



**SOUTHERN AFRICA FEDERATION
OF THE DISABLED**

STRATEGIC PLAN

**“UNLOCKING AN INCLUSIVE SOCIETY
FOR PERSONS WITH DISABILITIES IN
SOUTHERN AFRICA.”**

2026-2030

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Abbreviations/Acronyms

ADA:	Africa Disability Alliance
ADF:	Africa Disability Forum:
AUC:	African Union Commission
AUDA:	African Union Disability Architecture
BOFOD:	Botswana Federation of the Disabled
CCA	Climate Change Adaptation

CSO:	Civil Society Organization
COVID-19:	A disease caused by a new strain of coronavirus
DEI	Diversity, Equity and Inclusion
OPD:	Organizations of persons with disabilities
DPSA:	Disabled People South Africa
FAHAC:	Federation of Association of Persons with disabilities in the Comoros
FAMOD:	Forum of Associations of Disabled People in Mozambique
FAPED:	Federation of Organisations of Disabled People in Angola
FEDOMA:	Federation of Disability Organisations in Malawi
FENAPHACO:	National Federation of Disabled People's Association of the Democratic Republic of Congo
FDPO:	Federation of Disabled People Organization in Mauritius
FFO:	Federation of Disability Organisations in Norway
FODSWA:	Federation of Organisations of Disabled People in Swaziland
FOPDZ:	Federation of Organisations of Disabled People in Zimbabwe
LNFO:	Lesotho National Federation of the Disabled
MDGs:	Millennium Development Goals
NFDPO:	National Federation of Disabled Peoples Organisations
NFPDN:	National Federation of Persons with disabilities in Namibia
NGO:	Non-Governmental Organisation
	Pan African Federation of the Disabled
PFPH-MAD:	Platform of Federations of Persons with Disabilities in Madagascar
PWDs:	Persons with Disabilities
REC:	Regional Executive Council
SADC:	Southern African Development Community

Acknowledgement

The development of the 2026-2030 SAFOD Strategic Plan, involved extensive consultations with affiliates and partners. The process was spearheaded by the

REC and the secretariat. The process kick started with the review of the current 2021-2025 Strategic Plan. This process was key in ensuring that:

1. We align with the changing environment
2. We adapt to new opportunities and challenges
3. We continue to be relevant
4. We continuously engage and align with affiliates and key stakeholders:

But most importantly because the world keeps changing rapidly, there is a need to re-imagine and reinvent our organization to become what we collectively envision. The vision is for SAFOD to become an organization, where individuals come together to express and explore their fullest potential and bring their deepest gifts in service to a larger evolutionary purpose of creating an inclusive society where Persons with Disabilities are treated with dignity, respect and on the basis of equality. "The 2026-2030 strategic plan will ensure a clear vision of what SAFOD will look like in the next 5 years and what we need to do in the next 5 years to move from where we are today, towards our vision.

The REC is grateful to all the representatives from the national Federations who participated in the strategic plan review workshop. The workshop built on the desk analysis that was done by the consultant. The REC wishes to thank all the partners, and in particular FFO who supported the process by providing financial support which contributed to the successful development of the strategic plan.

The REC is also grateful to the secretariat, for their tireless and dedicated commitment to the process, without their efforts the development of the strategic plan would not have been possible.

Finally, the REC wishes to extend their appreciation to the consultant Mr. Anock Kapira who provided technical support in the development of the strategic plan. The consultant was instrumental in bringing the many and diverse ideas and concepts into a logical framework.

Mr. Wabothle Chimidza, Chairperson, REC, Southern Africa Federation of the Disabled

Executive Summary

The prevalence of disabilities continues to rise globally, estimating that over 1 billion people, or approximately 15% of the world's population, have some form of disability. Disability is a diverse and multifaceted experience encompassing many physical, sensory, cognitive, and mental health conditions. Persons with disabilities come from various communities and have different lived experiences, perspectives, and needs. Each disability faces unique challenges and needs, and intersects with other aspects of a person's identity, creating a complex and dynamic intersectionality of experiences. Recognizing the diversity of disabilities is essential for creating inclusive and accessible environments that meet the needs of all individuals.

Some of the barriers that persons with disabilities face include physical accessibility. Many buildings, public spaces, and transportation systems are not designed to accommodate persons with disabilities. Communication barriers are also a factor particularly for those who are deaf or hard of hearing, finding information or communicating with others can be a challenge. Many public spaces, including government offices, hospitals, and businesses, do not offer Sign Language interpretation. Attitudinal barriers are another significant challenge for persons with disabilities. These barriers are rooted in societal attitudes and stereotypes that view persons with disabilities as less capable. This leads to discrimination, exclusion, and marginalization. Lastly economic and social barriers, persons with disabilities live in poverty and struggle to access essential services like healthcare and housing. Social isolation is also a common issue, as persons with disabilities may have fewer opportunities to engage in social activities and build relationships.

In this regard, SAFOD will play its role to eliminate barriers faced by persons with disabilities. SAFOD will influence policies, programs, projects and strategies to be disability inclusive and continue to advocate and lobby for the rights of persons with disabilities, ultimately promoting inclusive development and creating an inclusive society where Persons with Disabilities are treated with dignity, respect and on the basis of equality.

SAFOD has six(6) core functions, which include capacity building, advocacy and policy influence, research and information dissemination, networking and partnerships, resource mobilization and coordination leadership and governance. These core functions will be implemented through the nine (9) priority programmes namely:

- Southern Africa Capacity and Institutional Building Strategy (SA-CIBIS),

- Southern Africa Program on Inclusive Policies, Legislation and Justice (SA-IPLJ)
- Southern Africa Disability Research, Documentation & Learning Centre (SA-DRDLC),
- Southern Africa Program on Inclusive Access to Health Care Services (SAPIAHCARE),
- Southern Africa Disability Economic Empowerment and Entrepreneurship Program (SA-DEEEP),
- Southern Africa Disability and Gender Mainstreaming Program (SA-DGMP), Southern Africa Inclusive Education for Learners with Disabilities (SA-IEP) and
- Southern Africa Development Program for Children and Youth with Disabilities (SADCYD).
- Southern Africa Development Program on Climate Change and Adaptation (SA CCA)

The plan provides strategies for SAFOD to undertake interventions that will influence policies that strengthen an inclusive environment and effective participation and representation of persons with disabilities. It is anticipated that the interventions will also strengthen OPDs knowledge on disability rights and improve the use of evidence-based strategic information, intensify advocacy and communication, stimulate regional and national led actions and leverage strategic partnerships between OPDs with other stakeholders and support strategic capacity development.

The following is a synopsis of the contents of the 2026-2030 SAFOD strategic plan.

Section 1 indicates the purpose of the strategic plan and provides background information on SAFOD and an overview of the regional coordination and implementation of disability work

Section 2 articulates SAFOD 's strategic orientation for the coming five years and beyond, taking cognizance of the implications of aligning the plan with international instruments such as UNCRPD, Sustainable Development Goals. The section highlights the mandate, vision, mission, values and guiding principles of SAFOD. It articulates the linkages between the OPDs with illustration on the comparative advantage of OPDs. The section further discusses strategic partnerships and alliances between OPDs and other stakeholders, including government, development partners, private sector and with communities.

Section 3 presents the core functions, and Programmes for SAFOD and further highlights the priorities and strategies that will be used to ensure efficiency and effectiveness in implementation.

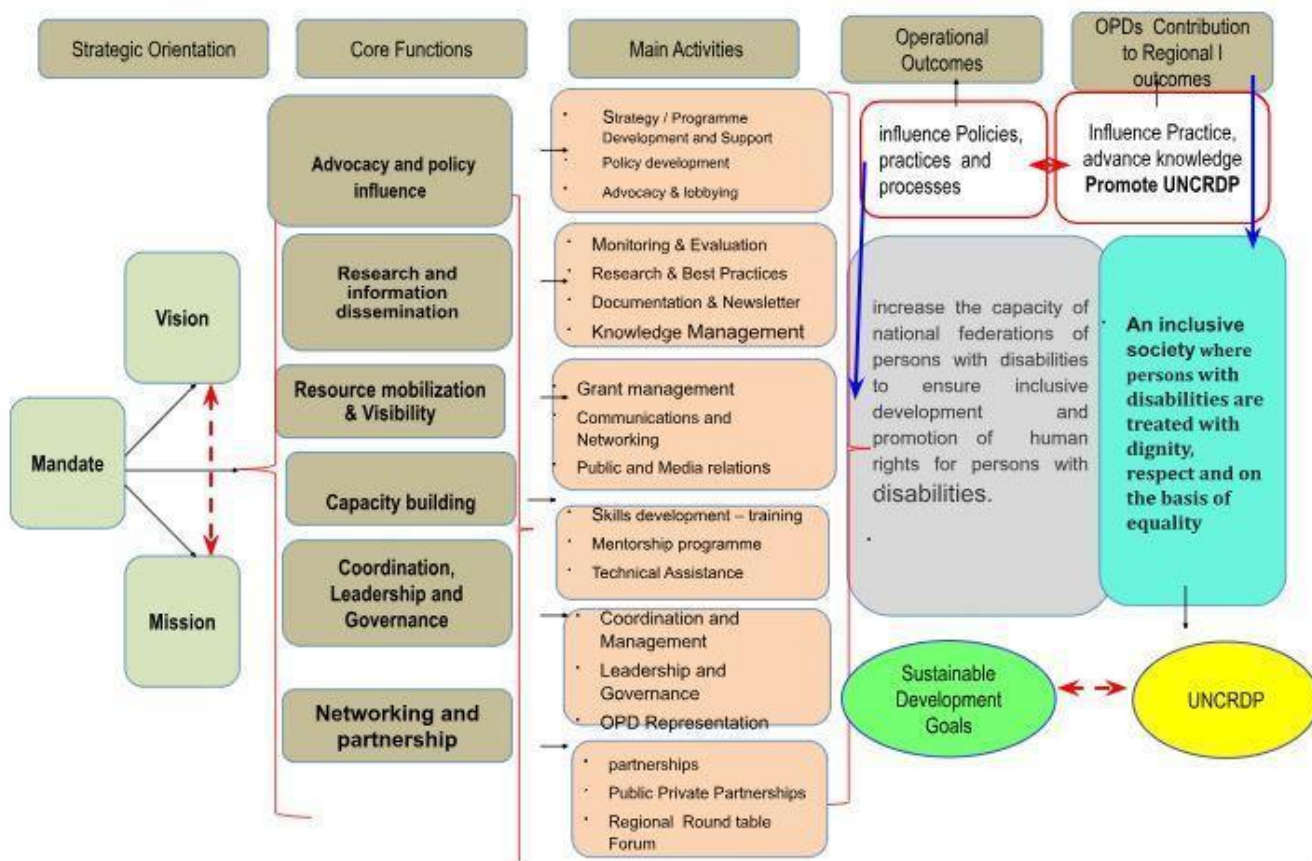
Section 4 is devoted to articulating strategies and processes that will facilitate SAFOD to be an effective organization such as organizational development, governance and leadership by the REC, internal management and operational systems, human resources.

Section 5 articulates the logical framework and or the implementation plan for the strategic plan.

SAFOD 's primary responsibility will be to influence policies, programmes, projects and strategies to be disability inclusive and promote the rights of persons with disabilities in the Southern Africa region. SAFOD will also coordinate and facilitate joint CSO planning, advocacy and communication on disability inclusion and strengthen the capacity of OPDs to advocate for inclusive development and strengthen social policy and a legal enabling environment for persons with disabilities. The role of SAFOD will be catalytic, delivering innovation and maximizing investment returns with OPDs. SAFOD will play a critical advocacy role to promote evidence-informed strategies catalyzing change among partners and stakeholders and leaving no one behind.

