



African Disability Forum

Strategic Plan 2024 – 2028

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Message from ADF Chairperson

Over the past five years, the African Disability Forum (ADF) has experienced significant growth. Following the impact of COVID-19, we rallied our resources to begin implementing new projects and programs.

Our new Strategic Plan for 2024-2028 reflects the challenges and lessons from the previous plan, while also seizing new opportunities and addressing potential threats. The plan focuses on unifying and amplifying the voices of persons with disabilities, their families, and organizations across Africa, at national, regional, and international levels. It aims to enhance the capacity of disability organizations in Africa to advocate for the rights and inclusion of persons with disabilities and their families.

The Strategic Plan retains the Vision, Mission, and Core Values established previously, but consolidates the seven earlier Strategic Objectives into three main areas, without losing the core essence of our mission. Our focus for the next five years will be on inclusive advocacy, strengthening the capacity of Disabled Persons Organizations (DPOs) and ADF members, and empowering African children, youth, women, and girls with disabilities. The plan also includes a Monitoring and Evaluation framework to track our progress and achievements.

We are deeply grateful to our partners who have joined us in this journey and are committed to elevating ADF to new heights. Our thanks go to Sida, Save the Children, the University of Massachusetts, ZOA, Light for the World, Wellspring Foundation, Inclusion and Humanity, and DPOD.

We also acknowledge Blazing Consult for their facilitation and drafting of this plan, as well as the ADF staff and all others who contributed to its development.

Idriss Alzouma Maiga

Chairperson

ADF Executive Council

Acronyms

ADA	African Disability Alliance
ACRWC	African Charter on the Rights and Welfare of the Child
ADF	African Disability Forum
ADP	Protocol to the African Charter on Human and Peoples' Rights on the Rights of Persons with Disabilities in Africa (African Disability Protocol)
ADSN	African Down Syndrome Network
AFDB	African Union of the DeafBlind
AFUB	African Union of the Blind
ASCC	African Statistical Coordination Committee
AU	African Union
AUC	African Union Commission
AUD	African Union of the Deaf
AUDA	African Union Disability Architecture
AYWDN	African Youth with Disabilities Network
CAFOD	Central Africa Federation of Organizations of Persons with Disabilities
CBM	Christoffel Blinden Mission / Christian Blind Mission
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CRC	Convention on the Rights of the Child
CRPD	Convention on the Rights of Persons with Disabilities
CSO	Civil Society Organization
DIWA	Disabled Women in Africa
DPI	Disabled People's International
DPOD	Disabled People's Organizations Denmark
DRAF	Disability Rights Advocacy Fund
DRF	Disability Rights Fund
DRR	Disaster Risk Reduction
DSA	Department of Social Affairs
EAFOD	East African Federation of the Disabled
EC	Executive Council

EDF	European Disability Forum
GA	General Assembly
HI	Handicap International/Inclusion & Humanity
IDA	International Disability Alliance
IDDC	International Disability and Development Consortium
IGA	Income Generating Activities
IWG	Interim Working Group
LFTW	Light For the World
MoU	Memorandum of Understanding
NAFOD	North Africa Federation of Disability Organizations
NEPAD	New Partnership for Africa's Development
NGO	Non-Governmental Organization
NICT	New Information and Communication Technology
OAU	Organization of African Unity
OCA	Organizational Capacity Assessment
OPD	Organization of Persons with Disabilities
PAFOD	Pan African Federation of the Disabled
PANSTAT	Pan-African Statistical Training Centre
PANUSP	Pan African Network of People with Psychosocial Disabilities
PDF	Pacific Disability Forum
REC	Regional Economic Community
SAFOD	Southern Africa Federation of the Disabled
SDGs	Sustainable Development Goals
SP	Strategic Planning
SWOC	Strengths, Weakness, Opportunities & Challenges
TOR	Terms of Reference
ToT	Training of Trainers
UNCRC	United Nations Convention on the Rights of the Child
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
UNDESA	United Nations Department of Economic and Social Affairs
UNDP	United Nations Development Program
UNECA	United Nations Economic Commission for Africa
UPR	Universal Periodic Review

UNPRPD	United Nations Partnership for the Rights of Persons with Disabilities
VNR	Voluntary National Review (on SDGs implementation)
WAFOD	West Africa Federation of Organizations of Persons with Disabilities
WBU	World Blind Union
WFD	World Federation of the Deaf
WFDB	World Federation of the DeafBlind

