

Southern Africa Federation of the Disabled (SAFOD)

A Policy and Stakeholder Influence Strategy of SAFOD

2021-2025

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Mussa Chiwaula,

Director General.

1.0 INTRODUCTION AND BACKGROUND

1.1 Introduction

SAFOD is a network organization comprising national federations of organisations of persons with disabilities in Southern Africa. Currently, SAFOD coordinates its programmes and activities through its national affiliates in in the SADC region. In each of these countries, the focus is mainly to strengthen the capacity of the affiliates so that they can effectively advocate for the rights of persons with 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 stands to ensure SADC regional protocols and African human rights protocols are in line with the promotion and protection of international human rights instruments.

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

It is in view of this that SAFOD wants to engage in strategic advocacy work to influence several stakeholders to plan and implement programmes that take into consideration the inclusive development strategies for persons with disabilities.

1.2 Background to this Policy and Stakeholder Influence Strategy

1.2.1 SAFOD mission, vision, and objectives

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) in the Southern Africa Development Community (SADC) region. In each of these countries, SAFOD coordinate its programs and activities through its 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 Disability Organisations; 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 several 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 promotion and protection of the rights and fundamental freedoms of Persons with Disabilities in line with the UN Convention on the Rights of Persons with Disabilities (UNCRPD).

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.”

During 2020 SAFOD embarked on the development of its strategic plan 2021-25. To support the strategic plan SAFOD has developed this Policy and Stakeholder Influence Strategy.

1.2.2 Rationale for the current Policy and Stakeholder Influence Strategy

SAFOD has developed its strategic plan 2021-25 to drive its work in the region. Its five years strategic plan has got a strand on strategic advocacy. To operationalize the five-year strategic plan, the organization has developed this policy and stakeholder influence strategy. This Policy and Stakeholder Influence Strategy will guide SAFOD’s strategic advocacy work towards the implementation of the UNCRPD and other regional, continental, and international human rights instrument. The Policy and Stakeholder Influence Strategy will run concurrently to the five years strategic plan which runs from 2021 to 2025. The development of the Policy and Stakeholder Influence Strategy was participatory in that all the SAFOD affiliates had an input in its development and validation.

2.0 SITUATION ANALYSIS

2.1 The SADC advocacy environment

In the SADC region, disability inclusion issues are viewed from a positive position by governments. Governments do not view disabilities issues as being controversial. Many advocacy issues being raised by SAFOD and its member affiliates are usually not politically inclined but neutral.

In the SADC region, there is normally low funding or budgetary allocations for the implementation of disability related programmes. Thus it is necessary to take note of each country's economic situation as the SAFOD team and its member affiliates carry out their strategic advocacy issues. The need to increase budgetary allocations towards disability related programming should always remain core as governments are being influenced.

2.2 SAFOD affiliate strategic Policy and Stakeholder Influence capacity assessment

This capacity assessment draws its inputs from the SAFOD Affiliate Capacity Assessment done in 2020. Adaptations are done to make a fit into Policy and Stakeholder Influence capacities of SAFOD at regional level and its affiliates at country level.

The SAFOD affiliates are assessed through a tool called a Sources of Power Capacity Assessment.

Sources of Power Capacity Assessment CAPACITY ASSESSMENT FOR SAFOD SOURCES OF POWER

This assessment is specifically meant to establish the strategic advocacy levels in terms of their sources of power. Sources of power are those parameters from which the organisation draws its strengths to engage in strategic advocacy work. This assessment is essential because it informs the SAFOD Policy and Stakeholder Influence Strategy. The parameters are explained below.

1. Expert Power: strategic advocacy skills, UNCRPD knowledge and interpretation, disability inclusion knowledge of the affiliate especially around the African Protocol on Disability and the Sustainable Development Goals with other regional, continental, and global protocols and agreements like the Global Disability Summit 2018 (GDS 18).
2. Representation Power: scale of representation of wide range of categories of persons with disabilities including those who require more intensive support, rural and urban representation, age dynamics and gender etc. How far is the federation representative at national level in terms of its affiliate associations at country level? How are groups like children, women, persons with albinism intellectual disabilities, psycho-social disabilities, deaf-blindness represented?
3. Legitimacy Power: legal status, DPO constitutionalism, good governance (internal controls, general conferences, board meetings and separation of secretariat from the board). This includes recognition by the government and registration status.
4. Trade Power: (selling and buying of advocacy issue) – ability to influence duty bearers to buy-in their advocacy issue for change in competition with other CSO issues. What is the level of

influencing power of the national federation to government and other stakeholders for disability inclusive development?

5. Reward and Punishment Power: ability to name and shame duty bearers; ability to influence change by exhibiting strength to influence voter patterns etc. What is the level of influence when it comes to selling its advocacy issues by changing the positions of duty bearers through strategic advocacy voices to name and shame the duty bearers? Do duty bearers “fear” the voice of the national federation?

The national federations graded themselves directly or indirectly using the scores provide below. The direct scoring was done by having the federation fill in the scoring sheet while the indirectly scoring was done during the consultation workshop held between the national federation, SAFOD secretariat and the consultant. The consultant asked open ended questions which assisted him to score. The national federation validated these scores during the process of writing the Policy and Stakeholder Influence Strategy.

1	Low
2	Between low and medium
3	Medium
4	Between medium and high
5	High

Each national affiliate has graded themselves accordingly. This is allow SAFOD understanding the policy and stakeholder influence capacity level in order to provide realistic support in terms of capacity building in the next five years. The national affiliates will also assess themselves and check where they will enhance their strengths.

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 the min 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.

Sources of power assessment

POWER	CURRENT SCORE	TARGETED SCORE AFTER 5 YEARS	MEASURES TO BE TAKEN	ANY COMMENTS
Expert Power	3	5	Engage in comprehensive capacity building activities of the federation and its local affiliates through training in strategic advocacy and interpretation of local laws and policies, regional and international human rights instruments. Seek capacity building support from SAFOD as a national federation and be part of the general SAFOD capacity building program.	National federation will increase its networking and resource mobilisation scale towards strategic advocacy work.
Representation Power	3	4	Federation will embark on mobilizing more affiliates especially from organisations formed and based at community levels and in rural areas. Representation of organisations of left out groups will be strengthened, and such organisations made visible	Federation will seek networks within SAFOD for learning.

			especially around albinism, mental disability and deaf-blindness.	
Legitimacy Power	2	4	Federation will strengthen its internal controls and good governance issues. This will include holding board meetings and general assemblies within the Constitutional provisions.	Federation is legally registered but needs to be regularly account to its membership.
Trade Power	2	4	Federation will increase its resource mobilisation engagements towards strengthening its strategic advocacy capacity to influence duty bearers. Federation will remain part of the SAFOD capacity building forum. Federation will increase its networking capacities with other CSOs with stronger trade power.	Federation has not significantly been able to sell its advocacy issues to be above other CSO issues.
Reward and Punishment Power	1	3	Federation requires the intervention of SAFOD to enhance and strengthen its reward and punishment power.	Federation realizes this is an essential skill which needs to be encompasses to ensure government bends towards issues that affect persons with

				disabilities seriously in competition with other issues.
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FAPED should take into consideration its capacity strengths, weaknesses, opportunities, and threats as outlined in the capacity assessment report done and concluded in the last quarter of 2020 by SAFOD. For instance, the report captures FAPED as having implemented some advocacy projects on a national level and completed those projects successfully and to the satisfaction of the funders/donors. The organisation is reported to have managed successful advocacy campaigns on disability rights. Also, for example, 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.