Mussa Chiwaula
Director General
Southern Africa Federation of the Disabled

Figure 1, below presents the SAFOD strategic plan at a glance



SECTION ONE: INTRODUCTION

1.1 Background

SAFOD is a leading disability-focused network engaged in coordination of activities of organizations of persons with disabilities in 16 countries in the Southern Africa region. The organization was formed in 1986 in Zimbabwe as a federation of disabled people organizations (DPOs) working in ten (10) countries: Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, South Africa, Zambia and Zimbabwe. In 2021, as the organization was growing and expanding its scope, it registered six (6) national federations in Seychelles, Madagascar, Mauritius, Comoros, Democratic republic of Congo and United Republic of Tanzania adding to the already existing 10 members.

Today, SAFOD is an esteemed and reputable organization constituting 16 national affiliates in the Southern Africa region. The expansion of SAFOD membership was influenced by its greatest desire to cascade impact through its national federations and achieve inclusive societies for all persons with disabilities in the region. This milestone was also triggered by the need to strengthen a strategic alliance with the SADC secretariat, influence policies at a regional level and lobby for the establishment of a disability desk at SADC.

Over the past three decades, SAFOD has collaborated with numerous partners and made a significant impact in the region through their work in disability rights and inclusive development. Their efforts have focused on strengthening national federations of Organizations of persons with disabilities (OPDs) in member countries by supporting them with resources and providing training, research, coordination, and promoting human rights for persons with disabilities. The organization aligns its activities with the UN Convention on the Rights of Persons with Disabilities (UNCRPD) to advocate for the rights of individuals with disabilities.

SAFOD AFFILIATES

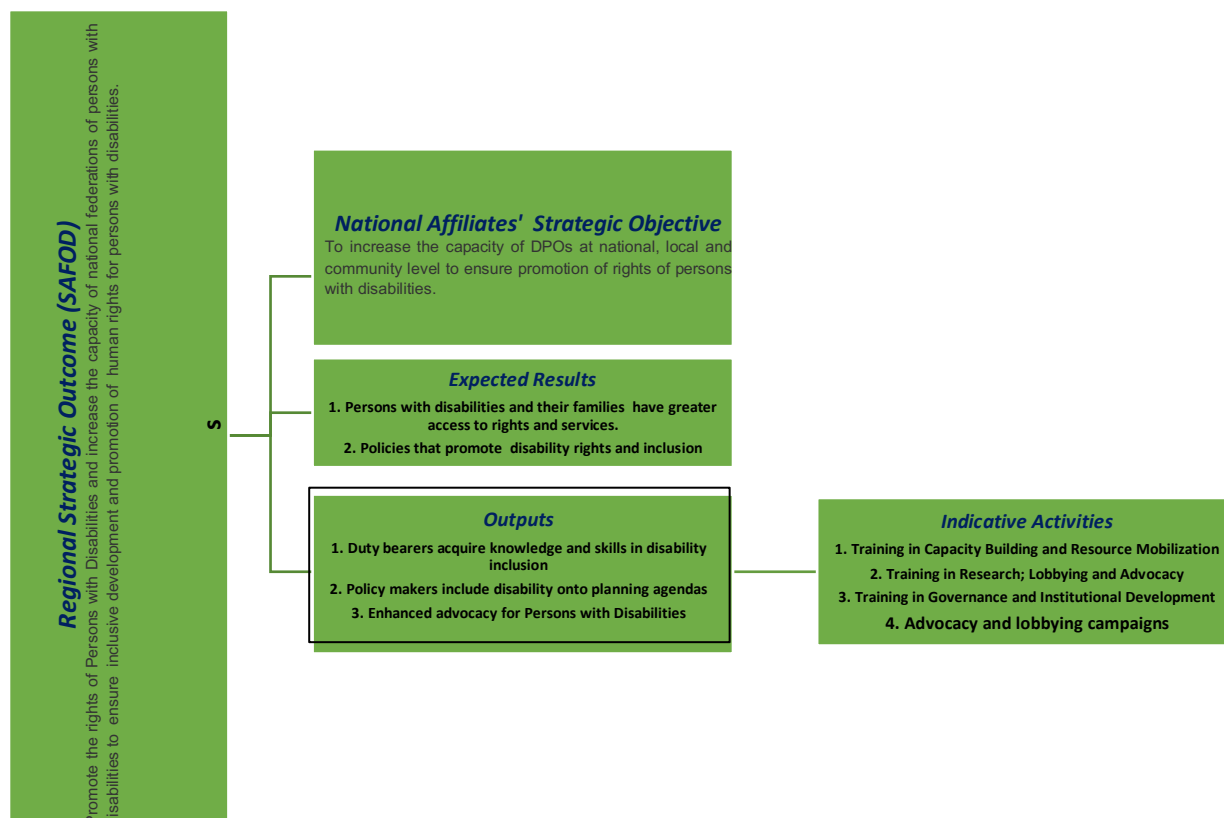
Figure 2 shows a list of SAFOD's national affiliates in 16 countries of Southern Africa.



Regional Coordination Process

SAFOD plays a key role in coordination of national federations within the Southern Africa region. During the implementation of the Strategic Plan, SAFOD will 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. SAFOD will support national federations of Organisations of persons with disabilities to intensify implementation of their programmes in their respective countries and provide leadership to use available evidence to prioritize interventions. The strategic role of SAFOD will be to strengthen the capacity of OPDs to deliver quality and comprehensive programmes and projects. The primary beneficiaries of SAFOD are national federations in the 16 Southern Africa countries.

Figure 3 Illustrates the regional coordination process



1.2 SAFOD Theory of Change

Figure 4 illustrates SAFOD theory of change



1.3 METHODOLOGY

The strategic planning process for the 2026-2030 SAFOD strategy was conducted in a consultative and participatory manner to ensure effectiveness, ownership,

and implementation by SAFOD and its affiliates. The strategic plan serves as a roadmap for the priorities, objectives, and anticipated outcomes of SAFOD over the next five years, demonstrating its commitment to protecting the welfare and promoting the rights and dignity of Persons with Disabilities. It also outlines the structures by which SAFOD remains accountable to its beneficiaries, partners, donors, and the public.

Processes involved in the development of the 2026-2030 Strategic Plan:

1. Consultation with SAFOD Management on the review of the strategic plan.
2. Desk review, situational analysis, SWOT analysis, and stakeholder mapping of SAFOD's national affiliates by the consultant.
3. Consultation meeting with the REC on the strategic plan.
4. Review for the 2021-2025 Strategic Plan by SAFOD Secretariat, REC, Affiliates and partners.
5. Development of the 2026-2030 SAFOD strategic plan.
6. Review of 2026-2030 SAFOD draft strategic plan.
7. Validation of the 2026-2030 SAFOD Strategic plan

SECTION 2: SAFOD STRATEGIC ORIENTATION AND APPROACH

2.1 OVERVIEW

SAFOD recognizes the changing regional and global environment that is increasingly determining the future directions of disability inclusion. Similarly, the operational landscape for OPDs is changing rapidly with new partnerships and demands for efficiency, accountability and value for money.

Overall SAFOD strategies are aligned with international frameworks and instruments and are further harmonized with the UN Convention on the Rights of persons with disabilities (UNCPRD) and global goals such as the sustainable development goals. SAFOD aims to become a Centre of Excellence for OPDs with a clear focus on achieving measurable results such as offering national federations with technical support and capacity building to ensure that they are implementing programmes and projects that promote the rights of persons with disabilities.

A key role for SAFOD is facilitating strategic information and knowledge management. This is a vacuum that has eluded OPDs overtime. OPDs have missed strategic opportunities to make inputs into regional, national strategies and policy decisions. SAFOD aims to advocate and lobby to influence policies and processes and coordinate regional OPDs to ensure they speak with one voice on common issues in policy platforms ensuring no one is left behind.

SAFOD will also strengthen partnerships and collaboration with OPDs, government, development partners and other civil society organizations to strengthen the position of OPDs to influence and shape policies and practices. These strategies are intended to bring OPDs to the center of regional and national processes, particularly in decision-making, especially regarding resource allocations for disability inclusive programmes and projects.

2.2 THE MANDATE, VISION AND MISSION OF SAFOD

2.2.1 Purpose

SAFOD exists to influence the development and effective implementation of regional disability inclusive policies, laws, strategies and programmes that promote the rights of persons with disabilities in Southern Africa.

2.2.2 Vision

An inclusive society where Persons with Disabilities are treated with dignity, respect and on the basis of equality.

2.2.3 Mission

To advocate for the rights of Persons with Disabilities to ensure promotion of inclusive development and human rights for Persons with Disabilities in Southern Africa Region

2.3 Guiding Principles & Core Values

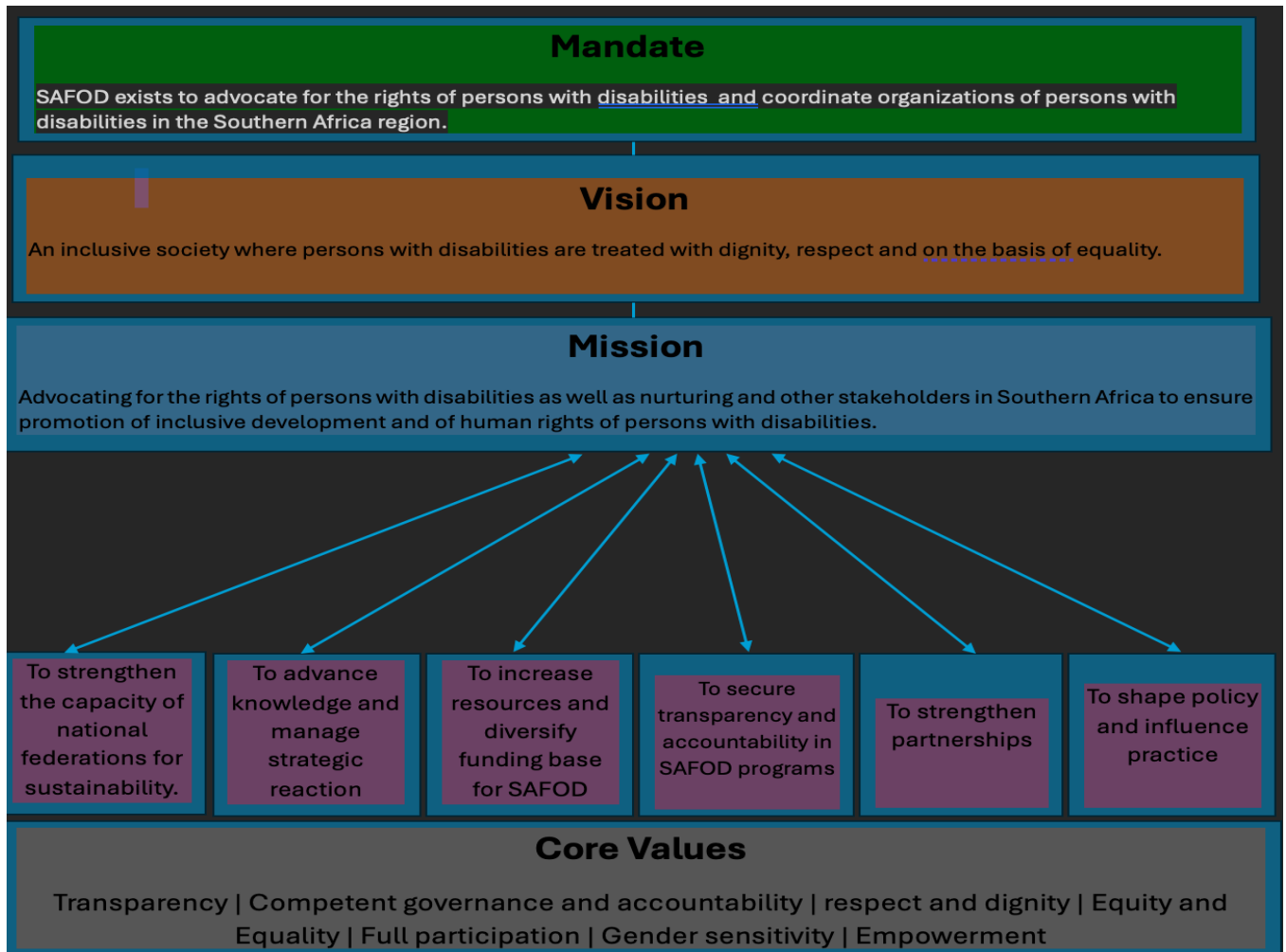
2.3.1 Core Values

In pursuit of its Vision and Mission, SAFOD will be guided by the following fundamental values, which also define the culture of the organization.