1 Introduction

1.1 Disability in Africa

In 2021, approximately 1.3 billion people globally or 16 per cent of the population have disability, according to the latest data on disability published by the World Health Organization (WHO), compared to 15 per cent a decade ago. The increase is said to be due to population increase and more people with non-communicable diseases living longer.¹ About 80 per cent of the global population of persons with disabilities live in developing countries. The United Nations Convention on the Rights of Persons with Disabilities (CRPD) defines persons with disabilities as “...those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full participation in society on an equal basis with others.”² A recent analysis of survey data from a sample of countries in Sub-Saharan Africa highlighted the following key messages emerging from the analysis of the data on disability:

Box 1: Disability in Sub-Saharan Africa

- The most prevalent disabilities are impairments to mobility, concentration, and vision. Visual impairments are the most commonly reported disability type
- The prevalence of disability is higher in rural areas than in urban areas
- Women experience higher rates of disability than men. This may be due to pre-existing lack of equal protections and rights for women, the risks associated with pregnancy and childbirth, and women’s exposure to intimate partner violence.
- The likelihood that someone reports an impairment, generally increases as people age.
- Persons with disabilities have a lower level of educational attainment compared to their counterparts, as schools frequently lack resources to accommodate children with disabilities who then exit the formal education system.
- There are limited economic opportunities in the formal job market for persons with disabilities. Participation in the labour market is a major challenge for them. Primary barriers include discriminatory attitudes and lack of accommodation on the part of employers.

Source: World Bank Group” Poverty & Equity Notes, April 2021, Number 40

¹ World Health Organization, 2022. Global report on health equity of persons with disabilities. <https://www.who.int/teams/noncommunicable-diseases/sensory-functions-disability-and-rehabilitation/global-report-on-health-equity-for-persons-with-disabilities>

² United Nations Department of Economic and Social Affairs Disability (DESA). Convention on the Rights of Persons with Disabilities (CRPD) <https://www.un.org/development/desa/disabilities/convention-on-the-rights-of-persons-with-disabilities/convention-on-the-rights-of-persons-with-disabilities-2.html>

Civil society organizations on the African continent have been at the forefront of promoting the rights of persons with disabilities, and in implementing development programmes to respond to the needs of persons with disabilities that governments have not been able or willing to address. In most African countries, there are national organizations of persons with disabilities (OPDs) and national federations of OPDs. The African Disability Forum was established in 2014 in recognition of the need to amplify the voices of persons with disabilities through coordinated action across the African continent.

OPDs play a critical role in the provision of services and support to persons with disabilities in their respective countries, often providing services where governments have been unwilling or unable to do so. They have also been influential in getting African countries to ratify the United Nations Convention on the Rights of Persons with Disabilities and the Protocol to the African Charter on Human and People's Rights, making provision for the Rights of Persons with Disabilities in Africa (2018).

1.2 ADF Strategic Plan

The ADF Strategic Plan 2024-2028 is the second since the establishment of the African Disability Forum in 2014. It is informed by the experiences of ADF and its member organizations that have been operating under conditions made more challenging by the onset of the COVID-19 pandemic, and more recently, by the war in Ukraine.

In developing the strategic plan, the ADF Secretariat reflected on the achievements of ADF since 2018, the factors that enabled and hindered progress, and new and emerging issues and opportunities in ADF's environment.

In reviewing the 2018-2023 Strategic Plan, it became clear that the resources available to ADF were not commensurate with the scale and ambition of the plan. ADF therefore decided to have a strategic plan that is focused on a few critical objectives and priority actions that can be implemented over the five-year period. This will give ADF the opportunity to consolidate what it has achieved to date, and so build a firm foundation for the future. The focused strategic plan also gives ADF the opportunity to add new actions, as it gradually strengthens the organization.

2 African Disability Forum (ADF)

The African Disability Forum (ADF) is the continental membership organization of Disabled Persons' Organizations (OPDs) in Africa. Formally established in 2014, legally registered in 2017 in Ethiopia and re-registered in 2022, ADF seeks to strengthen and unify the representative voices of Africans with disabilities, their families, and organizations.

ADF is an independent, democratic organization, where representative Organization of Persons with Disabilities (OPDs) are the members and decision-makers. It currently has members from 46 African countries (National Federations of OPDs), 9 continental OPDs and 4 sub-regional OPDs. The organization has been implementing disability inclusive projects in various African countries.