While recognizing the above efforts, it should be noted while scoring that capacity assessment report indicates that, overly, 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. It is clear that SAFOD will have a lot of capacity building demands from the federation in Angola.

2.2.2 BOFOD

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.

Sources of power assessment

POWER	CURRENT SCORE	TARGETED SCORE AFTER 5 YEARS	MEASURES TO BE TAKEN	ANY COMMENTS
Expert Power	2	4	Federation will seek the strong intervention and support from	Resource mobilisation remains a difficulty in the

			SAFOD to strengthen their knowledge and the knowledge of the DPO affiliates on the interpretation of the regional, continental and international human rights instrument to influence ratification of the UNCRPD. BOFOD will strengthen its good governance tenants in terms of board meetings and conducting of general conferences to enhance member participation.	federation to seek support from experts on strategic advocacy expertise. SAFPD needs to support the development of both resource mobilisation and expertise.
Representation Power	3	4	BOFOD will in the next five years embark on a comprehensive membership drive of organisations representing all categories of persons with disabilities taking into consideration children, women and other left out groups. A deliberate rural-urban balance will be taken into consideration.	The federation realises that it still requires representation from all groups through their associations both from rural and urban areas.
Legitimacy Power	3	4	BOFOD is duly registered as an organisation. It will ensure that the governance system is upheld	BOFOD has been facing financial resource to conduct good governance demands like

			to regularly seek legitimacy from its affiliate DPOs through board meetings and elections within stipulated timeframes.	board meetings and general conferences to uphold its constitutional mandate.
Trade Power	1	3	BOFOD seeks the intervention and technical support from SAFOD on this skill.	Trade power is a new concept that requires technical support from SAFOD and other partners.
Reward and Punishment Power	1	3	BOFOD will seek the technical support and capacity building from SAFOD. BOFOD will also engage in resource mobilisation to seek technical assistance from experts around this skill.	BOFOD realizes the importance of this power because it sees it working with other CSO.

BOFOD should take into consideration that the SAFOD capacity assessment report indicates that 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. In the meantime, there are still some weaknesses that have been taken into consideration when scoring. BOFOD requires to enhance its internal controls and good governance capacities because strategic advocacy work demands for this. BOFOD also requires immediate intervention and support from SAFOD on the ratification of the UNCRPD by the government. Obviously, BOFOD remains a key demand federation on the capacity building programme of SAFOD.

2.2.3 LNFOD

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 strategically advocating 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.

Sources of power capacity assessment of LNFOD

POWER	CURRENT SCORE	TARGETED SCORE AFTER 5 YEARS	MEASURES TO BE TAKEN	ANY COMMENTS
Expert Power	2	4	LNFOD will increase its finance mobilisation activities for activities specific for the implementation of the UNCRPD and domestic policies and laws around inclusion and disability. LNFOD will continue to seek technical assistance from SAFOD in terms of continuous capacity building on expertise in utilisation of domestic, regional and global human rights instruments to influence change.	LNFOD has gained from its quarterly newsletter. But it needs to use it to influence government.
Representation Power	3	4	LNFOD will ensure every disability category	DPOs need to be encouraged to voluntarily

			is represented and affiliated to the national federation.	affiliate and build confidence in LENFOD.
Legitimacy Power				
Trade Power				
Reward and Punishment Power				

LENFOD has taken into consideration its advocacy strengths, weaknesses, opportunities, and threats as it made the scoring. LENFOD has emerged strong on its networking and communication efforts. This has contributed to their visibility in the region arising from their online newsletter. The effort to cover UNCRPD issues in their newsletter has increased their expert power but it needs to be enhanced to move from writings to practical and effective influence. Otherwise, SAFOD should support the production of the online newsletter because what is publicly written influences duty bearers.

2.2.4 FEDOMA

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 community of persons without disabilities takes advantage of.

Sources of power assessment of FEDOMA

POWER	CURRENT SCORE	TARGETED SCORE AFTER 5 YEARS	MEASURES TO BE TAKEN	ANY COMMENTS
Expert Power				
Representation Power				
Legitimacy Power				
Trade Power				

Reward and Punishment Power				
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FEDOMA has taken into consideration its strengths, weaknesses, opportunities, and threats as it did the scoring above.

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 Nlhuvuko (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)

Sources of power assessment

POWER	CURRENT SCORE	TARGETED SCORE AFTER 5 YEARS	MEASURES TO BE TAKEN	ANY COMMENTS
Expert Power	2	4	Increase expertise on strategic advocacy skills; on the UNCRPD full domestication and the GDS 18 commitments in order to effectively influence government.	SAFOD to provide technical support to FAMOD.
Representation Power	3	5	FAMOD to increase its affiliate base to include those left out disabilities like deaf-blindness.	FAMOD is required to do a massive mobilisation drive of association in both rural and

			FAMOD to increase representation of those in rural areas.	urban areas for affiliation.
Legitimacy Power	3	5	FAMOD needs to legitimize its structures, especially the board by conducting regular general assemblies. FAMOD to regularly review its internal control system to modern standards.	FAMOD has got a constitution and is legally registered.
Trade Power	2	4	FAMOD to increase its capacity to increase its influencing power in competition with other compelling issues from other civil society issues.	SAFOD to provide technical assistance to FAMOD.
Reward and Punishment Power	2	4	FAMOD to build its capacity to engage in naming and shaming duty bearers in a more sustainable manner among competing advocacy issues from other CSO.	SAFOD to provide technical assistance for capacity building.

FAMOD is indicatively weak in the field consistently competing with other CSO in advancing their strategic advocacy issues using the trade power, expert power and reward and punishment power. In order to enhance and strengthen these areas, resource mobilisation capacities should be a priority.

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). The federation is engaged in advocacy and influence work on behalf of different persons with disabilities.

Sources of power capacity assessment

POWER	CURRENT SCORE	TARGETED SCORE AFTER 5 YEARS	MEASURES TO BE TAKEN	ANY COMMENTS
Expert Power	2	4	NFPDN to enhance and strengthen its advocacy capacity to monitor the implementation of the provision of the UNCRPD together with its full domestication. NFPDN to also familiarize itself on the GDS 18 commitments by the government to strengthen its advocacy for realization.	NFPDN will increase its resource mobilisation for advocacy work. NFPDN will seek capacity building from SAFOD on strategic advocacy and resource mobilisation skills.
Representation Power	3	5	NFPDN to build its membership in both rural and urban areas. NFPDN to recruit associations representing persons with albinism, deaf-blindness, and parents of	Awareness raising is required among persons with disabilities to form associations and affiliate to NFPDN.

			children with disabilities. Associations of persons with psycho-social and intellectual disabilities to be formed and affiliated.	
Legitimacy Power	3	5	NFPDN to strengthen its internal control systems and governance structures e.g. regular board meetings and general conferences.	NFPDN will ensure it is supported to strengthen its board members through training and induction workshops.
Trade Power	2	4	NFPDN to increase its capacity to get into strategic advocacy work in contested issues among other CSO.	NFPDN realises that contested areas like education, health and employment/economic empowerment require strong trade power to beat other competing CSOs.
Reward and Punishment Power	2	4	NFPDN to take critical capacity building measures to up its skills in the reward and punishment power. NFPDN to seek support from different partners and SAFOD.	NFPDN has not taken time to engage in this form of strategic advocacy power but requires to now engage.

The organization recognizes that more efforts need to be taken to enhance its strategic advocacy work when it comes to strengthening its sources of power. NFPDN emphasizes the need to increase its capacity to influence the UNCRPD monitoring and implementation process. NFPDN also realises the need to have its capacity to get to influence the rapid implementation of the SDGs and the GDS 18 commitments by government.