- a) **Transparency** - Openness in sharing information on the programmes and in communication.
- b) **Competent governance and accountability:** SAFOD holds itself accountable at all levels of engagement; committing to be effective in its actions, judgments and communication with others.
- c) **Respect and dignity** – SAFOD treats and views its employees and partners with respect and dignity.
- d) **Equity and equality** – SAFOD treats all people the same regardless of their age, gender, race and religion and offers them the same opportunities, taking into account their individual specific needs
- e) **Full participation** – SAFOD promotes full participation of its employees, partners and beneficiaries in decision making processes
- f) **Gender sensitivity** –SAFOD takes into account the difference between women and men, while aiming to eliminate inequalities and promote gender equality.

- g) **Empowerment** – SAFOD emphasizes a sense of personal responsibility where people recognize their capacity to proactively influence positive change.

Figure 5 Showing SAFOD mandate, mission, vision and core values



2.2 Key programme Principles Guiding this Strategic Plan

The following principles will guide SAFOD in all its internal and external operations and will advocate for other collaborating OPDs to adopt and apply the principles in their own work.

Human Rights Based programming: SAFOD will mainstream human rights-based programming and planning strategies to ensure protection, respect and fulfillment of human rights in all its activities.

Family and Household Centered Approaches: SAFOD will place the family at the center of all its development goals and objectives. Household needs will be considered during Programming and decision making.

Evidence Based Programming and Learning: SAFOD will prioritize using interventions that have been proven effective through outcome evaluation or research. SAFOD will invest in generating its own evidence of what works and document promising practices. SAFOD will seek partnerships with seasoned researchers and academic institutions to enable it to attain this ambition.

Safeguarding and Social Accountability Principles: SAFOD will strengthen its systems, policies and procedures for feedback, reporting and monitoring. This will include regular appraisal of staff performance, measuring programme impact and gathering feedback from programmes beneficiaries. Beneficiaries will have the opportunity to hold SAFOD accountable for the programme goals and objectives through regular feedback mechanisms and participating in periodic programme performance reviews.

Operational Efficiency and Sustainable Business Development: SAFOD's business development approach will build on existing competencies while focusing on the core programme niche. SAFOD Secretariat will focus on strategic leadership, regional advocacy and invest in building national federations to lobby and advocate for inclusion and promotion of the rights of persons with disabilities.

Efficiency and effectiveness: SAFOD will ensure efficiency and effectiveness in all its operations by doing the right things, the right way, at the right time and on the right scale to achieve desired results.

2.3.2 SAFOD Niche

SAFOD creates and holds a strategic niche as a Pan African and Southern Africa organization of Persons with Disabilities. SAFOD is the first regional organization in Southern Africa to coordinate sixteen national federations and strengthen their capacities to enhance effective and efficient implementation of programmes and projects. Engagement and partnerships with key stakeholders strengthens the work of SAFOD to lobby and advocate for change in practices and policies to support disability related human rights issues. The impact of SAFODs work benefits persons with disabilities, marginalized groups and under-represented thus scaling up the impact of its work. SAFODs work is shaped by the following approaches:

1. Representation of Persons with Disabilities as Agents of Change
2. Resource mobilization
3. Advocacy and lobbying
4. Critical engagement with stakeholders
5. Participatory analysis and awareness
6. Capacity building
7. Partnerships and alliances

2.4 SAFOD's Role in Global Commitments

SAFOD is an active participant in regional and global processes. Most countries with SAFOD footprints are also signatories to several regional and global declarations, protocols and strategies aiming to address disability inclusion. The implementation of such frameworks and strategies is a collective responsibility of all stakeholders including OPDs. The SAFOD strategic plan also aligns with international human rights instruments such as the **United Nations Convention on the Rights of Persons with Disabilities(UNCRPD), African Decade of Persons with Disabilities, Continental Plan of Action, the United Nations Sustainable Development Goals (SDGs) and the Sendai Framework for disaster risk reduction.**

1) United Nations Convention on the Rights of Persons with Disabilities

The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and its optional protocol was adopted by the UN General Assembly in December 2006 and entered into force on the 3rd May 2008. The purpose of the Convention is to promote, protect and ensure the full

and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity. SAFOD's work aligns with some of the articles in the UNCRPD as explained below:

SAFOD's work is centered around the promotion of the full realization of all human rights and fundamental freedoms for all persons with disabilities without discrimination of any kind on the basis of disability as stated in article 4 of the CRPD. SAFODs advocates for adoption of appropriate legislative, administrative and other measures for the inclusion of the rights of persons with disabilities such abolishing existing laws, regulations, customs and practices that constitute discrimination against persons with disabilities. As highlighted in the CRPD, SAFOD's work is also centered around representation and participation of persons with disabilities in the development, implementation of legislation, policies and in other decision-making processes, with a focus on children, women and older persons.

2) Continental Plan of Action on the African Decade of Persons with Disabilities (2010 – 2019) The African Decade of Persons with Disabilities (1999-2009) was adopted by the 35th Session of the OAU Assembly of Heads of State and Government held in Algiers, Algeria in July 1999. The goal of the African Decade of Persons with Disabilities is the full participation, equality and empowerment of persons with disabilities in Africa. The continental plan of action just like the UNCRPD aligns with some of SAFOD's thematic areas.

Effective coordination and mainstreaming of disability are one of SAFOD's core functions to ensure collective impact on advocacy strategies and full participation of OPDs at a national and regional level. SAFOD works with national federations and other Civil society organizations to strengthen the leadership and coordination of the disability sector, this involves networking, information sharing, advance knowledge, joint planning and reviews, advocacy and communications. SAFODs programmes and projects are informed by evidence-based research. such as Continuous data gathering on the causes and prevalence of disability.

SAFOD focuses on measurable qualitative and quantitative results at all levels of implementation taking into consideration disaggregated

regarding gender and age etc. The Continental plan of action emphasizes Laws and public regulations that facilitate equality, access to justice, freedom of expression, and freedom from exploitation, abuse, violence and cruel treatment for persons with disabilities. SAFOD's mission and vision resonate with this thematic area by emphasizing equal treatment, dignity, and respect for persons with disabilities. One of SAFOD's key programmes is economic empowerment, which emphasizes an adequate standard of living and social protection for Persons with disabilities by cushioning and reducing the effects of poverty. SAFOD aligns with the Continental Plan of action which promotes the inclusion of Persons with Disabilities in all sectors of development to effectively participate in policy making and decision-making processes.

3) Sustainable Development Goals

The SDGs were adopted by the Heads of States and Government and High Representatives' meeting at the United Nations Headquarters in New York on the 25 to 27 September 2015. The SDGs have 17 Sustainable Development Goals with 169 associated targets which are integrated and indivisible. Disability is referenced in various parts of the SDGs and specifically in parts related to education, growth and employment, inequality, accessibility of human settlements, as well as data collection and monitoring of the SDGs, for instance:

Goal 4 on inclusive and equitable quality education and promotion of life-long learning opportunities for all focuses on eliminating gender disparities in education and ensuring equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities. In addition, the proposal calls for building and upgrading education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.

Goal 8: to promote inclusive and sustainable economic growth, full and productive employment and decent work for all, the international community aims to achieve full and productive employment and decent work for all women and men, including for persons with disabilities, and equal pay for work of equal value.

Closely linked is Goal 10, which strives to reduce inequality within and among countries by empowering and promoting the social, economic and political inclusion of all, including persons with disabilities.

Goal 11 emphasis on the provision of accessible, safe, affordable, and sustainable transport systems for all, improving road safety, notably by expanding public transport, with particular attention to the needs of those in vulnerable situations, such as persons with disabilities.

Goal 17 emphasizes the need to strengthen and revitalize global partnerships, the collection of data, monitoring and accountability of the SDGs to increase the availability of high-quality, timely and reliable data that is also disaggregated by disability.

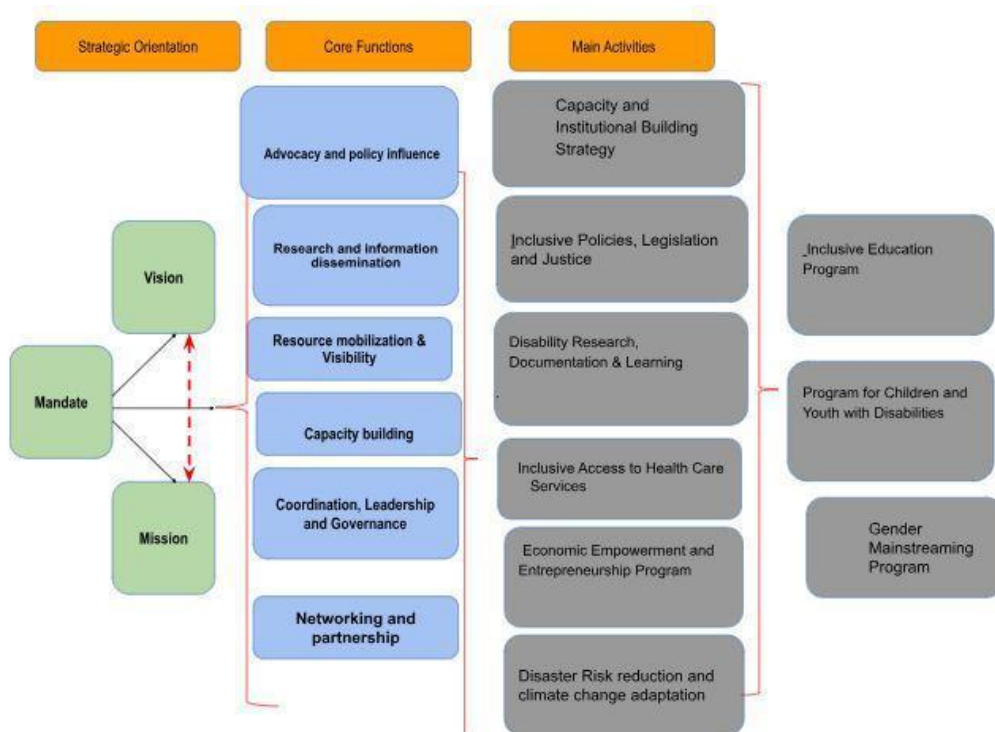
4) **Sendai Framework for Disaster Risk Reduction**

The Sendai Framework for Disaster Risk Reduction 2015-2030 is a global agreement adopted by the United Nations in March 2015. It aims to reduce disaster risk and enhance resilience against disasters worldwide. The framework emphasizes the need for a proactive, rather than reactive, approach to disaster risk management. It builds on the Hyogo Framework for Action (2005-2015) and places greater focus on understanding disaster risk, strengthening disaster risk governance, investing in disaster risk reduction (DRR) for resilience, and enhancing disaster preparedness for effective response. The Sendai Framework provides a strategic foundation that SAFOD can utilize to enhance its programming between 2026 and 2030. By aligning its initiatives with the priorities of the Sendai Framework, SAFOD can promote disability-inclusive disaster risk reduction, strengthen advocacy efforts, and build resilient communities in Southern Africa. This alignment will not only support SAFOD's mission but also contribute to global efforts to reduce disaster risks and build inclusive, resilient societies.