The ADF governance structure is composed of 10-member Executive Council (with one non-voting power) and currently has three offices located in Ethiopia, Niger, and South Africa.

The organization engages, to mention few, in regional advocacy for inclusion of people with disabilities, members' organizational development and capacity-building activities and implementation of disability inclusive development projects/programmes

ADF works in partnership with all organizations that share the ADF objectives and promote the rights and inclusion of persons with disabilities in Africa. ADF is a full member of the International Disability Alliance (IDA) and it is recognized by the African Union Commission in a circular sent out to all member states of the African Union in 2018. More information about ADF can be found at www.africandisabilityforum.org.

2.1 ADF Governance and Management

2.1.1 General Assembly

The General Assembly is the highest authority of the ADF. It meets every four years and elects the members of the Executive Council. The General Assembly is chaired by the Chairperson of the Executive Council and is assisted by the Vice Chairperson.

The General Assembly is composed of:

- Two voting delegates (1 female, 1 male) from each ADF full member continental organization
- Two voting delegates (1 female, 1 male) from each ADF full member sub-regional OPD federation
- Four voting delegates (2 female, 2 male) elected by each of the five sub-regions (total 20 voting delegates)

2.1.2 Executive Council

The nine members of the Executive Council are elected by the General Assembly every four years, in accordance with the ADF Bylaws. The election of members of the Executive Council takes into consideration gender, type of disability, and regional representation.

The powers, functions and responsibilities of the Executive Council are set out in detail in the Executive Council Charter. The Chairperson of the Executive Council represents the Forum and chairs Executive Council meetings.

2.1.3 ADF Secretariat

Currently the ADF Secretariat is headed by an Executive Director who has overall responsibility for the day-to-day functioning of ADF, is composed of three units namely Finance & Operation, Programs, Advocacy & Communications. Annex B shows the existing organizational chart of the Secretariat and future open positions.

3 Situation analysis of ADF's External and Internal Environment

3.1 Challenges facing persons with disabilities

The issues identified in the ADF Strategic Plan 2018-2023 remain relevant.³ In many African countries, persons with disabilities and their families continue to face barriers to full participation and equal opportunities. **Stereotypes, and cultural beliefs and attitudes discriminate** against people with disabilities and exclude them from educational and economic opportunities. The burden of care for persons with disabilities falls on families, as care and support systems, as well as social protection systems in many African countries are weak.

Africans with disabilities are the poorest of the poor with little or no support from the government.

Often, **persons with disabilities are not consulted**, or consultations are limited, leading to policies and standards that do not reflect the needs of persons with disabilities.

Persons with disabilities in many African countries have **limited access to formal economic opportunities**. They and their families tend to access income through self-employment. Where they do have access to formal jobs, people with disabilities tend to earn less than their peers without disabilities. With the burden of care falling on families, persons with disabilities and their families find themselves in financially vulnerable situations.

Lack of access to mainstream services (health, social, education, transport etc) is a common problem for persons with disabilities in African countries. Lack of access to education opportunities severely limits the future prospects of children with disabilities to access employment and perpetuates the cycle of poverty.

Persons with disabilities are highly vulnerable in situations of **disasters, crises and conflicts**. They are often at greater risk than others in affected communities. However, the issue of disability is not given sufficient consideration in the disaster management and risk reduction strategies.

Health and rehabilitation services for persons with disabilities in African countries are in many instances, very limited in capital cities and non-existent outside capital cities. This includes access to assistive devices, rehabilitation services, and services related to sexual and reproductive health, maternal and child health, for persons with disabilities. The WHO

³ The consultative workshops and surveys conducted for the Strategic Plan 2018-2023 provided a wealth of information on the issues and challenges facing persons with disabilities in African countries, as well as the challenges faced by OPDs.

Global Report on health equity for persons with disabilities (2022) points to serious consequences of health inequities for persons with disabilities.

The COVID-19 pandemic is the most significant event in the global environment since the development of the 2018-2023 Strategic Plan. It has had far-reaching social and economic impacts on countries, with poor people and those in vulnerable situations disproportionately affected by the negative effects of the pandemic. **The COVID-19 pandemic has exacerbated the challenges experienced by persons with disabilities on the African continent.** Care and support systems for persons with disabilities have been weakened further by the pandemic, children with disabilities further excluded from access to education, and levels of extreme poverty in the least developed countries in Africa increased.⁴

3.2 Challenges and gaps

A capacity assessment of ADF⁵ and discussions with the ADF Secretariat identified challenges and areas where ADF could improve.