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 Northwest 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.”

Sources of power capacity assessment

POWER	CURRENT SCORE	TARGETED SCORE AFTER 5 YEARS	MEASURES TO BE TAKEN	ANY COMMENTS
Expert Power	3	5	DPSA to strengthen its strategic advocacy expertise and skills to influence implementation of the SDGs. DPSA also to increase its knowledge on international instruments like the GDS 18 commitments to effectively influence for implementation.	DPSA realises that there is a discriminatory approach in which government redresses issues affecting persons with disabilities who are black and white in favor of the white community
Representation Power	3	5	DPSA to open regional coordinating offices in two provinces where offices do not exist. DPSA to encourage left out groups of persons with disabilities to affiliate.	DPSA still needs to reduce the black-white divide so that it represents all on an equal basis.
Legitimacy Power	3	5	DPSA legitimacy to be strengthened	DPSA is registered and has its

			through strengthening its internal and governance processes and structures.	constitution and other policies which require to be adhered to.
Trade Power	3	4	DPSA to increase its trade power which is still at average. DPSA to effectively include more persons with disabilities without any racial inclination to increase its trade power.	DPSA has been strong in the political arena and has had its trade power influence decisions for political participation. This needs to be increased tremendously.
Reward and Punishment Power	2	4	DPSA to build its capacity in this power through more training specifically for this skill within the strategic advocacy work.	Trade and reward power could have been used but more specific skills should be provided through technical support from SAFOD.

DPSA will ensure that it raises its advocacy work through strengthening the sources of power because it realizes that these are key in influence stakeholder and duty bearer change for inclusion. SAFOD should pay particular attention to the fact that there is still some racial divide in the way government responds to advocacy issues from persons with disabilities who are black and white with a bias to white persons. DPSA strongly recognizes the need to strengthen the expert power, trade power and reward and punishment power. This is in recognition that trade unions and students' unions and the women movement are very strong in South Africa. DPSA is required to compete with this CSO movement to have their issues head with government and political sympathy.

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 persons with disabilities. FODSWA is a gender sensitive organization; it therefore promotes gender sensitivity amongst its members. FODSWA was formed in 1993 by organizations of persons 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). But now the affiliate base has increased to include other associations of persons.

Sources of power capacity assessment

POWER	CURRENT SCORE	TARGETED SCORE AFTER 5 YEARS	MEASURES TO BE TAKEN	ANY COMMENTS
Expert Power	3	5	FODSWA further increase its strategic advocacy capacity around the monitoring to the UNCRPD State reporting, alternative reporting and UNCRPD implementation. Fodswa to increase its knowledge and interpretation of the UNCRPD and influence for the implementation of the SDGs and GDS 18 commitments in realizing the UNCRPD.	FODSWA has previously received direct capacity building on the UNCRPD and strategic advocacy. The strategic advocacy strategy paper requires to be reviewed and strengthened to include emerging issues like the SDGs and the GDS 18 commitments and COVID 19 issues.
Representation Power	4	5	FODWA to widen its affiliate position to rural areas. Representation of youths, women and parents of children with disabilities to be enhanced. Representation of persons with albinism, psycho-social and	FODSWA is a growing organisation which now needs to ensure it represents all associations of and for persons with disabilities in both rural and urban areas. The participation of youths, women and left to groups

			intellectual disabilities and those with deaf-blindness to be strengthen within Fodswa.	of persons with disabilities are enhanced.
Legitimacy Power	3	4	FODSWA to strengthen it constitutionalism. FODSWA to build its capacity to ensure leadership governance enhance for the purpose of strengthening advocacy and influence to government. FODSWA to conduct annual advocacy review summits to legitimacy its advocacy working groups.	
Trade Power	1	4	FODSWA to build its capacity to engage in strategic advocacy using the reward and punishment power which seems to be effective. FODSWA to seek capacity building support from SAFOD.	FODSWA realises this source of power is effective because it is being used by other CSOs in Eswatini.
Reward and Punishment Power				

FODSWA has got a running advocacy strategy, but it will in the next five years enhance its source of power capacity as a tool to influence duty bearers. FODSWA has taken note of its strength and weaknesses in utilising its sources of power and has scored itself for the purpose of developing its capacity in the next five years.

2.2.9 ZAFOD

Zambia Federation of Disability Organisations (ZAFOD) is a national umbrella organization of organisations of 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 1990 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.

Sources of power capacity assessment

POWER	CURRENT SCORE	TARGETED SCORE AFTER 5 YEARS	MEASURES TO BE TAKEN	ANY COMMENTS
Expert Power	3	5	ZAFOD will increase its knowledge base around the international human rights instruments and their interpretation, its strategic advocacy skills. ZAFOD to network with other skilled CSO and SAFOD to build its capacity.	ZAFOD realises that capacity building is a continuous process and will embrace this.
Representation Power	4	5	ZAFOD to increase its affiliate base to include those CBOs based in rural areas.	While ZAFOD has a broad number of affiliates it still has to be represented in rural areas.
Legitimacy Power	3	4	ZAFOD to conduct timely and regular AGMs, general	ZAFOD has got a new board and is repositioning

			conferences and board meetings.	itself in terms of legitimacy.
Trade Power	2	4	ZAFOD to increase its trade power by building networks with other CSOs and seek technical assistance from SAFOD.	Trade power is a new and necessary source of power for ZAFOD.
Reward and Punishment Power	2	4	ZAFOD to seek technical assistance from SAFOD and other skilled CSOs.	This also is a necessary and effective source of power to influence duty bearers.

ZAFOD realises that this is the period to reposition itself in terms of strategic advocacy. After this self-assessment ZAFOD will include in its repositioning process enhance its sources of power capacity.

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)

Sources of power capacity assessment

POWER	CURRENT SCORE	TARGETED SCORE AFTER 5 YEARS	MEASURES TO BE TAKEN	ANY COMMENTS
Expert Power	3	5	FODPZ to increase its knowledge of strategic advocacy expertise which includes knowledge of all human rights tools.	FODPZ realises the need to increase its expert power in order to carry out evidence-based advocacy.
Representation Power	3	4	FODPZ to unite the Organisations of Persons with Disabilities to affiliate to it for the purpose of increasing representation both in rural and urban areas.	FODPZ realises that the unity of purpose is a strong demand in advocacy.
Legitimacy Power	3	5	FODPZ to increase its internal controls and conduct its AGMs, general conference, and board meetings timely and regularly. FODPZ to increase its resource mobilisation capacity to enhance its legitimacy.	Legitimacy is essential to remain relevant.
Trade Power	2	4	FODPZ to seek the support for capacity building from SAFOD including support to network with other CSOs in the region.	Trade power is essential especially when influencing the duty bearers.
Reward and Punishment Power	1	4	This source of power is essential and FODPZ to seek the technical	FODPZ will make sure it raises this source of power.

			assistance from SAFOD to gain the skill.	
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FODPZ has realized through this self-capacity assessment that it requires to enhance its strategic advocacy capacity by strengthening its sources of power capacity. FODPZ will strengthen its sources of power capacity in the next five years.

2.3 SAFOD Policy and influence issues

SAFOD Regional Policy Influence Issues

SAFOD operates at the SADC regional sphere with ten national federation affiliated to its. SAFOD draws its regional advocacy issues from the national federations and consolidates them for regional level influence. At regional level SAFOD is focusing on the following:

- i) Domestication and implementation of the UNCPRD in those countries that have ratified the Convention. In Botswana, SAFOD is working with BOFOD to have the UNCPRD ratified.
- ii) Ratification, domestication, and implementation of the African Protocol on Disability.
- iii) Realization of the Sustainable Development Goals at regional level by 2030.
- iv) Implementation and realization of the Global Disability Summit 2018 (GDS 18) commitments by countries.
- v) Implementation of all SADC regional protocols and agreements that affect persons with disabilities.