OVERVIEW

SAFOD has six core functions which include capacity building, advocacy and policy influence, research and information dissemination, networking and partnerships, resource mobilization and Coordination, leadership and Governance. These core functions are linked to the nine SAFOD priority programmes, namely, Capacity and Institutional Building Strategy, inclusive Policies, Legislation and Justice, Disability Research, Documentation & Learning Centre, Inclusive Access to Health Care Services, Economic Empowerment and Entrepreneurship, Disability and Gender Mainstreaming Programme, Inclusive Education for Learners with Disabilities, Children and Youth with Disabilities and Climate Change and Adaptation. SAFOD embraces and facilitates OPDs participation in these priority programmes, it will also explore practical opportunities for the engagement of OPDs during platforms such as regional Disability roundtable forums to create an opportunity to strategize on common programme issues and agenda.

Figure 6 illustrating the core functions and programmes



3.1 SAFOD Core Functions

SAFOD core functions guide and inform the implementation of its mission. These functions are aligned to the organization's priority programmes

1. **Capacity building:** One of SAFOD's key roles is facilitating capacity development and strengthening for OPDs. The implementation of disability inclusive programmes and projects depends largely on the existing capacities of organisations and capacity that can be developed in a timely manner while taking cognizance that capacity development is a long term and continuous process. Capacity development and strengthening will focus on critical capacity gaps, identified through continuous capacity assessments for OPDs. During the implementation of the 2021-2025 SAFOD strategic plan capacity gaps were found to be lacking in areas such as results-based management (RBM) M&E, strengthening advocacy and communication and visibility, governance and leadership, and resource mobilization. these are critical areas necessary for enabling an efficient implementation and service delivery.

SAFOD will also endeavour to leverage technical assistance, through experienced personnel including volunteers such as United Nations Volunteers (UNV) and other volunteers available through other organisations and universities. SAFOD will develop a mentorship programme and a system of periodical technical supervisions. As part of the training process, SAFOD will spearhead the development or adaptation of existing training manuals, guidelines and other materials that can be used by OPDs on their own. SAFOD will invests in strengthening the capacities of its national affiliates to improve their performance and enhance their ability to function and continue to stay relevant in the advocacy space.

2. **Advocacy and Policy Influence:** SAFOD aims 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); and lobby for inclusive policies and programs; and many other activities.

Advocacy and policy influence are strategic for SAFOD in its attempt to promote the rights of persons with disabilities. Participation and engagement of OPDs on the national – regional socio-economic and political agenda are at the centre of SAFOD 's advocacy role. It is through advocacy and lobbying, that SAFOD in collaboration with other OPDS will be able to influence strengthening of an

inclusive, enabling, social, policy and legal environment for persons with disabilities. Influencing processes, policies and strategies to be disability inclusive is a key role for SAFOD and other national federations. Evidence shows that organized advocacy work has proved to be an effective strategy for influencing national, and regional political commitment and leadership, leading to an overall goal of inclusive development and promotion of human rights for persons with disabilities. SAFOD will collaborate and support OPDs to intensify advocacy and influence policies and Improve knowledge and understanding of disability inclusion, such partnerships are essential to accelerating demand creation, and fast tracking the implementation of the UNCRDP at national and regional levels.

3. **Research and Information Dissemination:** Disability research is an important process for generating new data and advancing knowledge on disability inclusion. SAFOD will advocate and support disability inclusive related research in strategic areas of implementation. Such research will have three functions. First, attempt to address the needs of OPDs. Second, generate new data, information and knowledge, and third, generate disability disaggregated data to inform planning and implementation of projects and programmes. Research, surveys and studies will also be used to verify the effectiveness and efficiency of interventions by OPDs. As part of the documentation process, and knowledge management, SAFOD will undertake to document and collect research reports, surveys and studies conducted at regional level and facilitate their dissemination

Under this core function SAFOD will facilitate strengthening monitoring and evaluation systems for OPDs through leveraging and conducting M&E trainings for national federations, facilitating the review, development, harmonization and alignment of the data collection, analysis, and reporting tools, by strengthening capacity necessary to improve data quality through data audits and periodical verifications, and supervisions.

4. **Networking and Partnerships:** Like most organisations SAFOD has adopted a multisectoral approach to the implementation of its programmes and projects. This is because persons with disabilities are not a homogenous group and the challenges, they face transcend institutional boundaries and demands collaborative actions involving different stakeholders based on their mandate, technical capacities and comparative advantage. It is on this premise that SAFOD will consolidate and strengthen strategic partnerships and alliances and will advocate and support the establishment of other partnerships where

necessary, involving government agencies, private sector, CSO, development partners. The nature of partnerships will be determined by the intended purpose. Effective partnerships will be expected to improve implementation of programmes and projects. They will also be expected to leverage resource flow, access to technical assistance, strategic information, knowledge management, and transfer of skills and best practices. SAFOD will also strengthen its working relationship with national federations to ensure joint implementation and joint resource mobilization efforts.

5. **Resource Mobilization:** Sustainable financing for implementation of disability programmes and projects remains a major bottleneck. The majority of OPDs do not have the capacity and experience in resource mobilization and this is a strategic gap that SAFOD has great potential to bridge. To undertake this core function SAFOD will need to prioritize strengthening its internal capacity for resource mobilization in addition it will establish innovative strategies while strengthening traditional ones. SAFOD will actively seek funding and other resources to support its programmes and initiatives. This includes engaging with donors, writing grant proposals, and fundraising activities.
6. **Coordination, Leadership and Governance:** Coordination of the national federations of organisations of persons with disabilities in the 16 SADC countries is a core function of SAFOD. Coordination has increasingly become complex and dynamic with the emergency of many and diverse organisations including national umbrella organisations and networks operating at national and regional levels. The complexity is associated with the different mandates, roles and responsibilities, and governing structures of the different organisations. This complexity is further compounded by lack of a universal definition of coordination and hence different and sometimes conflicting practices. For purposes of this strategic plan coordination has been defined as ***“a process of bringing different organisations together into an efficient and effective relationship with the aim of harmonizing, aligning and creating synergy between programmes and service delivery, and rationalizing the use of resources to achieve common national goals and priorities, and promote national accountability and ownership”*** Given this background, strengthening OPDs coordination will require a comprehensive review of the existing institutional arrangements, providing clarity on mandates, roles and responsibilities. This is likely to contribute to better compliance, improved

accountability, reduced duplication of efforts, and improved joint review and planning by OPDs in the Southern Africa Region.

3.2 SAFOD Priority Programmes

1. Southern Africa Capacity and Institutional Building Strategy (SA-CIBIS)

Over the years we have witnessed a trend of deteriorating capacities of non-profit organizations in the region and all over the world mainly due to the dwindling donor cash-flows affected by the general economic down-turn in the West. The trend has not spared DPOs or the disability sector. This has resulted in several of the national affiliates of OPDs facing challenges in terms of leadership, governance and diminished general institutional capacity to manage various disability programs. In this regard SAFOD implements a capacity development and strengthening programme that focuses on addressing the critical capacity gaps, identified through continuous capacity assessments for OPDs. The programme is delivered through trainings on different thematic areas such as governance and leadership, policy formulation and analysis and resource mobilization to improve effective program implementation and sustainability.

Priority Actions

1. Increase the capacity of the national federations to ensure their effectiveness and sustainability in promoting and securing implementation of policies and legislation that promote human rights for persons with disabilities.
2. Review and update the OPDs capacity development strategy.
3. Organize training workshops, especially in critical areas including resource mobilization, advocacy and communication, strategic information management – monitoring and evaluation skills, and governance and leadership.
4. Establish and operationalize a mentorship programme.

Given the complexity of training needs SAFOD will partner with other specialized Organizations such as Universities, UN Volunteer platform to devise innovative strategies for training and mentorship.

2. Southern Africa Programme on Inclusive Policies, Legislation and Justice (SA-IPLJ)

Exclusion and marginalization of persons with disabilities is an on-going challenge despite the existence of international conventions such as the United Nations Convention on the Rights of Persons with Disabilities (UN CRPD) which obliges member states to promote the equal rights to development of that segment of the population. The failure of many states to fully Integrate disability into their national development planning, programming, budgeting mechanisms is a development challenge that still needs to be fully addressed. On this basis, SAFOD believes that there is urgent need not only to ensure that all SADC countries have ratified the CRPD but also, and most significantly, that CRPD is well domesticated in the various statutes and pieces of legislations and polices of these countries and well enforced. This can only be achieved if there are deliberate programmes on the ground that aim to build the capacity of Persons with Disabilities and their Disability Peoples Organizations (DPOs), to effectively lobby for appropriate policies and legislation as well as monitor the enforcement and/or domestication of the CRPD. In order to effect change SAFOD seeks to advocate and influence policies through engagements and consultations with key stakeholders on policies, legislation and laws to ensure they are inclusive.

Priority Actions

1. Engage the SADC Member States and lobby SADC Parliamentary Forum on reviewing or development of disability policies and legislation at national level.
2. Engage and lobby for disability human rights frameworks in countries where frameworks are non-existent.
3. Increase the capacity of national affiliates to monitor compliance on policies and programmes and frameworks.

3. Southern Africa Disability Research, Documentation & Learning Centre (SA-DRDLC)

Persons with disabilities in Southern Africa face significant challenges due to the lack of comprehensive and accurate research on their experiences. The limited availability of data means their needs and realities are often overlooked in policy-making and program development, leaving them without the necessary support and resources. Additionally, the shortage of research expertise within the region results in studies that do not fully capture the diverse issues faced by persons with disabilities. This lack of thorough research directly impacts their ability to advocate effectively for their rights and access services tailored to their needs. Furthermore, when research is conducted, the findings are often not accessible in formats that persons with disabilities can use, further marginalizing their voices in critical discussions. The inadequate funding for research exacerbates these challenges, leading to missed opportunities for meaningful change. To overcome these barriers, there is a need for better research practices that genuinely include and reflect the lived experiences of persons with disabilities.

Priority Actions:

1. Initiate quantitative and qualitative research into all aspects of human rights in collaboration with SAFOD's National Affiliates, Governments, academic institutions and/or research institutions.
2. Build and maintain an accessible online platform that houses research papers, case studies, best practices, and policy documents related to disability issues in Southern Africa.
3. Utilize research findings to inform and support advocacy efforts, ensuring that policies and programs affecting persons with disabilities are grounded in robust, region-specific data.