Human resources and operations: Although ADF was established in 2014, the ADF Secretariat only came into existence in 2017. In this sense, ADF is a young organization and detailed job descriptions, performance appraisal practices and standard pay scale have been absent. The capacity assessment also identified that the Secretariat has been struggling with limited number of human resources to execute its operations. ADF does not have dedicated personnel responsible for monitoring and evaluation, partnership and networking, membership affairs, fund raising/resource mobilization. The capacity building unit is still lacking human resources While this issue is now receiving attention, the organization structure and positions may need to be revised to ensure that they are 'fit for purpose' and support the implementation of the Strategic Plan.

Resources: ADF does not have sufficient resources to implement many of the activities that were identified in its first strategic plan. Although ADF has managed to secure funding from a handful of donors, most funding is earmarked for specific activities or projects in specific countries. ADF has not been able to secure predictable funding for its corporate operations. Earmarked project funding, while appreciated, tends to fragment ADF's portfolio and limits its ability to drive a coherent and strategic agenda. The economies of many African countries shrunk as a result of the COVID-19 pandemic and net ODA to Sub-Saharan Africa began to decline in 2021.⁶ OPDs have therefore been operating in severely

⁴ UNHCR and UNPRPD, May 2021. Socio-Economic Impact of COVID-19 on persons with disabilities documents case studies on the impact of the pandemic on persons with disabilities. <https://www.ohchr.org/en/covid-19-and-persons-disabilities>

⁵ Save the Children International conducted a capacity assessment of ADF, using its capacity assessment tool for civil society organizations in 2022.

⁶ World Bank data on OECD-DAC ODA shows a decline in net ODA to Sub-Saharan Africa from US\$66.89 billion to US\$62.29 billion. <https://data.worldbank.org/indicator/DT.ODA.ALLD.CD?locations=ZG> Although

constrained environments and not always able to pay membership fees or provide services. ADF needs to develop a guide on fundraising and resource mobilization strategy.

Communication and external relations: The capacity assessment identified ADF communication and external relations as an area in need of attention. ADF website is still under development. ADF needs also to establish a communications strategy for engaging or communicating with members, and external stakeholders, including donors and international organizations. Engagements tend to be ad hoc and not driven by ADF strategic priorities.

Monitoring, Evaluation, Accountability and Learning (MEAL): The first strategic plan included a comprehensive monitoring framework. ADF was not able to implement the framework, as it does not have the requisite capacities. There is no MEAL policy or plan, no resources allocated specifically for monitoring and evaluation activities, and no staff with specialised in MEAL. In addition to not monitoring progress with implementation of the strategic plan, ADF misses opportunities to identify good practices and lessons learned that could be shared with OPDs, and leverage success stories to mobilize additional resources.

Support for Organizational capacity building of ADF members: Reports indicate that ADF member OPDs are in need of organizational capacity support. ADF has tried to support some of its members through project implementation. However, due to resource constraints, ADF is finding it difficult to meet the capacity building support needs of its members. A membership development policy with clear priority actions should be part of this strategic plan.

3.3 Strengths and Opportunities

ADF has strengths that it can leverage to achieve its ambitions.

ADF has in-depth knowledge and expertise on disability issues. This expertise resides in the member organizations and in the ADF Secretariat. Increasingly, ADF is being acknowledged as an important Pan-African organization on disability issues, but it can do better to position itself as a knowledge organization and thought leader. **ADF has membership from 44 out of 55 African countries.** Even though ADF is not physically present in all 44 countries, it has access OPDs in these countries. There is potential to strengthen the network of OPDs across the African continent and in doing so, amplify the voices of persons with disabilities in Africa. ADF is one of the members of the International Disability Alliance and is the only member representing Africa in the alliance.

ADF has good relationships with the African Union and the United Nations system. These relationships can be nurtured further and leveraged to reinforce ADF's position as a key actor in the disability movement in Africa.

global ODA grew by 13.6 per cent in 2022, a large part of the increase is due to ODA to Ukraine (7.8 per cent of total ODA) OECD Summary of Preliminary Data, 12 April 2023

International and legal policy frameworks that enable ADF's work. The CRPD has been ratified, and this serves as a starting point for ADF advocacy for countries to implement the provisions of the CRPD. Several African countries now submit Voluntary National Review reports on the Sustainable Development Goals, and this represents an opportunity to include reporting on disability-related targets. The Protocol to the African Charter on Human and People's Rights on the Rights of Persons with Disabilities in Africa has been ratified by fifteen countries as of June 2024, and presents an opportunity for ADF to work with the African Union Department of Social Affairs to advocate for countries to ratify and domesticate together with and in collaboration with other organizations.