SAFOD will also engage in capacity building of its national member federations in order to increase their strategic advocacy skills.

National Federation Influence Issues

The advocacy issues of the national member federation are almost similar but at different levels and stages. For instance, all the federation have an advocacy issue around the UNCPRD. All of them are clear on the UNCPRD process. Malawi, Zambia, and Namibia already submitted their initial State reports to the UNCPRD Committee. Malawi and Zambia have submitted their Alternative Reports, but Malawi has already been reviewed and received their concluding observations. Namibia is in the process of submitting its Alternative Report. Botswana has not yet ratified the Convention.

When it comes to the realization of the SDGs very few federations have got specific advocacy issues.

It is important to realise that the SDGs have got goals that carry specific indicators on disability that are of advocacy interest to SAFOD and its national federations. This is summarized in the table below.

There is a considerable relation between the issues that SAFOD and its national federations focuses on and the 17 SDGs. Of the 232 indicators to the 17 SDGs, 19 of the indicators focus explicitly on disability issues. The table below shows the relation between disability and the SDGs. It is essential to strongly monitor implementation of these indication towards realization by 2030 at regional and country level.

Sectors of interest to SAFOD and its member federations	SDG with link to sector
Education	SDG 4: Inclusive Education including lifelong education
Health	SDG 3: Good health including mental health; SDG 6: Clean water, sexual reproductive health (SRH)
Economic Empowerment	SGD 1: no poverty, SDG 8: economic growth SDG 10: No inequality; SGD 11: Sustainability.
Cross-cutting issues of interest to SAFOD and the national federations	Goal 5: gender equality – girls and women with disabilities
Stigma/discrimination/justice	SDG 16: Peace and Justice
Data disaggregation	SDG 17: Partnerships based on information.

SAFOD will indicate relations between its advocacy interests and those of its individual national federations with those specific disability related Goals and indicators in its advocacy and capacity building work for its affiliates.

SAFOD will take advantage of the available data on the United Nations information on which the UN has made several assessments of progress for the SDG and Disability, the most recent available at the internet from 2019.: <https://www.un.org/development/desa/disabilities/wp-content/uploads/sites/15/2019/06/ExecutiveSummary-UN-flagship-report-disability-7June-1.pdf>.

SAFOD will continuously monitor progress on the implementation of the SDGs and disseminate the information to its national affiliates for the purpose of enhancing advocacy and stakeholder influence for implementation.

Otherwise, some countries have been advancing some advocacy issues around some SDG issues. Malawi, Mozambique, South Africa, and Zambia have been advancing the realization of SDG 4 on inclusive education while marrying it with Article 24 of the UNCPRD. Malawi and Zambia have reached the stage of implementing successful inclusive education pilot schools for scaling up by government. Both Malawi and Zambia are now advocating for policies on inclusive education. Zambia has gone ahead to advocate around SDG 3 on health with a focus on mental health law while marrying it with Article 12 and Article 25 of the UNCPRD. Zambia is now advocating for the implementation of the new Mental Health Act of 2019.

There is no country that indicated some advocacy work around the ratification of the African Protocol on Disability. There is need for capacity building around this protocol and its interpretation and implications. Its direct relationship to the UNCRPD must be emphasized to the national federation while the SAFOD secretariat take the lead to comprehend the relationship.

The Global Disability Summit just emerged in 2018. All the national federation exhibited not being aware of the GDS 18 commitments except Zambia and Zimbabwe. Zambia attended the GDS in the UK as a government, but expression was made that persons with disabilities were represented by the Zambia Agency for Persons with Disabilities (ZAPD) which is a government statutory agency. Organisations of Persons with Disabilities, through ZAFOD, were not happy with that and are advocating for self-representation. Zimbabwe government attended together with a representative from FODPZ. FODPZ showed satisfaction on the government-FODPZ collaboration specifically on the GDS 18 commitments. Advocacy will be on implementation. Namibia quickly got in touch with the responsible government unit who indicated that the Namibian government had attended and had made commitments. But the federation in Namibia indicated reservation in that the person who attended on behalf of persons with disabilities was not a bona fide representative from the federation or any of its affiliates. Advocacy in Namibia is on capacity building around the GDS 18 towards advocacy for implementation. The rest of the national federation require capacity building on their countries' GDS 18 commitments and skills for advocacy.

SAFOD takes notice that there is no separation of the UNCRPD from the SDGs, the African Protocol on Disability and the GDS 18 commitments. SAFOD recognizes that the different international human rights commitments complement each other. Therefore, all strategic advocacy efforts in the implementation of this policy and stakeholder influence strategy shall focus on the key linkages of all the international and regional instruments on the rights and fundamental freedoms of persons with disabilities.

SADC Regional Protocols and Agreements

All the national federations put little emphasis on any of the SADC protocols that affect persons with disabilities. There is a serious requirement to build the capacity of the national federations to strategically advocate for inclusive regional protocols and agreements that will be implemented to promote and protect the rights and fundamental freedoms of persons with disabilities. Some national federations indicated that they have been, although not strongly, advocating for a protocol on 15% representation of persons with disabilities in decision making. But this needs to be carried by the SAFOD level regional advocacy work. This is the more reason for strategic advocacy work towards the

development of the SADC Protocol Agreement on Persons with Disabilities. This protocol should be specifically articulating issues affecting the rights and fundamental freedoms of persons with disabilities that are general but unique to Southern African culture, traditional matters, politics, economics, and SADC approaches to inclusive development. SAFOD already carried out an analysis of the SADC protocols in as far as disability inclusion is concerned and this will form an evidence base for strategic advocacy. A verification desk review to update the analysis should be done considering that SADC could have reviewed some of its protocols.

Specific National Advocacy Issues

Apart from the strategic advocacy issues around the above thematic spheres, each national federation has got their advocacy issues which require technical support or recognition from SAFOD. Some of the issues are really based on the political background of the country, the cultural and traditional standing, and the legal systems of some countries. It is therefore important for SAFOD secretariat to engage in understanding all country situations by specifically referring to the capacity assessment it took in 2020. The capacity assessment will partially inform SAFOD secretariat and its national organisations on the advocacy situation in each country.

Angola

- i) Submission of the UNCRPD initial State Report to the Convention Committee of experts by December 2022, after ratification is a key advocacy issue.
- ii) Inclusion and economic empowerment of those persons with disabilities who are survivors of landmine explosions to live independently and sustain their families on an equal basis with other citizens of Angola by December 2024.
- iii) Engagement of persons with disabilities in professional and skills development training and programmes at tertiary level to enhance full and effective participation in the mainstream formal and informal work and employment sectors by December 2024.

These advocacy works will be complimented with awareness raising on the SDGs, the GDS 18 commitments and the African Protocol on Disability. At the same time, advocacy for the accelerated implementation of disability specific indicators in the SDGs and the GDS 18 Commitments by the government.

Botswana

The Botswana Government has not yet ratified the UNCRPD on the ground that its legal process of ratification of any international human rights instrument requires 'domestication' before ratification. This is not a strange position because it is an approach being promulgated by the European countries. So, the key advocacy issues are:

- i) Ensure the enactment of a disability rights law which is compliant with the UNCRPD by December 2023.
- ii) Ensure the ratification of the Convention by December 2024.