4. Southern Africa Programme on Inclusive Access to Health Care Services (SA-PIAHCARE)

Persons with disabilities in the Southern Africa region encounter numerous challenges in accessing healthcare services due to the widespread lack of accessible infrastructure in medical facilities. This makes it difficult for them to receive timely and appropriate care, often forcing them to navigate environments that are not designed to accommodate their needs. Many healthcare providers lack the training and awareness necessary to deliver inclusive care, resulting in discrimination and inadequate treatment. This leaves persons with disabilities feeling marginalized and neglected within the healthcare system. The absence of disability-inclusive health policies, coupled with weak enforcement of existing frameworks, further exacerbates these issues, making it hard for them to secure the care they deserve. Additionally, financial barriers and limited social protection mean that even when services are available, they are often unaffordable. These gaps highlight the urgent need for reforms to be spearheaded by SAFOD that prioritize the health and well-being of persons with disabilities, ensuring they have equal access to quality healthcare.

Priority Actions:

1. Advocate for Disability-Inclusive Health Policies by working with governments and stakeholders to develop and implement health policies that specifically address the needs of persons with disabilities, ensuring their rights to accessible and affordable healthcare.
2. Support the modification of healthcare infrastructure, including physical accessibility, communication methods, and service delivery, to accommodate people with various disabilities.

5. Southern Africa Disability Economic Empowerment and Entrepreneurship Program (SA-DEEP)

Persons with disabilities in the region face significant obstacles to economic empowerment and entrepreneurship due to systemic barriers and gaps in support. They often encounter discrimination and stigma in the workplace, limiting their employment opportunities and economic participation. Accessible financial services and business support are scarce, making it difficult for them to start or

grow their own businesses. Additionally, existing entrepreneurship programs often overlook the specific needs of persons with disabilities, resulting in a lack of tailored training and resources that could help them succeed. The absence of inclusive policies and inadequate enforcement of existing laws further marginalizes them economically, leaving many trapped in a cycle of poverty. Moreover, there is limited access to networks and markets, which are crucial for building successful enterprises. These challenges underscore the need for targeted initiatives that provide accessible financial services, inclusive training programs, and robust support systems to empower persons with disabilities economically. Through this program SAFOD plans to play a critical role to address these challenges.

Priority Actions:

1. Develop partnerships with financial institutions to create accessible funding options such as microloans or grants, specifically tailored to entrepreneurs with disabilities.
2. Offer specialized training programs, mentorship, and business development services to equip persons with disabilities with the skills and knowledge needed to start and grow their businesses.
3. Work with governments and the private sector to implement and enforce policies that promote the employment of persons with disabilities including incentives for businesses to hire and support disabled employees.

6. Southern Africa Disability and Gender Mainstreaming Programme (SA-DGMP)

Women with disabilities in Southern Africa face compounded challenges due to the intersection of disability and gender, which often leaves them doubly marginalized. They frequently encounter discrimination and exclusion from mainstream gender equality initiatives, where their specific needs and rights are overlooked. This exclusion extends to economic, social, and political spheres, where women with disabilities have limited opportunities for participation and leadership. Additionally, gender-based violence disproportionately affects them,

yet they often lack access to appropriate support services due to barriers like inaccessible facilities and untrained staff. The absence of comprehensive policies that integrate both gender and disability perspectives exacerbates these issues, leaving women with disabilities without adequate protection or empowerment opportunities. Furthermore, societal stigma and cultural norms continue to reinforce their marginalization, making it difficult for them to advocate for their rights. Addressing these challenges requires robust gender and disability mainstreaming efforts that ensure women with disabilities are fully included and supported in all aspects of society.

Priority Actions:

1. Advocate for the integration of disability and gender considerations into national and regional policies, ensuring that the specific needs of women and girls with disabilities are addressed.
2. Implement campaigns to raise awareness about the intersectionality of disability and gender, targeting both policymakers and communities to reduce stigma and discrimination.
3. Provide training and leadership opportunities for women with disabilities to empower them to participate in decision-making processes and advocate for their rights effectively.

7. Southern Africa Inclusive Education for Learners with Disabilities in Southern Africa Program (SAIEP)

Learners with disabilities in Southern Africa face significant challenges in accessing quality education due to a lack of inclusive infrastructure in schools. Many classrooms are not equipped with accessible facilities, learning materials, or assistive technologies, making it difficult for these students to fully participate in educational activities. The shortage of trained teachers who understand how to implement inclusive education further marginalizes these learners, often leading to inadequate support and higher dropout rates. Inconsistent implementation of inclusive education policies means that, even where frameworks exist, they are not effectively integrated into everyday school practices. Additionally, societal attitudes and misconceptions about disability contribute to a lack of community

support for inclusive education, further isolating these students. Funding constraints limit the expansion of inclusive programs and the provision of necessary resources, leaving many learners with disabilities without the opportunities they need to succeed. Overcoming these barriers requires concerted efforts to improve infrastructure, train educators, enforce policies, and foster supportive community environments.

Priority Actions:

1. Develop and provide specialized training for educators on inclusive teaching methods and disability awareness along with the necessary resources to support diverse learning needs.
2. Advocate for the adaptation of physical infrastructure, learning materials and communication methods to ensure that schools are fully accessible to students with various disabilities.
3. Work with governments to enforce existing inclusive education policies and advocate for the development of new policies that support the full inclusion of learners with disabilities in all educational settings.

8. Southern Africa Development Programme for Children and Youth with Disabilities (SA-DCYD)

Children and youth with disabilities in Southern Africa face significant challenges in accessing essential services and opportunities for development. They are often excluded from inclusive education, healthcare, and social services, which are not adequately tailored to meet their specific needs. The absence of comprehensive policies addressing their unique challenges further exacerbates their marginalization, leaving them outside mainstream development programs. Additionally, societal stigma and discrimination severely limit their ability to participate meaningfully in community life, leading to isolation and a lack of opportunities for personal growth. The gaps in data collection and research on children and youth with disabilities make it difficult to design effective interventions or advocate for necessary policy changes. Additionally, insufficient funding and resources hinder the ability of programs to scale up and address these critical issues. To ensure the rights and well-being of children and youth with

disabilities, it is crucial to develop inclusive policies, improve data collection, and secure sustainable funding.

Priority Actions:

1. Advocate for and support initiatives that ensure children and youth with disabilities receive quality education and vocational training tailored to their needs.
2. Strengthen access to specialized healthcare and rehabilitation services that address the physical, mental, and emotional well-being of children and youth with disabilities.
3. Develop programs that empower young persons with disabilities to engage in leadership roles, participate in decision-making processes, and advocate for their rights within their communities.

9. Southern Africa Development Programme on Climate Change and Adaptation (SA-CCA)

Persons with disabilities in Southern Africa face unique and profound challenges due to the lack of disability-inclusive climate change policies and adaptation strategies. They are often left vulnerable during climate-related disasters because early warning systems and emergency response plans are not designed to accommodate their specific needs. Accessible shelters, communication systems, and disaster preparedness measures are frequently inadequate, putting their safety and well-being at greater risk. Furthermore, there is minimal engagement with persons with disabilities in developing climate adaptation projects, leading to solutions that fail to address their realities and resilience needs. The lack of research and data on how climate change impacts persons with disabilities further hinders the creation of informed policies and effective programs. This exclusion from climate change adaptation efforts leaves them disproportionately affected by environmental changes, highlighting the urgent need for inclusive strategies that prioritize their needs and ensure their participation in climate resilience initiatives.

Priority Actions:

1. Advocating for the inclusion of disability considerations in national and regional climate change policies, ensuring that adaptation plans address the specific needs of persons with disabilities.
2. Develop and implement early warning systems that are accessible to all, including persons with various disabilities, to ensure timely and inclusive disaster preparedness.
3. Ensure that emergency response and recovery plans consider the unique challenges faced by persons with disabilities, including accessible shelters, communication, and services.
4. Engage local communities, including persons with disabilities, in developing and implementing climate adaptation projects that reflect their needs and enhance their resilience.
5. Invest in research to better understand the intersection of disability and climate change, gathering data to inform policies and programs that protect vulnerable populations.

SECTION FOUR: ORGANIZATIONAL DEVELOPMENT AND MANAGEMENT

Overview

As part of its organizational development SAFOD undertook a comprehensive review of its current strategic plan 2021-2025 also taking into consideration its operational and management Systems; human resources; financial management systems. Organizational development is also informed by SAFOD s mandate, vision and mission, articulated in section 2 above. These are elements that inform and determine what kind of an organization SAFOD should be in the future.

Minimum Capacity Requirements for SAFOD

Operational domain	Minimum capacity standards
Leadership & Governance	<ul style="list-style-type: none"> • A legal identity organization • Defined governance structure and decision-making system • Established leadership structure with clear accountability, authority and oversight responsibility
Human resource	<ul style="list-style-type: none"> • An effective and efficient human resources recruitment and management policies and systems • Existence and adequate personnel aligned to core functions • Existence of human resources capacity development strategies
Organizational Management system	<ul style="list-style-type: none"> • A functional secretariat • Functional information management system • A clearly defined structure with clear roles and responsibilities
Program management	<ul style="list-style-type: none"> • Existence of a strategic plan, M&E Plan, capacity development and resource mobilization strategies • Availability of relevant capacity for programmatic and technical support • Strategic partnerships and alliances
Financial management	<ul style="list-style-type: none"> • Financial management policies, regulations and procedures • A functional accounting system • Proper financial records keeping

Figure 5 illustrates the minimum organizational and programmatic development requirements necessary to ensure that SAFOD is effective and functional.

4.1 Regional Leadership and Governance

Since its registration in 1986, SAFOD has provided leadership and governance oversight for organizations of persons with disabilities (OPDs) and technical support such as training on resource mobilization and while each of the federation has assumed a unique role in the disability sector, the role of SAFOD as the lead regional umbrella organization has not diminished. However, leadership, governance and coordination of OPDs has increasingly become fragmented and weak. The representation of OPDs in national and regional policy and planning fora has weakened and their collective impact on advocacy strategies and influencing policies is compromised. During the implementation of this strategic plan SAFOD will work with national federations and other civil society organizations to strengthen the leadership and coordination of the disability sector, this will involve networking, information sharing, advance knowledge and capacity development joint planning and reviews, advocacy and communications. SAFOD will facilitate these during regional Disability roundtable forums, as well as General Assembly meetings and create a platform for strategizing on common issues and agenda.

4.1.1 Regional Executive Council (REC)

Through this strategic plan, SAFOD will review the structure and composition of the REC and align with the core functions. This means members will be expected to have some level of technical knowledge on disability issues. However, the strategy is not intended to make members “technical experts” or transform them into disability specialists. Capacity of the REC members will be developed using different strategies ranging from but not limited to leadership and governance training, orientation workshops, benchmarking visits. To ensure good governance the REC will develop regulations to govern their conduct and performance. The REC will hold management responsible for implementing this strategic plan and will require that management provides regular updates on progress at subsequent REC and other relevant stakeholder meetings throughout the years. The REC will consistently support management in mobilizing resources to implement the plan and provide the much-needed thought leadership and technical oversight in its execution. To ensure good governance the REC will develop regulations to govern their conduct and performance and a dashboard to track and measure performance that will include specific outputs.

Priority Actions

1. Review the TORs of the Regional executive council
2. Develop regulations to govern REC member 's conduct, inform REC procedures and set out performance indicators. The REC should consider developing an annual performance work plan.
3. Review and align the composition of the REC to core functions
4. Hold quarterly REC meetings.

4.2 The Secretariat

The Secretariat operates with a structured framework to ensure efficient coordination, implementation of programmes, and effective communication within the organization. The structure of SAFOD secretariat will be aligned to its core functions and programmes. The secretariat is intended to remain lean, efficient and effective. All staff positions will be performance-based. The structure typically includes the following key positions:

4.2.1 Director General: The Director General (DG) serves as the overall head of the Secretariat and Chief Executive of the organization, responsible for providing strategic leadership, overseeing operations, and representing SAFOD externally.