Interest to work with ADF: Various organizations and partners of ADF are now showing good interest to work with and collaborate with ADF on issues of mutual interest. Most are even showing commitment to contribute to enhance the organizational capacity and its development .

African private sector companies and philanthropic foundations present an opportunity to mobilize financial and in-kind resources. ADF has not sufficiently explored resource mobilization and partnership opportunities with African-owned or African-based private sector companies and philanthropic foundations. Private sector companies increasingly are looking for sustainable corporate social investment projects demanded by shareholders. It is acknowledged that several may have a 'charity approach' but can be educated to understand and support sustainable development. There is also opportunity to explore partnerships with non-traditional donors.

3.4 Weaknesses and threats

Monitoring, Evaluation, Accountability, Learning (MEAL): ADF currently lacks a robust MEAL framework, which is essential for assessing the effectiveness of programs and initiatives. Without this capacity, it becomes challenging to measure outcomes, identify areas for improvement, and demonstrate impact to stakeholders.

Communications: The organization does not have a dedicated communications strategy. This limits ADF's ability to effectively share its mission, successes, and needs with stakeholders, including potential partners and its members.

Partnerships and Networking: Without a strategic approach to building partnerships and networks, ADF may miss out on collaborative opportunities that could enhance its reach and impact. Strong partnerships can provide valuable resources, knowledge, and advocacy opportunities, but without a dedicated effort to forge these relationships, ADF may struggle to leverage external support.

Capacity Building: ADF lacks the capacity-building initiatives necessary to strengthen its internal skills and resources. This gap may hinder staff development, resulting in a workforce that is not fully equipped to address the challenges faced by the organization. In addition, ADF will be limited to address its members expectations.

Lack of Resource Mobilization Strategy: ADF does not currently have a comprehensive resource mobilization strategy in place. This absence poses a significant threat to its sustainability, as reliance on ad-hoc funding can lead to financial instability.

No Focal Point for Membership Fees follow up: The organization struggles collecting membership fees from its members, primarily because there is no designated focal point to manage and follow up on these fees. Without proactive engagement with members and clear communication, it is difficult to secure their commitment. Although minimal the income could be used as part of the core funding.

Dependence on Donor Funding: Some of ADF's activities are driven by donor priorities rather than its own strategic goals. This donor dependency can pose a threat, as it may limit ADF's ability to pursue its mission authentically and independently. Additionally, reliance on donor funding can result in fluctuations in resources, making long-term planning and sustainability challenging.

Decline in ODA to Africa: The trend of decreasing Official Development Assistance (ODA) to Africa presents a significant threat to organizations like ADF that rely on external funding to support their initiatives. Reduced ODA means fewer resources are available for programs aimed at addressing critical issues faced by communities, like persons with disabilities. This decline can limit ADF's ability to deliver impactful services, expand its reach, and sustain ongoing projects.

Charity Approach of Foundations: Many foundations often operate from a charity-based approach, which tends to focus on short-term relief and aid rather than fostering sustainable development. This mindset can undermine ADF's mission, as the organization may be pressured to conform to models that prioritize immediate assistance over long-term solutions. Such an approach can lead to dependency rather than empowerment, hindering efforts to build capacity and resilience within communities.

Insufficient Focus on Strengthening Institutional Capacities: The interventions provided by donors often fail to adequately address the institutional capacity needs of OPDs. Without a focus on building organizational capacity, such as improving governance, financial management, and program implementation, ADF may struggle to enhance its operational effectiveness and sustainability.

4 ADF Vision, mission and values

ADF retains the Vision, Mission and core values adopted in the previous strategic plan.