Eswatini

Lesotho

Malawi

Malawi has submitted their initial State Report and the DPO Alternative Report. It has been reviewed by the Committee and the concluding observations have been availed to government. So, the key advocacy issues are:

- i) Ensure implementation of the concluding observations from the UNCRPD Committee especially around inclusive education, girls and women with disabilities, accessibility and work and employment by December 2023.
- ii) Ensure the legal protection of persons with albinism from actual and attempted mutilation, killings, and the threat to their right to life by December 2023. A clear and specific piece of legislation should be in place with stiff punitive measures for all criminal perpetrators.
- iii) Ensure the amendment of the disability law to be more compliant with the UNCRPD and establish the Malawi Agency for Persons with Disabilities to replace the Malawi Council for the Handicapped by December 2023.

FEDOMA will ensure it carries out vigorous awareness campaigns on the SDGs and GDS 18 Commitments while advocating for increased implementation by the government. FEDOMA will also build its capacity to understand the text of African Protocol on Disability with the intent to increase efforts for its ratification in Malawi by December 2024.

Mozambique

FAMOD is very clear on its advocacy issues in terms of the domestication of the UNCRPD. Although Mozambique is a Commonwealth Country, it is by nature of its political colonization a civil law country. In view of this, upon ratification of the UNCRPD, the Convention form and comes part of the Statutes in Mozambique. In view of this, FAMOD key advocacy issues are:

- i) Ensure the enactment of a specific piece of legislation to form part of the regulations on the promotion and protection of the rights of persons with disabilities by December 2023.
- ii) Ensure that a new Mental Health Law is enacted to promote and protect the rights and fundamental freedoms, including the right to enjoy their legal capacity on an equal basis with other persons by December 2024. FAMOD already started this stakeholder influence process in 2013 and it needs to be enhanced.

- iii) Ensure the implementation of inclusive education and effective placement of graduates in sign language from university in strategic schools to support learners with hearing disabilities.

FAMOD will engage in advocacy work to ensure the implementation and achievement of the disability specific indicators on disabilities in the SDGs. FAMOD, with the support of SAFOD will influence government to implement and fulfill the GDS 18 Commitments. FAMOD will carry out awareness raising campaigns on the African Disability Protocol with the aim of mobilizing support for ratification by the government by 2024.

Namibia

The government of Namibia already submitted its initial State Report to the UNCRPD Commitment. The OPDs, through the NFPDN are in the process of submitting their alternative report. The key advocacy issue in Namibia is the submission of a comprehensive OPD/CSO alternative report to the Committee by October 2021. Key advocacy issues will be developed especially after the Committee issues its concluding observations after it reviews the State report. But key on the advocacy issues is:

- i) Ensuring the enactment of an Inclusive Education piece of legislation that will enhance effective participation and achievement of learners with disabilities while in mainstream schools by December 2024.
- ii) Ensure increased empowerment and effective participation of persons with disabilities in the electoral process as voters and office contestants through the office of the Disability Mainstreaming Officer at the Electoral Commission of Namibia in the next general elections.

NFPDN will specifically advance the issue of girls and women with disabilities access to sexual and reproductive health services as a right as per the GDS 18 Commitments made by the Government of Namibia. NFPDN will progressively engage in government influence for the implementation of the SDGs indicators on disability. The NFPDN will ensure it builds its capacity, through support from SAFOD, on the content and interpretation of the African Protocol on Disability to enhance knowledge-based advocacy work for ratification in Namibia.

South Africa

DPSA raises critical issues of racial discrimination between persons with disabilities who are of the white colour against those persons with disabilities who are of the black colour. DPSA representatives during the consultative process raised passionate concerns over this. SAFOD realises the importance of this form of discrimination based on race. This poses a new dimension of advocacy to SAFOD and thus SAFOD secretariat shall endeavor to focus on the following advocacy issues:

- i) Direct advocacy consultative process, virtually, with the DPSA leadership on their discrimination issues in direct relation to the UNCRPD, SDGs, GDS 18 Commitments and the

ratification of the African Protocol on Disability and other SADC protocols by December 2021.

- ii) Ensuring that the government of South Africa submits its initial State Report on the implementation of the UNCRPD to the Committee by December 2023.

DPSA will increase its engagement with government and other stakeholders to ensure the implementation of the White Paper on Inclusive Education is adequately financial funded and implemented by the national budget of 2023. DPSA will deliberately ensure that the participation of women with disabilities in public and political life is enhanced with increased participation by December 2024. This is realization that males with disabilities have increased their participation in public and political participation. This is to fulfill Article 6 and Article 29 of the UNCRPD.

Zambia

The Government of Zambia submitted its initial State Report to the UNCRPD Committee in 2017. The OPDs submitted their alternative report in 2020. Zambia as a country has not yet been reviewed. The advocacy issues being raised are:

- i) Ensuring that the UNCRPD Committee concluding observation that will be delivered are observed and implemented by government within the stipulated Committee timelines by December 2024.
- ii) Ensuring the effective implementation of the Mental Health Act of 2019 with the establishment of the Mental Health Council to coordinate the delivery of mental health services by December 2022.
- iii) Ensuring the implementation of the Inclusive Education Training Manuals adopter by the Ministry of Education for replication, progressively to all institutions of teacher training and development. The manuals were developed with the support of the Norwegian Association for the Disabled (NAD).
- iv) Ensure effective participation of persons with disabilities in political life as voters and contestants in the 2021 general elections and following elections without any form of discrimination.

Zimbabwe

The FODPZ has been working around the inclusion of persons with disabilities in work and employment. The issue of girls and women with disabilities is critical in Zimbabwe. The Government of Zimbabwe has got clear GDS 18 Commitments. The government has kept on giving promises for the implementation of the Commitments. This is especially around the GDS 18 Commitments on inclusive education, technology and innovation and girls and women with disabilities. FODPZ will engage in the following advocacy issues.

- i) Ensuring the submission of the initial State Report to the UNCRPD Committee by December 2022 with an alternative DPO Alternative Report by December 2023.

FODPZ will engage in active advocacy for the implementation of the SDGs disability related indicators. Efforts will be made to ensure the implementation of the GDS 18 Commitments. In view of the GDS 18 Commitments capacity deployments still needs to be carried for the purpose of understanding and interpretations.

Policy and Stakeholder Influence Aims and Objectives

2.4 Strategic policy and influence aim

Persons with disabilities in the SADC region with improved recognition and enjoyment of their social, economic, cultural, political, and civil rights and fundamental freedoms on an equal basis with other people by 2025.

2.5 Objectives

- i) Government in the SADC region with disability rights laws that domesticates the UNCRPD together with policies and their implementation plans and budgets being implemented by December 2025.
- ii) Governments in the SADC region with 50% increment in enrolment of persons with disabilities in inclusive education institutions with supporting policies and implementation plans and budgets by December 2025.
- iii) SADC adopts a Regional Protocol Agreement on Persons with Disabilities by December 2025.

2.6 Envisaged changes.

Objective: Government in the SADC region with disability rights laws that domesticates the UNCRPD together with policies and their implementation plans and budgets being implemented by December 2005.

Envisaged Changes: With the full domestication and implementation of the UNCRPD through clear laws, policies, and commensurate budget allocations there will be increased numbers of persons with disabilities being absorbed in both the formal and informal employment sectors. There will be improved access to inclusive vocational training and skills development programmes for persons with disabilities. Persons with disabilities, especially girls and women with disabilities, will have equal access to quality health services, including sexual and reproductive health services.

Objective: Governments in the SADC region with 50% increment in enrolment of persons with disabilities in inclusive education institutions with supporting policies and implementation plans and budgets by December 2025.