4.2.2 Programmes Department: Overseen by the **Director of Programmes** and the **Director of Strategy and Advocacy** who report to the DG, this department is responsible for designing, implementing, and monitoring SAFOD's programmes and projects. It includes programme managers, who report to the programme directors, the managers include:

- The Health and Legislation & justice Program Manager,
- Social Development Programme Manager,
- Inclusive Education Programme manager,
- Communication & Information Manager, which includes the monitoring and evaluation unit,
- Capacity Development Programme Manager

The programmes department also has officers who work on specific thematic areas such as Health & HIV/AIDS, children and youth, gender and economic empowerment and inclusive education, these officers report to the programme managers.

4.2.3 Finance and Administration Department: Led by the Director of Finance and Administration, who reports to the DG, this department handles financial management, budgeting, human resources, and administrative functions of the Secretariat. It ensures compliance with financial regulations and oversees the day-to-day operations of SAFOD. The finance and administration department includes the managers, who report to the programme directors, the managers include:

- Administration and Human Resource Manager
- Finance Manager

Under the managers there are officers who include the administration and finance officer and other support staff who play a crucial role in ensuring the smooth functioning of the secretariat and providing logistical support to different departments.

4.3 Internal Management Systems – Policies, Procedures and Practices

4.3.1 Policies: SAFOD has established comprehensive policies that guide its operations, such as financial management, resource mobilization, human resources, governance, and programme implementation. These policies ensure transparency, accountability, and adherence to best practices.

4.3.2 Procedures: SAFOD has well-defined procedures for various tasks and processes, including procurement, reporting, project implementation, and organizational governance. These procedures help streamline operations and ensure consistency in decision-making.

4.3.3 Practices: SAFOD implements best practices in organizational management, including regular monitoring and evaluation of programmes, stakeholder engagement, risk management, and strategic planning. These practices contribute to the organization's efficiency, effectiveness, and sustainability. By implementing robust internal management systems encompassing clear policies,

procedures, and best practices, SAFOD ensures transparent, accountable, and well-coordinated operations that support its mission of promoting the rights and inclusion of Persons with Disabilities in Southern Africa.

4.4 Human Resources Management Practices

4.4.1 Recruitment and Selection: SAFOD follows a rigorous recruitment process to ensure that qualified and diverse candidates are hired for various positions within the organization. This includes job postings, screening, interviews, and reference checks.

4.4.2 Training and Development: SAFOD invests in the continuous development of its staff through training programmes, workshops, and opportunities for further education. This helps employees enhance their skills, knowledge, and capabilities in serving Persons with Disabilities effectively.

4.4.3 Performance Management: SAFOD conducts regular performance reviews to evaluate staff members' performance, provide feedback, and set goals for improvement. This process helps in recognizing and rewarding high performers and addressing areas needing development.

4.4.4 Employee Well-being: SAFOD prioritizes the well-being of its employees by promoting work-life balance, providing a safe and supportive work environment, and offering benefits such as health insurance and wellness programmes. By fostering a culture of professionalism, inclusivity (diversity, equity and inclusion (DEI), and mutual respect, SAFOD's human resources management practices contribute to a motivated, skilled, and diverse team that is committed to advancing the rights and empowerment of Persons with Disabilities in Southern Africa.

4.5 Financial Management Systems

4.5.1 Budgeting: SAFOD develops annual budgets aligned with its strategic goals and objectives, ensuring financial resources are allocated efficiently and effectively.

4.5.2 Accounting: SAFOD maintains accurate and transparent financial records, regularly reconciles accounts, and follows international accounting standards to ensure financial accountability.

4.5.3 Reporting: SAFOD produces timely financial reports for stakeholders, donors, and regulatory bodies to provide transparency on its financial performance and use of funds.

4.5.4 Internal Controls: SAFOD has robust internal controls in place to prevent fraud, errors, and misuse of funds, including segregation of duties and regular audits.

Figure 7 below illustrates the proposed lean structure of the SAFOD secretariat with a staffing of approximately 27 people.

Figure 7 showing SAFOD organogram

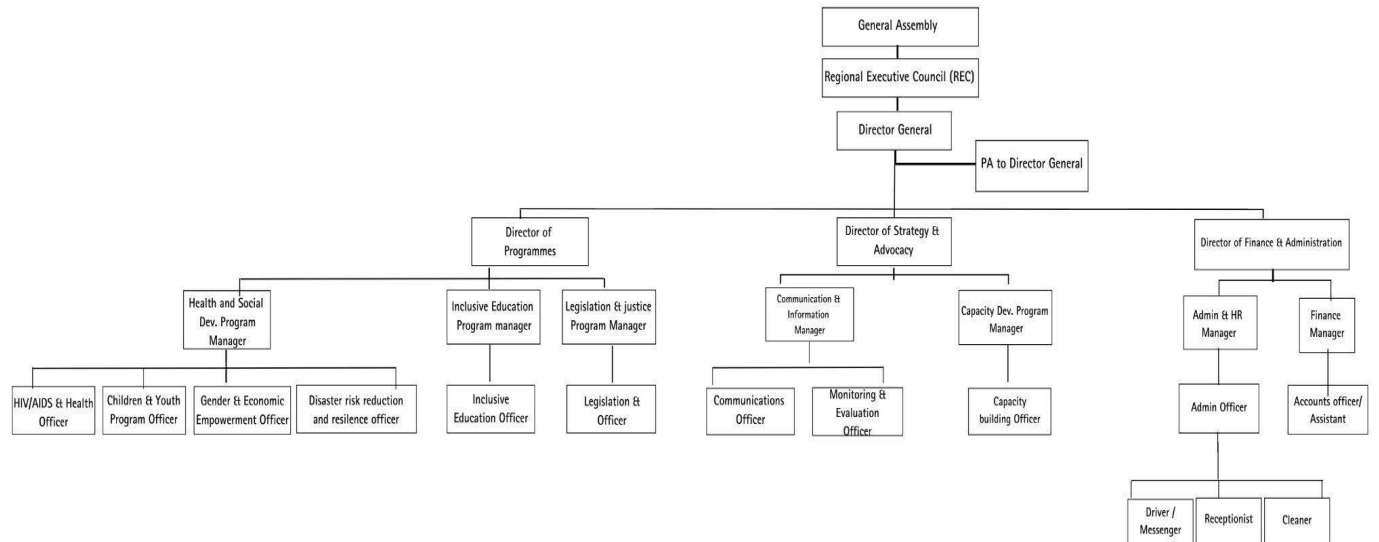


Figure 8: Section 5 SAFOD 2026-2030 STRATEGIC PLAN RESULTS FRAMEWORK

Strategic Objective	Key Activities	Performance Indicators	Means of Verification	Assumptions
Programme One: Southern Africa Capacity and Institutional Building Strategy (SA-CIBIS)				
To enhance the capacity, governance, and accountability of National Federations of Disabled Persons Organisations (NFDPOs), ensuring their long-term effectiveness and sustainability in advocating for and securing the implementation of policies and legislation that uphold and promote the human rights of Persons with Disabilities.	<p>Increase the capacity of the national federations to ensure their effectiveness and sustainability in promoting and securing implementation of policies and legislation that promote human rights for persons with disabilities.</p> <p>Review and update the OPDs capacity development strategy.</p> <p>Organize training workshops, especially in critical areas including resource mobilization, advocacy and communication, strategic information management – monitoring and evaluation skills, and governance and leadership.</p> <p>Establish and operationalize a mentorship programme.</p>	<p>16 NFDPOs with improved organisational policies and programmes.</p> <p>Promoting human rights of Persons with Disabilities;</p> <p>Increased capacity of NFDPOs in organisational development and resource mobilization, networking, partnership, policy development/implementation / monitoring / evaluation, advocacy and fundraising.</p>	<p>Review and analysis of revised organizational policies and program guidelines from each NFDPO.</p> <p>Independent evaluations comparing baseline and post-intervention organizational structures and procedures.</p> <p>Documentation of human rights campaigns and initiatives led by NFDPOs.</p> <p>Surveys and interviews with stakeholders, including PWDs, to measure perceived improvements in human rights.</p> <p>Records of participation in capacity-building workshops and training sessions.</p> <p>Evaluations of knowledge and skills gained by NFDPO staff.</p> <p>Documentation of funds and resources mobilized as a result of the training.</p>	<p>NFDPOs are committed to and actively participate in capacity-building initiatives.</p> <p>National policies remain supportive of human rights advocacy efforts.</p> <p>NFDPOs effectively apply the skills and knowledge gained from the capacity-building activities.</p>

		<p>Signed Memorandum of Understandings with NFDPOs, Development Partners and Governments in Southern Africa region.</p> <p>NFDPOs engagement with National Governments, Civil Society Organisations and Development Partners at national level.</p>	<p>Copies of all signed MoUs with relevant parties.</p> <p>Documentation of discussions and agreements leading to MoU signings.</p> <p>Detailed records of meetings, workshops, and collaborative events between NFDPOs and stakeholders.</p> <p>Letters, emails, and reports documenting interactions and collaborations.</p>	<p>Development partners and governments are open to formalizing partnerships through MoUs.</p> <p>National governments, CSOs, and development partners remain engaged and cooperative in the collaboration process.</p>
Strategic Objective	Key Activities	Performance Indicators	Means of Verification	Assumptions
Programme Two: Southern Africa Programme on Inclusive Policies, Legislation and Justice (SA-IPLJ)				
<p>To strengthen governance, administration (Secretariat and Affiliates) and deepen accountability to deliver quality impactful programmes</p>	<p>Engage the SADC Member States and lobby SADC Parliamentary Forum on reviewing or development of disability policies and legislation at national level.</p> <p>Engage and lobby for disability human rights frameworks in countries where frameworks are non-existent.</p>	<p>5 pieces of research studies undertaken some of them jointly with National Affiliates.</p> <p>Availability of information on related to disability and development in Southern Africa utilized for policy advocacy engagement.</p> <p>1 policy and legislation in each of the SAFOD member countries</p>	<p>Copies of the published research studies.</p> <p>Documents or agreements showing joint research efforts with National Affiliates.</p> <p>Documentation of advocacy efforts citing the information.</p> <p>Copies of policy briefs and materials that include the utilized information.</p> <p>Copies of enacted policies and legislation.</p>	<p>National Affiliates are committed to engaging in joint research initiatives.</p> <p>The data collected is current, accurate, and relevant for advocacy purposes.</p> <p>Governments are willing to integrate disability issues into national policies and legislation.</p>

		<p>incorporate issues of persons with disabilities.</p> <p>Government national development programmes mainstream issues of disability.</p> <p>UNCRPD and African Decade Continental Plan of Action utilized for policy, legislation and program development, implementation and monitoring.</p> <p>Increased awareness of SADC and its member States on the UNCRPD and the African Decade of Persons with disabilities and its Plan of Action.</p> <p>All SAFOD members increased capacity to monitor compliance to policy, programme and other related human rights frameworks.</p>	<p>Official records showing the inclusion of disability issues.</p> <p>Analysis of national development programme documents showing disability mainstreaming.</p> <p>Government reports detailing how disability issues are integrated into development programmes.</p> <p>Documentation showing the application of UNCRPD and the Plan of Action.</p> <p>Copies of laws and policies reflecting the use of these frameworks.</p> <p>Documentation of campaigns, workshops, and training sessions held.</p> <p>Pre- and post-awareness surveys conducted among SADC members.</p> <p>Records of training sessions and certificates awarded to SAFOD members.</p> <p>Documentation of compliance monitoring conducted by SAFOD members.</p>	<p>National governments are committed to mainstreaming disability issues across their programmes.</p> <p>Member countries recognize and adopt the UNCRPD and Plan of Action frameworks.</p> <p>SADC and its member states are interested and open to increasing awareness of these frameworks.</p> <p>SAFOD members actively participate in capacity-building activities.</p>
Strategic Objective	Key Activities	Performance Indicators	Means of Verification	Assumptions

