852266831	trumdaniel0@gmail.com	Tuesday, 18 th August 2020 11am
South Africa	Disabled People South Africa (DPSA)	Robert Masambo, DPSA chairperson Gillian Moses National Programmes Manager Dan Kakane	+27 21 422 0357 +27 798950327 +27 73 616 7170	gillian@dpsa.org.za	Tuesday, 18 th August 2020 2pm
Swaziland	Federation Organization of the Disabled People in Swaziland (FODSWA)	Mr. Sipho Dlamini President	+268 762 76485	y2017fodswa@yahoo.com	Wednesday, 19 th August 2020 11am

Zambia	Zambia Federation of Disability Organisations (ZAFOD)	Nakawa Chiyala Albert Mutale Acting Director Misheck Katongo Mutamba Justine Bhakali Paul Mbewe	+260 294085 +260 95 3529432 +260 974635690	nchiyala@yahoo.com atmutale@yahoo.com	Wednesday, 19 th August 2020 2pm
Zimbabwe	Federation of Organisations of Disabled People in Zimbabwe (FODPZ)	Mr. Watson Khupe National Chairperson Shepherd Murahwi National Director	Tel: +263 9 72740 Cell: +263 712 543 104 +263 777 958 458 +263 86644280894	khupe2002@yahoo.com fodpzzimbabwe@gmail.com smurahwi@fodpz.org.zw	Thursday 20 th August 2020 11am

Note:

In some cases, meetings had to be rescheduled because of the availability of the Key Informants. For some Affiliates, the assessments were conducted over more than one meeting and these were in most cases on different days. Therefore, the dates and times indicated above are only reflective of the initial meetings with each Affiliate.