Envisaged Changes: This will be in line with the implementation of the SDG 4 and the GDS 18 Commitment on inclusive education. Learners with disabilities will be able to access the same quality of education at all levels with other learners without disabilities. Laws and policies governing education will be able to provide guidelines that would enhance the implementation of inclusive education with its appropriate

interpretation and delivery. The implementation of inclusive education will receive adequate financial allocation to ensure the provision of learning and teaching materials, qualified teachers and support staff, appropriate curriculum and positive attitudes among parents, children, and the community. Learners with disabilities will gain high esteem to attend mainstream educational institutions because of how they will be made ready to accommodate all learners. The competition within the educational institution will sharpen the capacity of learners with disabilities and thus increase their opportunities to compete for employment opportunities in both the formal and informal sectors.

Objective: SADC adopts a Regional Protocol Agreement on Persons with Disabilities by December 2025.

Envisaged Changes: This Regional Protocol Agreement on Persons with Disabilities will be in line of the African Protocol on Disability but a regional picture reflecting the situation of persons with disabilities in Southern Africa. SADC Member States will have a blueprint belonging to the region and addressing issues being faced by persons with disabilities in the region. Regional trade will be open and inclusive for persons with disabilities. The issue of gender equality with increased participation of women with disabilities participate in public and political life because a friendly environment will be created. Persons with albinism having their right to life being threatened will be protected through the domestication of the Regional Protocol Agreement with clear protection laws a country level. The awareness raising campaigns that will be facilitated by this Protocol Agreement will change the beliefs and attitudes of the society towards persons with albinism.

2.7 Outcome and impact

The strategic advocacy work of SAFOD through this policy and stakeholder influence strategy will lead to improved recognition and enjoyment of the rights and fundamental freedoms of persons with disabilities. This means that the welfare and livelihood of persons with disabilities will improve. Improvement will be seen in the quality of education and health, including SRH services, persons with disabilities will be accessing with little difficulty. Persons with disabilities will have improvement in their income through either formal or informal employment. Participation in public and political life will increase thus the increase in influencing decisions at different levels of human development.

Consequently, the respect for the dignity of persons with disabilities, including that of children and women with disabilities will be improved. The respect of the inherent dignity of persons with disabilities is key in the recognition and enjoyment of the human rights and fundamental freedoms. This is the contribution SAFOD wants to achieve towards the life of persons with disabilities in the SADC region by 2025 through this policy and stakeholder influence strategy.

2.8 Primary targets

The primary targets in this strategy shall be the SADC Secretariat. SAFOD will strengthen its communication and interaction with the SADC Secretariat to ensure the Secretariat absorbs all the advocacy issues being advanced for further influence of the policy making bodies of SADC.

The second primary target of this strategy will be the Summit of the Heads of States. SAFOD will ensure that all advocacy issues are consistently presented to the Summit of the Heads of States at all their meetings through petitions and policy briefs.

2.9 Secondary targets

For the purpose of this policy and stakeholder influence strategy, the secondary targets shall be:

- i) Country Heads of States at their national level being advanced by the affiliate federation with the technical support of SAFOD Secretariat. Country specific advocacy issues will be championed by the national federation with the support of the SAFOD Secretariat.
- ii) Ministers responsible for disability affairs. Every country has a minister responsible for disability affairs within a mainstream ministry of specific ministry. These ministers will be targeted especially around the progress around the UNCRPD, SDGs, GDS 18 Commitments and the African Protocol on Disability issues.

3.0 ACTIVITIES, OUTPUTS AND TIMELINES

3.1 Activities

The advocacy actions in this policy and stakeholder influence strategy will arise from the following wide activities: research and policy analysis; lobbying; alliance building; awareness raising and activism. Therefore, the actions will be aligned as below.

Research and policy analysis

Research and policy analysis is a very essential broad activity in strategic advocacy. It aims to build the evidence and knowledge-based advocacy skill of ever organisation engaged in advocacy. In view of SAFOD the following will be undertaken with an observation that SAFOD did undertake some capacity assessments and strategic planning process which broad out important information that contributes to the evidence and knowledge base for this strategy.

Strategies

- i) Establish evidence base for strategic advocacy through a broad analysis of all laws and policies to ascertain inclusion and compliance with the UNCRPD in countries which have ratified the Convention and better still those countries which have domesticated it
- ii) Do a desk review of those countries which have ratified, domesticated and further implemented the African Protocol on Disability and develop advocacy action through a

regional policy brief to the SADC secretariat? Each country will then be advanced the policy brief to champion implementation of the call to action at country level.

- iii) Carry out an implementation assessment of the SDGs and GDS 18 commitments in each of the SADC countries to inform the continuous monitoring and implementation section of this strategy while building an evidence for the call to action for the different governments and the SADC as a secretariat.
- iv) Share the law and policy situations in each country with the rest of the national affiliates to enhance collaboration and networking around the law and policy influence strategy being applied in each country as a capacity building strategy.

Summary activities

- i) Broad desk review of all laws and policies affecting persons with disabilities to establish compliance with the UNCRPD, SDGs and the GDS 18 commitments and other SADC regional commitments. This analysis will build the legislative and policy knowledge of SAFOD and its affiliate federations so that they will be able to skillfully influence their governments and other stakeholders from an evidence and knowledge-based advocacy approach. This will also form a strong baseline for the M&E process of this policy and stakeholder influence strategy which is essential in all strategic advocacy work.
- ii) A general policy brief will be developed after the analysis with a clear and specific regional 'call to action' statement for SADC as a regional body directed to all country members. Specific policy briefs will also be developed for each country based on the advocacy issues raised by each national federation. This will call for SAFOD secretariat to ensure its national affiliates understand the call to action and the advocacy actions to enhance effective stakeholder influence.

Lobbying

Lobbying is a direct engagement of the advocacy target of stakeholder SAFOD, and its national affiliate organisations will be influencing. This includes planned and impromptu lobby meetings with the SADC secretariat, SADC CSO forums, specific SADC sector forums and the SADC Ministerial Council and the actual SADC Conference of Heads of States. Lobby meetings will also be taking place at national level with different stakeholders who are targets of the advocacy issues being championed by the affiliate federations.

Strategy

- i) SAFOD will ensure that it influences other regional CSOs to buy-in into its strategic advocacy issues for joint influence at regional CSO SADC forums.
- ii) SAFOD secretariat will increase its frequency and lobbying engagement with the SADC secretariat towards the recognition, promotion, and implementation of the strategic advocacy issues with recognition of the strategic proximity of its secretariat to the SADC secretariat in Gaborone, Botswana.

Summary activities

All lobbying related activities in this policy and stakeholder influence strategy shall be in line with the SAFOD strategic plan 2021 – 2024. Therefore, all lobby meetings will be held to fulfill the SAFOD strategic plan. Lobby meetings will not be time-lined since they rely on continuous negotiation and influence. Regular lobby meetings will be held at both SADC and country levels to ensure commitment compliance and implementation of all disability related international and regional human rights instruments and obligations. Specific activities:

- i) Hold regular meetings with SADC secretariat for the development of the SADC Protocol Agreement on Persons with Disabilities. This Protocol Agreement will play the role of ratifying and domesticating the African Protocol on Disability taking into consideration prominent issues in the SADC region.
- ii) SAFOD will hold lobby meetings with SADC secretariat to ensure all regional protocols being developed should be aligned to the UNCRPD.
- iii) SAFOD will hold lobby meetings with SADC secretariat to ensure all member States implements their commitments to the SDGs and GDS 18 commitments.
- iv) SAFOD will support its affiliate federations to hold regular lobby meetings in relation to the advocacy issues affecting them at country level.