Programme Three: Southern Africa Disability Research, Documentation & Learning Centre (SA-DRDLC)

<p>To generate and utilize knowledge, evidence and data from research studies and surveys for purposes of documentation, shared learning, disability programming, monitoring and evaluation</p>	<p>Initiate quantitative and qualitative research into all aspects of human rights in collaboration with SAFOD's National Affiliates, Governments, academic institutions and/or research institutions.</p>	<p>5 pieces of research studies undertaken.</p>	<p>Copies of completed and published research studies.</p>	<p>Adequate resources (financial, human, and technical) are available to undertake the research studies.</p>
	<p>Build and maintain an accessible online platform that houses research papers, case studies, best practices, and policy documents related to disability issues in Southern Africa.</p>	<p>1 regional disability conference organized every 2 years.</p>	<p>Documentation of research methodologies, data collection, and analysis processes.</p> <p>Documentation of conference proceedings, including agendas, attendance lists, and key outcomes.</p> <p>Evaluations and feedback from conference attendees.</p>	<p>There is strong participation and interest from stakeholders across the region.</p>
	<p>Utilize research findings to inform and support advocacy efforts, ensuring that policies and programs affecting persons with disabilities are grounded in robust, region-specific data.</p>	<p>Developed disability monitoring and evaluation framework.</p>	<p>The finalized and approved monitoring and evaluation framework document.</p> <p>Accompanying guidelines on how to implement the framework.</p>	<p>Key stakeholders support and are willing to adopt the framework.</p>
		<p>Established sub-regional programmes for quality and learning fora.</p>	<p>Records of established sub-regional programmes, including objectives, activities, and outcomes.</p> <p>Documentation from quality and learning forums, including participant lists and summaries.</p> <p>Completed evaluation reports of the SAFOD</p>	<p>Sub-regional entities are willing to collaborate and participate in these programmes.</p>

		<p>Evaluation reports of the SAFOD strategic plan.</p> <p>SAFOD Advocacy and Communication Strategy progress reports.</p> <p>Developed interactive web-based platform.</p> <p>Documented and disseminated SAFOD work on disability and development.</p>	<p>strategic plan, including findings and recommendations.</p> <p>Records of meetings held to discuss and review the evaluation findings.</p> <p>Regularly produced reports tracking the implementation and outcomes of the Advocacy and Communication Strategy.</p> <p>Copies of advocacy and communication materials developed and disseminated.</p> <p>Website analytics showing usage, engagement, and traffic data.</p> <p>Surveys or feedback forms from users assessing the platform's effectiveness.</p> <p>Copies of documented SAFOD work, including reports, articles, and case studies.</p> <p>Records of dissemination activities, including distribution lists and channels used.</p> <p>Documentation of SAFOD's partnerships, recognition, and collaboration as a regional knowledge hub.</p>	<p>The strategic plan is implemented as intended, providing sufficient data for evaluation.</p> <p>The Advocacy and Communication Strategy is consistently implemented over time.</p> <p>Adequate technical resources and expertise are available to develop and maintain the platform.</p> <p>SAFOD has access to effective dissemination channels to reach target audiences.</p>
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		SAFOD strengthened as a hub of knowledge, learning and sharing on disability and human rights in Southern Africa.	Logs of knowledge-sharing activities, including workshops, publications, and fora.	Ongoing investment in SAFOD's capacity to serve as a regional hub for knowledge and learning.
Strategic Objective	Key Activities	Performance Indicators	Means of Verification	Assumptions
Programme Four: Southern Africa Programme on Inclusive Access to Health Care Services (SA-PIAH CARE)				
To advocate for mainstreaming of disability related issues into health services and programs ensuring increased access to quality health services by Persons with Disabilities.	Advocate for Disability-Inclusive Health Policies by working with governments and stakeholders to develop and implement health policies that specifically address the needs of persons with disabilities, ensuring their rights to accessible and affordable healthcare.	study undertaken on Inclusive health programmes, policies and legislation in Southern Africa.	Completed and published study report on inclusive health programs, policies, and legislation.	Relevant stakeholders (government, health professionals, NGOs) are willing to contribute data and insights for the study.
	Support the modification of healthcare infrastructure, including physical accessibility, communication methods, and service delivery, to accommodate people with various disabilities.	Improved access to health services by Persons with Disabilities.	Documentation of the study's dissemination through reports, journals, or conferences.	
	Conduct training programs for healthcare professionals to raise awareness and improve their ability to provide inclusive, respectful, and effective care for patients with disabilities.	Established and implemented CBR programmes	Comparative surveys measuring access to health services by Persons with Disabilities before and after interventions. Data from health facilities showing the number of Persons with Disabilities accessing services. Documentation of established CBR programs, including objectives, activities, and outcomes. Reports assessing the implementation and	Adequate resources are allocated to improve physical and communication access in health facilities. Local communities and stakeholders actively support and participate in the implementation of CBR programs.

		<p>Number of health professionals sensitized and trained on inclusive health delivery.</p> <p>Policies and systems that enhance sexual and reproductive health and rights for girls and women with disabilities.</p>	<p>Impact of CBR programs on the community.</p> <p>Lists of health professionals who have completed sensitization and training programs. Pre- and post-training assessments to measure the knowledge and attitudes of health professionals.</p> <p>Copies of enacted policies and systems that explicitly address the sexual and reproductive health and rights of girls and women with disabilities.</p> <p>Documentation showing how these policies are being implemented at the health service level.</p>	<p>Health professionals are receptive to training and willing to apply inclusive health practices in their work.</p> <p>Governments and health authorities are committed to adopting and enforcing policies that prioritize the sexual and reproductive health rights of girls and women with disabilities.</p>
Strategic Objective	Key Activities	Performance Indicators	Means of Verification	Assumptions
Programme Five: Southern Africa Disability Economic Empowerment and Entrepreneurship Program (SA-DEEP)				
To actively influence strategies on economic	Develop partnerships with financial institutions to create accessible funding options such as microloans or grants,	Number of national policies, legislation and programmes	Copies of national policies, legislation, and program guidelines that include provisions for the socio-	Governments are committed to enacting and implementing policies that promote the socio-

<p>empowerment of persons with disabilities through initiatives that support inclusive national policies, legislative, poverty reduction strategies and other related national development plans and programmes</p>	<p>specifically tailored to entrepreneurs with disabilities.</p> <p>Offer specialized training programs, mentorship, and business development services to equip persons with disabilities with the skills and knowledge needed to start and grow their businesses.</p> <p>Work with governments and the private sector to implement and enforce policies that promote the employment of persons with disabilities including incentives for businesses to hire and support disabled employees.</p>	<p>promoting socio economic rights for Persons with Disabilities.</p> <p>Improved economic status of Persons with Disabilities in Southern Africa.</p> <p>Number of Persons with Disabilities engaged in economic activities.</p> <p>100 Persons with Disabilities in each of the SAFOD countries trained on small and medium enterprises (SME) by enabling innovative entrepreneurship.</p>	<p>economic rights of Persons with Disabilities.</p> <p>Official reports from relevant ministries or departments on the implementation and impact of these policies and programs.</p> <p>Comparative surveys measuring the income levels of Persons with Disabilities before and after program interventions.</p> <p>Data from national statistics offices showing changes in economic indicators for Persons with Disabilities.</p> <p>Surveys tracking the number of Persons with Disabilities participating in formal and informal economic activities.</p> <p>Records of businesses or economic ventures registered by Persons with Disabilities.</p> <p>Lists of participants who completed SME training programs.</p> <p>Assessments of participants' skills, knowledge, and subsequent entrepreneurial activities.</p>	<p>economic rights of Persons with Disabilities.</p> <p>The regional economic environment remains stable, enabling the economic empowerment of Persons with Disabilities.</p> <p>Persons with Disabilities have access to necessary resources and opportunities to engage in economic activities.</p> <p>The SME training programs are well-designed and effectively equip participants with the skills needed to start and manage businesses.</p>
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		<p>2% increase in the number of Persons with disabilities employed in each country.</p> <p>Number of employees (government and private sector) sensitized on employment of Persons with Disabilities in each country.</p>	<p>National labour force surveys or employment records tracking the employment rates of Persons with Disabilities.</p> <p>Reports from major employers on the hiring of Persons with Disabilities.</p> <p>Attendance records and materials from sensitization workshops and training sessions.</p> <p>Surveys assessing changes in attitudes and knowledge among employees regarding the employment of Persons with Disabilities.</p>	<p>Employers are open to hiring Persons with Disabilities and adapt their workplaces accordingly.</p> <p>Government and private sector employees are receptive to sensitization efforts and willing to implement inclusive employment practices.</p>
Strategic Objective	Key Activities	Performance Indicators	Means of Verification	Assumptions
Programme Six: Southern Africa Disability and Gender Mainstreaming Programme (SA-DGMP)				
To increase women with disabilities' awareness on their legal rights as provided in the different international gender based human rights instruments	Advocate for the integration of disability and gender considerations into national and regional policies, ensuring that the specific needs of women and girls with disabilities are addressed.	Increased women's awareness on their legal rights.	<p>Surveys conducted before and after awareness campaigns to measure women's knowledge of their legal rights.</p> <p>Documentation of participation in legal rights</p>	Legal rights information is presented in a manner that is easily understood and accessible to women across different literacy levels.

	<p>Implement campaigns to raise awareness about the intersectionality of disability and gender, targeting both policymakers and communities to reduce stigma and discrimination.</p> <p>Provide training and leadership opportunities for women with disabilities to empower them to participate in decision-making processes and advocate for their rights effectively.</p>	<p>Women take a more active role in preventing and responding to sexual and gender based violence.</p> <p>Women have more positive image and self-worth and ready to protect their rights.</p> <p>Women are more informed of Gender Based Violence service providers and ready to report GBV cases and seek other support services.</p>	<p>education sessions or workshops.</p> <p>Documentation of women's involvement in SGBV prevention and response activities, such as workshops, meetings, and advocacy campaigns.</p> <p>Records showing an increase in reports made by women or actions taken by women in response to SGBV cases.</p> <p>Periodic surveys or focus group discussions assessing women's self-esteem and self-perception.</p> <p>Collection of personal stories or testimonials from women who have taken action to protect their rights.</p> <p>Records from GBV service providers showing an increase in the number of women accessing their services.</p> <p>Increase in the number of calls or reports made to GBV hotlines or helplines by women.</p>	<p>There is community support and safe spaces for women to engage actively in SGBV prevention and response efforts.</p> <p>Women are in environments that encourage and reinforce positive self-worth and the protection of their rights.</p> <p>Women trust that reporting GBV cases and seeking services will be handled with confidentiality and without retaliation.</p> <p>There is sufficient community interest and</p>
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		Formation of grassroots community based GBV action groups established.	Documentation of the establishment of GBV action groups, including member lists, meeting minutes, and group charters. Regular reports detailing the activities, initiatives, and outcomes of these grassroots groups.	motivation to form and sustain these grassroots action groups.
Strategic Objective	Key Activities	Performance Indicators	Means of Verification	Assumptions
Programme Seven: Southern Africa Inclusive Education for Learners with Disabilities in Southern Africa Program (SAIEP)				
To strengthen the capacity of government and civil society organisations including DPOs to promote and ensure access to quality Inclusive Education by Learners with Disabilities.	<p>Develop and provide specialized training for educators on inclusive teaching methods and disability awareness along with the necessary resources to support diverse learning needs.</p> <p>Advocate for the adaptation of physical infrastructure, learning materials and communication methods to ensure that schools are fully accessible to students with various disabilities.</p> <p>Work with governments to enforce existing inclusive education policies and advocate for the development of new policies that support the full inclusion of learners with disabilities in all educational settings.</p>	<p>1 study undertaken on access to quality inclusive education.</p> <p>National reports generated by NFDPOs and other stakeholders on access to quality education by learners with disabilities.</p>	<p>Completed and published study report on access to quality inclusive education.</p> <p>Documentation of dissemination efforts, such as workshops, publications, or conferences where the study findings were shared.</p> <p>Copies of reports generated by NFDPOs and other stakeholders detailing access to quality education for learners with disabilities.</p> <p>Official documentation from government and non-governmental organizations reflecting the findings in the reports.</p>	<p>Schools, educational institutions, and relevant stakeholders provide necessary data and support for the study.</p> <p>Reliable data on learners with disabilities is available and accurately collected for the reports.</p>