Vision

An inclusive Africa where all persons with disabilities and their families have their rights and voices respected and participate actively in the life of their communities and nations

Mission

To secure the rights and inclusion of all persons with disabilities in Africa, by building a stronger, more united and effective African disability movement and voice of persons with disabilities and their families

Values

- Full participation and accessibility in all spheres of life
- Rights-based approach to disability inclusive development
- Non-discrimination on the basis of disability, gender, age, race/ethnicity, religion or beliefs
- Diversity and inclusion of persons with all types of disabilities and under-represented groups
- Good governance and solidarity across the disability movement
- Equality between women and men in all aspects of life and within the disability movement
- Transparency and accountability
- Collaboration and partnerships with other organizations

5 Strategic objectives and priority actions

As part of the strategic planning process, ADF reviewed the strategic objectives of the Strategic Plan 2018-2023. The review concluded that the strategic objectives should be modified, to address the challenges and issues identified in the analysis of the internal and external environment.

ADF has formulated the three strategic objectives and 12 priority actions for implementation. These will be reviewed at the mid-term of the strategic plan and will be and revised accordingly. ADF has taken a deliberate decision to focus on a few actions in the first half term of the strategic planning cycle. ADF may expand its priority actions in the second term, depending on progress and the availability of resources.

Strategic Objective 1: Advocate for and promote the rights of persons with disabilities and their inclusion in development programmes to reduce poverty and mitigate the impacts of climate change, disasters and conflicts in Africa.

Priority actions

- 1.1 Support national OPD federations to track domestication and implementation of the Convention on the Rights of Persons with Disabilities and to advocate for ratification of the African Disability Protocol
- 1.2 Support national and regional OPD federations to advocate for mainstreaming disability in development plans and strategies in climate change actions and climate justice, emergency relief efforts and long-term reconstruction and rehabilitation initiatives, to ensure disability inclusive relief and development
- 1.3 Advocate with the African Union Commission and AU Department of Social Affairs to prioritise and collaborate on disability issues, ratification, and implementation of the African Disability Protocol
- 1.4 Support national OPD federations to advocate for inclusion of persons with disabilities in social services (health, education, transportation, economic empowerment/income generation programmes, social protection and other services and initiatives). In addition, in humanitarian responses for manmade and natural hazard and climate change.

Strategic Objective 2: Strengthen the institutional capacity of ADF and its members (continental, sub-regional and national OPD federations) to promote and advocate effectively for the rights and inclusion of persons with disabilities and their families.

Priority actions

- 2.1 Increase the institutional capacity of ADF to become more effective and influential and to include OPD federation membership from all African countries
- 2.2 Strengthen the organizational capacity of ADF member OPDs through training programmes, cross learning between OPD federations within Africa and from other regions, and through other capacity building initiatives
- 2.3 Develop and implement a partnership and resource mobilization strategy for ADF and a policy to regulate engagement with donors and ensure alignment between ADF priorities and donor priorities
- 2.4 Promote disability studies and research on persons with disabilities to generate disability-disaggregated data, and advise and collaborate on studies and research priorities/projects, and disseminate research findings for policy formulation, evidence-based advocacy, and other purposes

Strategic Objective 3: Empower African children, youth, women and girls with disabilities to promote respect, protection and fulfilment of their rights and inclusion, and to ensure equality between women and men within the African disability movement.

Priority actions

- 3.1 Develop a gender policy for ADF and support OPD member organizations to integrate gender equality into their constitutions and programming
- 3.2 Design and implement initiatives that focus on empowering youth and women with disabilities to foster their leadership skills in the African disability movement as role models
- 3.3 Promote the rights and inclusion of children with disabilities in compliance with the United Nations Convention on the Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child (ACRWC)
- 3.4 Promote women with disabilities to hold managerial and leadership positions in ADF and the national, sub-regional and continental OPDs in Africa at secretariat and board level.

6 Implementation and monitoring

ADF will prepare an annual work plan prior to the beginning of each financial year. The annual work plan will outline specific activities to implement the priority actions of the Strategic Plan, will include budget requirements, and persons responsible for implementation and reporting progress.

Annual work plans will be based on review of progress made in the previous year. ADF will review progress of the Strategic Plan annually with the Executive Council. There will be a mid-term review of the Strategic Plan, which will be inclusive, soliciting the views of OPD member organizations. The Strategic Plan will be updated following the mid-term review. ADF management will discuss progress at its management meetings on a monthly basis, and take actions needed to address implementation problems. ADF will have quarterly organizational performance review sessions/meetings with the Senior Management Team. Annual planning and bi-annual review meetings will be held with all the staff members.

The Strategic Plan includes a results framework that will serve as the basis for monitoring progress and assessing the results achieved. This will require ADF to invest in developing a functioning monitoring and evaluation system that includes the development of a monitoring and evaluation policy, appointment of monitoring and evaluation staff and training of ADF staff in fundamentals of monitoring and evaluation, and developing or sourcing IT systems for data collection. Baselines and targets will be established for the performance indicators in the first year of the Strategic Plan.