Alliance building

SAFOD is already a network of national federations of organisations of persons with disabilities. The interpretation of this network is that there is already an existing body that will enhance the building of a strong advocacy alliance to influence SADC. SAFOD secretariat will ensure that it builds alliances with other CSOs in the region. This will include trade unions, religious groups, regional NGOs working around human rights.

Strategy

SAFOD secretariat will form a regional advocacy committee comprising all directors or coordinators of its affiliate federations. These committee members will be meeting virtually to share experience and strengthen the alliance building platform. Alliance building meetings will also strengthen activism activities both at SADC and national levels. The SAFOD Head of Programmes will coordinate these activities.

Summary activities

- i) Alliance building workshops or meetings will be held virtually or where financially possible, physically, with different audiences like the trade unions, NGOs, faith based organisations in order to solicit support and buy-in to their advocacy issues.
- ii) Alliance building meetings will also be held regularly with the affiliate federations to strengthen the advocacy alliance and enhance activism.
- iii) Alliance building meetings will be conducted with the media to solicit wide and positive coverage of the issues with compelling language to the advocacy targets at

both SADC and national levels. Regional media houses like the Media Institute of Southern Africa (MISA) will be engaged as a regional body and as national chapters. The media will be used to popularise the SAFOD policy brief.

Awareness raising

Strategy

- i) Create adequate knowledge and education of the wider society, including persons with disabilities and their specific representative organisations, on the advocacy issues being championed.
- ii) Influence the wider society, including persons with disabilities and their specific representative organisations, to support the advocacy issues and join the advocacy process

Summary activities

- i) The SAFOD secretariat will produce IEC materials like T-shirts, fliers, posters and brochures advancing the advocacy issues. These should always be present and distributed during launches, commemorations and other public meetings and workshops. The media must have these IEC materials.
- ii) Press statements will also be issued for the purpose of awareness raising. This will be ongoing and regular throughout the implementation of this strategy.
- iii) SAFOD will pay for live radio programmes that will run regularly on different media stations through its affiliate federations. The programmes will play both the role of awareness raising and influencing the advocacy targets.

Activism

Activism is a very essential activity in strategic advocacy. Activism involves mobilising the required critical masses to support SAFOD and join in influencing the advocacy targets. When effectively used activism is a strong were of influencing governments and other stakeholders to change their positions and begin to act on the demands of SAFOD. It involves different actions like peaceful demonstrations, petitions to policy and decision makers, press briefings, picketing, boycotts etc.

Strategy

- i) Provide constructive and open criticism to SADC and governments on their exclusive and discriminatory policies, laws and practices through different forums.
- ii) Provide alternative recommendations and guidelines in open advocacy space for adoption or adaption by SADC and governments.

Summary activities

- i) Vigorous media engagement will be carried out continuously through the advocacy period. Press briefings, press statements and radio or television appearances will be done. These statements and media engagements will be mainly focused on influencing the advocacy targets to commit themselves to implement the advocacy issues. These will carry the tone of demand rather than awareness raising.

- ii) The SADC secretariat will coordinate march-pasts with similar advocacy messages in all its affiliate national organisations on every international day for persons with disabilities throughout the implementation of this policy and stakeholder influence strategy. These walks should be visible to the advocacy targets, the media and other CSO audiences.
- iii) Activisms may occur without being planned for. It may be prompted by certain events from the advocacy targets. For instance, peaceful demonstrations, boycotts, or picketing may be prompted by some event which require the immediate reaction of SAFOD.
- iv) SAFOD will present elaborate petitions to different regional meetings on the advocacy issues affecting persons with disabilities, e.g., at all SADC meetings of Heads of States.

3.2 Activity plan and timelines

This policy and stakeholder influence strategy is general and wide and will demand that specific annual activities plans for each national federation be developed to feed into the regional advocacy plan of the SAFPD annual plan. This is so because strategic advocacy work is evolving and changes with circumstances. The key advocacy timelines to be observed and planned for include the following.

No.	Action	Dates	Messages
1.	Official Launch of the SAFOD Policy and Stakeholder Influence Strategy (Virtually with a very wide stakeholder participation including donors)	August, 2021	Inclusive development with full and effective participation of persons with disabilities
2.	Active visibility and participation in the campaign against gender-based violence (16 days)	October Annually	Protection of girls and women with disabilities by the law
3.	Aggressive activism during the IDPD with march pasts and press statements	Week of 3 rd December annually	Inclusion of persons with disabilities in all issues of national and human development, especially for girls and women with disabilities.
4.	Active participation of SAFOD and its affiliates in the International	Week of 8 th March annually	Increased inclusion and participation of women with disabilities in

	Women's Day Commemorations		national and human development.
5.	Active and visible participation in the International Labour Day Commemorations	Week of the 1 st of May, annually	Effective open labour and inclusive policies and practices to absorb persons with disabilities
6.	Visible participation in the commemoration of the Global Week on Education with press statements and lobby meetings with regional bodies responsible for education	Week of May Annually	Increased financial allocations to inclusive education with all its interventions
7.	Visible engagement in the activities of the World AIDS Day with press statements	Week of 1 st December, annually.	Access of persons with disabilities, especially girls and women, to HIV/AIDS and SRP information in accessible formats always.
8.	Petitions and presentation of policy briefs to regional SADC meetings of Heads of States	Annually	SADC adoption of inclusive protocols and country laws and policies.
9.	Annual review of the policy and stakeholder influence strategy	January, annually	Progress, challenges, and development of new advocacy approaches.
10.	Mid-term review of the strategy as per M&E section of this strategy	June, 2023	Internal evaluation of the strategic work
11.	Final evaluation of the strategy	December, 2025	Evaluation of the cost-effectiveness and change impact of the strategy

SAFOD will engage in active advocacy directly and indirectly through its national federation to continuously influence the SADC level stakeholders on all strategic advocacy issues raised and being advanced by its national affiliates.

SAFOD will engage in annual capacity building workshops to ensure the national federations receive new strategic advocacy skills and capabilities because of the evolving nature of advocacy approaches. SAFOD will encourage its national affiliates to aggressively utilize the social media as a strong and effective approach to strategic advocacy.

4.0 ROLES AND RESPONSIBILITIES OF STAKEHOLDERS

4.1 SAFOD Affiliates

The SAFOD national affiliates will drive those advocacy issues within their county jurisdiction. Each affiliate already identified their advocacy issues. This means that these affiliate federations will carry out advocacy work to influence their governments and other stakeholders especially around the domestication and implementation of all international human rights instruments they have committed themselves to like the UNCRPD, the SDGs, the GDS 18 commitments and the African Protocol on Disability and other SADC region commitments.

The affiliate federations will be responsive for submitting progress reports to the SAFOD secretariat twice a year to allow the secretariat compile consolidated updates for sharing within the whole SAFOD regional network.

4.2 SAFOD Secretariat

As a SAFOD Secretariat, coordination of all advocacy activities within the region will be of core business. This includes the continuous capacity building, skills sharing and increasing networking platforms for information exchange when it comes to advocacy opportunities among the different affiliate federations. The SAFOD secretariat will remain key to build the capacity of its affiliate to mobilise resources for the implementation of this strategy.

5.0 RISKS AND ASSUMPTIONS

SAFOD through its other strategic document development process identified different risks and assumptions that may influence the implementation of this current policy and stakeholder influence strategy. SAFOD therefore notes that the risks and assumption that will directly and indirectly influence the implement this policy and stakeholder influence strategy either negatively or positively will affect the implementation of the whole five-year strategic plan of SAFOD.