		<p>Increase in the number of learners with disabilities accessing quality inclusive education.</p> <p>3 regional conferences on access to quality inclusive education organized.</p> <p>Number of teachers trained and sensitized.</p> <p>Documented best practices</p>	<p>Data from schools showing an increase in the enrolment of learners with disabilities.</p> <p>Statistics on attendance and completion rates among learners with disabilities.</p> <p>Documentation of the regional conferences, including agendas, participant lists, and key outcomes.</p> <p>Surveys or feedback forms from conference attendees assessing the effectiveness of the conferences.</p> <p>Attendance lists and certificates from training sessions for teachers on inclusive education.</p> <p>Evaluation reports showing the change in knowledge and skills of teachers before and after the training.</p> <p>Compiled reports or case studies documenting successful strategies and practices in inclusive education.</p> <p>Documentation of how these best practices were shared with stakeholders,</p>	<p>Schools adopt and implement inclusive policies and practices that support the education of learners with disabilities.</p> <p>Stakeholders across the region are willing to participate and engage in the conferences.</p> <p>Teachers are willing to participate in training and apply inclusive practices in their classrooms.</p> <p>Schools and educational stakeholders are open to documenting and sharing their successful practices for broader application.</p>
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			such as through workshops, publications, or online platforms.	
Strategic Objective	Key Activities	Performance Indicators	Means of Verification	Assumptions
Programme Eight: Southern Africa Development Programme for Children and Youth with Disabilities (SA-DCYD)				
Advocate for new, and strengthen existing, programmes that aim to enhance the rights of Children and Youth with Disabilities and enable them to lead full and active lives in their communities	<p>Advocate for and support initiatives that ensure children and youth with disabilities receive quality education and vocational training tailored to their needs.</p>	<p>2 studies undertaken.</p>	<p>Completed and published reports of the two studies focusing on relevant topics concerning children and youth with disabilities.</p>	<p>Researchers have access to the necessary data and stakeholder cooperation to conduct comprehensive studies.</p>
	<p>Strengthen access to specialized healthcare and rehabilitation services that address the physical, mental, and emotional well-being of children and youth with disabilities.</p> <p>Develop programs that empower young persons with disabilities to engage in leadership roles, participate in decision-making processes, and advocate for their rights within their communities.</p>	<p>Collaboration with stakeholders on children and youth programmes.</p>	<p>Documentation of how the studies were shared, such as through publications, conferences, or workshops. Signed Memoranda of Understanding (MOUs) or collaboration agreements between the organization and stakeholders, such as NGOs, government agencies, or community groups.</p> <p>Documentation of joint initiatives, programs, or projects carried out in collaboration with stakeholders, including meeting minutes and activity reports.</p> <p>Copies of national or local policies that explicitly include provisions for</p>	<p>Key stakeholders are willing to collaborate and actively engage in programs targeting children and youth with disabilities.</p>

		<p>Policies mainstreaming issues of children and youth with disabilities.</p> <p>Increased meaningful participation of disabled children and youth in decision-making</p>	<p>children and youth with disabilities.</p> <p>Reports from relevant authorities showing how these policies have been implemented and the impact they have had.</p> <p>Documentation of instances where disabled children and youth have been involved in decision-making processes, such as attending meetings, being part of advisory boards, or participating in consultations.</p> <p>Surveys, interviews, or feedback forms from disabled children and youth indicating their perception of their participation and its impact.</p>	<p>Governments and institutions are committed to integrating the needs of children and youth with disabilities into broader policy frameworks.</p> <p>Decision-making bodies are open and committed to creating spaces for the meaningful participation of children and youth with disabilities.</p>
Strategic Objective	Key Activities	Performance Indicators	Means of Verification	Assumptions
Programme Nine: Southern Africa Development Programme on Climate Change and Adaptation (SA-CCA)				
To ensure the full inclusion and protection of persons with disabilities in climate change policies, disaster preparedness, and response initiatives by advocating for disability-inclusive frameworks, developing accessible early warning systems,	Advocating for the inclusion of disability considerations in national and regional climate change policies, ensuring that adaptation plans address the specific needs of persons with disabilities.	<p>Number of national and regional climate change policies that include disability considerations.</p> <p>Number of advocacy campaigns or policy dialogues conducted to</p>	<p>Copies of revised or newly developed climate change policies and adaptation plans that include disability considerations.</p> <p>Reports or minutes from advocacy meetings, policy dialogues, and</p>	<p>Policymakers are receptive to including disability considerations in climate change policies.</p> <p>Advocacy efforts are supported by key stakeholders, including</p>

<p>fostering community-driven adaptation projects, and advancing research to inform evidence-based policies and programs.</p>		<p>promote disability inclusion in climate change policies.</p> <p>Number of policy documents or adaptation plans reviewed to incorporate disability perspectives.</p>	<p>consultations with policymakers.</p> <p>Feedback from disability organizations on the effectiveness of advocacy efforts.</p>	<p>government agencies and disability organizations.</p>
	<p>Develop and implement early warning systems that are accessible to all, including people with various disabilities, to ensure timely and inclusive disaster preparedness.</p>	<p>Number of early warning systems developed or modified to be accessible to persons with disabilities.</p>	<p>Documentation of early warning systems, including features that make them accessible to people with various disabilities.</p>	<p>There is sufficient technology and expertise available to develop accessible early warning systems.</p>
		<p>Percentage of persons with disabilities who report receiving early warning messages in a timely and accessible manner.</p>	<p>Surveys or interviews with persons with disabilities to assess the accessibility and effectiveness of early warning systems.</p>	<p>Emergency personnel are willing to undergo training on inclusive disaster preparedness.</p>
	<p>Ensure that emergency response and recovery plans consider the unique challenges faced by persons with disabilities, including accessible shelters, communication, and services.</p>	<p>Number of training sessions conducted for emergency personnel on inclusive disaster preparedness.</p>	<p>Training attendance records and post-training evaluation reports.</p> <p>Copies of emergency response and recovery plans highlighting disability-inclusive measures.</p>	<p>Emergency response teams and planners have the knowledge and resources to implement disability-inclusive measures.</p>
		<p>Number of emergency response and recovery plans that include specific provisions for persons with disabilities.</p>	<p>On-site assessments of shelter accessibility and availability of services tailored to the needs of persons with disabilities.</p>	<p>Emergency situations allow for the full execution of the planned inclusive measures.</p>
	<p>Engage local communities, including persons with disabilities, in developing and</p>		<p>Post-emergency reports and surveys from persons</p>	<p>Local communities, including persons with disabilities, are willing and</p>

	<p>implementing climate adaptation projects that reflect their needs and enhance their resilience.</p>	<p>Availability and accessibility of shelters, communication methods, and services for persons with disabilities during emergencies.</p>	<p>with disabilities and service providers.</p>	<p>able to participate in project planning and implementation.</p>
		<p>Feedback from persons with disabilities on the adequacy of emergency response and recovery efforts.</p>	<p>Meeting minutes, project plans, and participation records showing the involvement of persons with disabilities in adaptation projects.</p>	<p>There is adequate funding and support for inclusive adaptation projects that reflect the needs of all community members.</p>
		<p>Number of climate adaptation projects that involve active participation from persons with disabilities.</p>	<p>Feedback and evaluation reports from local communities, particularly persons with disabilities, on their participation and the project outcomes. Documentation of adaptation projects with components addressing the specific needs of persons with disabilities.</p>	<p>There is sufficient funding and expertise available to conduct thorough research on the intersection of disability and climate change.</p>
	<p>Invest in research to better understand the intersection of disability and climate change, gathering data to inform policies and programs that protect vulnerable populations.</p>	<p>Number of research studies conducted on the intersection of disability and climate change.</p> <p>Quality and depth of data gathered related to the vulnerabilities and needs of persons with disabilities in the context of climate change.</p>	<p>Published research studies, reports, and academic papers focused on disability and climate change.</p> <p>Research data sets, surveys, and analysis documents.</p>	<p>Policymakers and program developers are receptive to integrating research findings into policies and practices.</p>

		Utilization of research findings in policy and program development.	Policy documents and program plans that reference and incorporate findings from the research.	
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Figure 9: STRATEGIC PLAN 2026-2030 CONSOLIDATED BUDGET

DESCRIPTION	AMOUNT IN US\$					
	YR 1 (2026)	YR 2 (2027)	YR 3 (2028)	YR 4 (2029)	YR 5 (2030)	TOTAL
PROGRAM ONE - Southern Africa Capacity and Institutional Building Strategy (SA-CIBIS)	450,000	490,000	550,000	590,000	650,000	2,730,000
PROGRAM TWO - Southern Africa Program on Inclusive Policies, Legislation and Justice (SA-IPLJ)	670,000	720,000	780,000	850,000	930,000	3,950,000

PROGRAM THREE - Southern Africa Disability Research, Documentation & Learning Centre (SA-DRDLC)	420,000	220,000	225,000	235,000	260,000	1,360,000
PROGRAM FOUR - Southern Africa Program on Inclusive Access to Health Care Services (SA-PIAHCCARE)	220,000	225,000	240,000	250,000	280,000	1,215,000
PROGRAM FIVE - Southern Africa Disability Economic Empowerment and Entrepreneurship Program (SA-DEEEP)	480,000	360,000	380,000	390,000	395,000	2,005,000
PROGRAM SIX - Southern Africa Disability and Gender Mainstreaming Program (SA-DGMP)	215,000	220,000	235,000	250,000	275,000	1,195,000
PROGRAM SEVEN - Southern Africa Inclusive Education for Learners with Disabilities in Southern Africa Program (SA-IEP)	460,000	520,000	575,000	615,000	670,000	2,840,000
PROGRAM EIGHT - Southern Africa Development Program for Children and Youth with Disabilities (SADCYD)	310,000	330,000	360,000	390,000	420,000	1,810,000
PROGRAM NINE - Southern Africa Program on Inclusive Policies, Legislation and Justice (SA-IPLJ)	650,000	710,000	776,000	850,000	950,000	3,936,000

Organisation Administration Cost	250,000	280,000	300,000	320,000	350,000	1,500,000
Fixed Assets and Equipment	300,000	-	-	-	-	300,000
Personnel Cost	1,230,000	1,350,000	1,470,000	1,620,000	1,760,000	7,430,000
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TOTAL BUDGET	5,655,000	5,425,000	5,891,000	6,360,000	6,940,000	30,271,000
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