7 Results framework

Strategic Objective 1: Advocate for and promote the rights of persons with disabilities and their inclusion in development programmes to reduce poverty and mitigate the impacts of climate change, disasters and conflicts in Africa.			Timeline				
Priority actions	Results to be achieved by 2028	Key performance indicators	2024	2025	2026	2027	2028
1.1 Strengthen national OPD federations to track domestication and implementation of the Convention on the Rights of Persons with Disabilities and also to advocate for ratification of the African Disability Protocol (ADP)	1.1.1 CRPD implementation in African countries monitored and reported 1.1.2 ADP ratification and implementation in African countries monitored and reported	- Number of available official CRPD reports from African countries - Number of CRPD "shadow" reports from African civil society organizations - Number of countries that have signed and ratified the ADP - Number of available official ADP reports from African countries		X	X	X	X
1.2 Strengthen the capacity of national and regional OPD federations to advocate for	1.2.1 Governments and development partners (UN system and donors) increase	Percentage of income-generating projects/programmes targeting persons with	X	X	X	X	X

mainstreaming disability in development plans and strategies in climate change actions and climate justice, emergency relief efforts and long-term reconstruction and rehabilitation initiatives, to ensure disability inclusive relief and development	income generation opportunities for persons with disabilities 1.2.2 UN agencies involved in disaster preparedness and humanitarian action, and non-governmental relief agencies have mainstreamed disability in the DRR and humanitarian action policies/ strategies 1.2.3 Disability included in the global and regional climate change actions and in climate justice mechanisms	disabilities (disaggregated by gender and country) • Number of African countries providing social protection for persons with disabilities • Number of UN agencies and relief organizations that have mainstreamed disability in their policies and strategies • Number of OPDs sensitized in climate change action and climate justice. • Developed strategy on climate change action and climate justice. • Number of organized advocacy interventions at international and regional mechanisms and platforms					
1.3 Advocate with the African Union Commission and AU Department of Social Affairs to prioritise and	1.3.1 AU Commission and Department of Social Affairs embrace disability issues at	• Number of AU Commission and DSA meeting reports that make substantive reference to disability	X	X	X	X	X

collaborate on disability issues, ratification and implementation of the African Disability Protocol	conferences and special events	- Number and percentage of African countries with disability inclusive national development plans or strategies - Number and percentage of RECs with disability mainstreamed in plans or strategies					
1.4 Strengthen national OPD federations to advocate for inclusion of persons with disabilities in social services (health, education, transportation, economic empowerment/income generation programmes, social protection and other services and initiatives.	1.4.1 Social protection systems in African countries expanded to include persons with disabilities 1.4.2 Governments and development partners (UN system and donors) increase income generation opportunities for persons with disabilities	- Number of African countries that provide social protection for persons with disabilities - Percentage of income generation projects/programmes that target persons with disabilities (disaggregated by gender and country)	X	X	X	X	X

Strategic Objective 2: Strengthen the institutional capacity of ADF and its members (continental, sub-regional and national OPD federations) to	2024	2025	2026	2027	2028
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promote and advocate effectively for the rights and inclusion of persons with disabilities and their families.							
Priority actions	Results to be achieved by 2028	Key performance indicators					
2.1 Strengthen ADF institutional capacity to become more effective and influential and to include OPD federation membership from all African countries	2.1.1 ADF Secretariat structure filled with suitably skilled staff 2.1.2 OPD federations of all African countries join ADF	- Number of qualified staff recruited - Percentage of African countries with OPD federation members of ADF - Positive feedback from ADF partners about ADF role and contribution to disability agenda in Africa	X	X	X	X	X
2.2 Strengthen the organizational capacity of OPDs through training programmes, cross learning between OPD federations within Africa and from other regions, and through other capacity building initiatives	2.2.1 Communication strategy developed and implemented, including appointment of Communications personnel 2.2.2 ADF knowledge hub/platform established 2.2.3 Monitoring, Evaluation, Accountability and Learning system	- ADF strategic plan performance data collected and published in ADF annual report - Number of OPD members participating in knowledge sharing events with African counterparts - Number of OPD members participating in knowledge sharing events with counterparts in other regions	X	X	X	X	X