5.1 Risks

The predicted risks are as outlined.

- i) Inadequate funds within SAFOD as an organisation for the direct implementation of the strategy.
- ii) Inadequate awareness, understanding and acceptance of the issues being raised within the SAFOD national affiliates and the governments.

- iii) Inadequate capacity from the SAFOD national affiliates when it comes to drive strategic advocacy work concerning specific issues affecting their countries.
- iv) Deliberate resistance from some governments to respond to some advocacy issues being advanced.
- v) Political instability within nations and across the region to create an unfriendly environment for strategic advocacy work.

To mitigate the above predicted risks, SAFOD will strengthen its resource mobilisation efforts in order to raise adequate funds for the implementation of this strategy. SAFOD will further build the capacity of its affiliates with strategic advocacy and resource mobilisation skills. SAFOD will also engage in aggressive awareness raising campaigns to ensure the advocacy issues being raised are known and accepted by both the SAFOD national affiliates and the governments. The political environments in different countries in the region will be closely monitored by SAFOD so that the most appropriate advocacy approaches are always applied.

5.2 Assumptions

- i) Adequate funding to support the implementation of this strategy available within SAFOD.
- ii) Enough awareness, understanding and acceptance of the advocacy issues being raised within the affiliates and the governments.
- iii) Adequate capacity and skills to engage in strategic advocacy by the national affiliates of SAFOD.
- iv) Governments responding positively and accepting to implement the issues being raised within their countries.
- v) Stable political environments in all the countries in the region within nations and across the region.

6.0 TOTAL BUDGET

SAFOD shall determine the total budget of the whole five-year policy and stakeholder influence strategy. Strategic advocacy is dynamic and demands annual review. Therefore, budgets will vary and require annual review and adjustments.

7.0 MONITORING AND EVALUATION

7.1 Monitoring

In the process of implementing this policy and stakeholders influence strategy, SAFOD will actively engage in the M&E process from the onset. SAFOD, through a designated officer shall ensure that all necessary measures are in place to monitor the implementation of the strategy effectively and efficiently. The monitoring of the strategy will involve implementation activities at affiliate level and at

SADC level by the SAFOD secretariat. It is, therefore, recommended that a designated M&E officer be placed within the SAFOD secretariat for effective and efficient monitoring. The M&E designated officer shall monitor several issues including the below outlined.

- A. UNCRPD Monitoring and Implementation as Organisation of Persons with Disabilities
 - a. Any measures in terms of legislation, policy and administrative towards the implementation of the UNCRPD at national and regional level. These measures shall be documented in terms of legislative or policy proclamations, political speeches and announcement, budget allocation, participation of persons with disabilities, including girls, women and those persons with disabilities who require more intensive support like those with mental and intellectual disabilities, with deaf-blindness and those with multiple disabilities among others like those with albinism.
 - b. Progress in submission of State Reports to the UNCRPD Committee through the UN Secretary General. This should be followed with documentation of those SAFOD affiliates who have done DPO alternative reports, monitoring of the list of issues and Committee Concluding Observations and Implementation. This requires that the M&E designated officer should be in contact with the SAFOD affiliates and be a listening-in participant in all Committee pre-session reports and Committee main sessions and constructive dialogues meetings to catch the real issues for monitoring at regional level by SAFOD.
 - c. Monitor the government funding of international disability related UN commemoration days like the International Day for Persons with Disabilities, the World Mental Health Day, and the International Epilepsy Day and so on. Also monitor the inclusion of persons with disabilities in mainstream international commemoration days like the International Women's Day, International Labour Day etc.
- B. African Protocol on Disability Ratification and Domestication within SADC
 - a. Monitoring the awareness and education levels of the African Protocol on Disability at national and regional levels. This is knowledge among Organisations of Persons with Disabilities who are affiliates, government officials and SADC regional committees and secretariat staff.
 - b. Documentations of ratification processes, domestication and implementation at regional and national levels including reservations made, challenges and success stories.
- C. Global Disability Summit 2018 (GDS 18) Commitments Implementation
 - a. Monitor the awareness and knowledge levels of the GDS 18 Commitments within governments, SADC committees and SAFOD secretariats and affiliates for each country.
 - b. Monitor the implementation of the GDS 18 in terms of budget allocation, legislative and policy changes, technology and innovation, inclusive education, economic empowerment, data disability inclusion issues should cut across all stakeholders. Disaggregation, political participation and girls and women with disabilities, including those who require more intensive support as outlined above.

- c. Monitor the progress made by States on submitting their progress reports to the GDS committee in terms of implementation in 2021. States are required to submit their reports by 2021 before the next GDS.
- D. SADC Protocols Monitoring and Implementation
 - a. Document the selected SADC protocols that require implementation and monitoring within the region. This will require the study of the already existing reviews of SADC protocols which have been done by SAFOD. Documentation of SADC Summits pronouncements and follow up on implementation will be done. This will be done through online attending or physical attendance of SADC Summits and Ministers' Summits to monitor disability inclusion programming, planning, implementation and evaluation within the region and Member States. This will also include monitoring the stakeholder influence of SAFOD at regional level and SAFOD affiliates at national levels.
 - b. Documentation of the mainstream civil society organisations at both regional and national levels will be done. This is for the purpose of monitoring and assessing the engagement of other CSOs in mainstreaming disability issues into the policy, stakeholder influence or strategic advocacy plans or policies. This will be critical for this policy and stakeholder influence strategy.

In all the above communication and stakeholder influence parameter of UNCRPD, African Protocol on Disability, Global Disability Summit 2018, and the SADC Protocols, SAFOD will employ different monitoring interventions.

- i) Attitudinal changes among the society, government, and the media. This will be done through the documentation of policy proclamations, political speeches, and CSO position paper presentations to the State and SADC and so on. SAFOD affiliate will submit stories in form of audio/video recordings, case stories and narrative reports emanating from their respective countries. SAFOD will then compile such matters for communication and influence at SADC regional level with legitimacy and representative power for influence.
- ii) Documentation of responses from advocacy government and SADC targets when it comes to the policy and stakeholder influence issues being raised. These will arise from lobby meetings, summits, and community engagements. Such responses will be documented in all forms of mass media including social media to inform the next policy and stakeholders influence steps at both SADC and affiliate levels.
- iii) SAFOD will engage different audiences, allies and partners in this policy and stakeholder strategy. Documentation of all stakeholder engagements will be effectively done across all media platforms including minutes, reports, videos, audio recordings and so on. This will be done to strengthen alliance building among stakeholder communication and influence. This means that the M&E designated officer will not only document the policy and stakeholder influence actions but even those of other stakeholders who are not organisations of persons with disabilities.
- iv) Monitoring and documentation of all media coverages in respect of disability issues across the above-described parameters.

- v) Building a portfolio of outcomes of all lobby meetings by keeping appointment letters, replies, minutes, photographs, videos etc. from the advocacy targets.
- vi) Responses and reactions from workshops by producing reports that specify the responses and reactions from both primary and secondary targets.

The M&E designated officer will also monitor the fulfillment of the advocacy indicators outlined in this policy and stakeholder influence strategy.

7.2 Evaluation

The regular monitoring process of the advocacy work will inform an internal evaluation process and will occur annually. There shall be an evaluation of change progress in December 2021. This will be based on evaluating or reviewing progress impact for the purpose of developing new and more effective strategies and activities for change. So, the evaluation will take the approach of the cost-benefit analysis.

An external evaluation will be done by an independent consultant at the end of the five-year period of the implementation of this policy and stakeholder influence strategy.