	developed and implemented Including appointment of a MEAL senior Officer (M&E policy, annual M&E plan, M&E Officer, baselines and targets established for strategic plan indicators)	• Number of OPD federations participating in regional or international events through ADF support • Number of new knowledge resources published on ADF website annually • Number of downloads of documents from knowledge platform					
2.3 Enhance partnership and collaboration with other stakeholders, develop and implement a partnership and resource mobilization strategy for ADF and a policy to regulate engagement with donors and ensure alignment between	2.3.1 Capacities of continental, sub-regional and national OPD federations enhanced in (a) resource mobilization (b) advocacy (c) leadership 2.3.2 Volume of resources and diversity of resource partners and financing models are increased	• Percentage of OPD federations at each level (continental, sub-regional, national) reporting increase in financial resources mobilized • Number of persons trained in advocacy (disaggregated by gender and level (continental, sub-regional, national))	X	X	X	X	X

ADF priorities and donor priorities	2.3.3 Increase in proportion of ADF income from own sources (e.g. membership fees, fees for services provided by ADF) 2.3.4 ADF Secretariat generates successful proposals	through ADF support/facilitation • Number of persons trained in leadership (disaggregated by gender and level (continental, sub-regional, national) through ADF support/facilitation • Number of cooperative agreements and Memoranda of Understanding signed and implemented with organizations and partners to collaborate on areas of mutual interest • Number of partnership and applications for funding opportunities (jointly and individually) applied to mobilize financial resources to carry out activities/projects • Volume of external financial resources and					
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		non-financial resources mobilized • Internal financial resources generated as a share of total ADF resources (percentage) • Number of non-traditional donors, including private sector and private foundations and volume of funds mobilized • Percentage of ADF-generated proposals that attract funding and/or in-kind resources					
2.4 Promote disability studies and research on persons with disabilities to generate disability-disaggregated data, and advise and collaborate on studies and research priorities/projects, and disseminate research findings for policy formulation, evidence-	2.4.1 OPD members have opportunities to learn from other OPDs in Africa and beyond	• Number of research projects to which ADF has contributed technical advice or collaboration • Number of ADF 'think pieces/op –eds published • Number of studies completed and disseminated		X	X	X	X

based advocacy, and other purposes							
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Strategic Objective 3: Empower African children, youth, women and girls with disabilities to promote respect, protection and fulfilment of their rights and inclusion, and to ensure equality between women and men within the African disability movement.			2024	2025	2026	2027	2028
Priority actions	Results to be achieved by 2028	Key performance indicators					
3.1 Develop a gender policy for ADF and support OPD member organizations to integrate gender equality into their constitutions and programming	3.1.1 Gender policy completed and implemented	- Number of OPD member organizations that have integrated gender equality in their constitutions - Percentage of women in senior positions in OPD member organizations	X	X			
3.2 Design and implement initiatives that focus on empowering youth and women with disabilities to foster their leadership skills in the African	3.2.1 Database established, populated, and maintained 3.2.2 Database is accessed widely by OPDs in Africa	- Number of women on database - Percentage of women on database serving as mentors or used to provide technical input to intersectional issues of gender and disability	X	X	X	X	X

disability movement as role models							
3.3 Promote the rights and inclusion of children with disabilities in compliance with the United Nations Convention on the Rights of the Child (UNCRC) and the African Charter on the Rights and Welfare of the Child (ACRWC)	3.3.1 Child rights programs implemented by ADF members/OPDs in their respective countries 3.3.2 Collaboration started with ACPF	• Number of initiatives empowering women • Number of initiatives empowering children and youth • Percentage of women and youth participants with enhanced leaderships skills • Number of projects implemented with ACPF • Number of ADF members and mainstream organizations trained on disability-inclusive child rights Advocacy	X	X	X	X	X
3.4 Promote women with disabilities to hold managerial and leadership positions in ADF and the national, sub-regional and continental OPDs in	3.4.1 women with disabilities recruited, promoted at leadership positions in ADF and OPDs in Africa	• Percentage of women in managerial positions (disaggregated by OPD and ADF)	X	X	X	X	X

Africa at secretariat and board level.							
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8 Assumptions and risks

ADF annual work plans will need to take a number of assumptions and risks into account.

Enabling environment assumptions

- Funding of ADF is adequate and predictable
- ADF organizational structure and culture are aligned with Strategic Plan
- ADF member organizations pay membership fees in full
- ADF member organizations have minimum capacity (staff and finance) to participate in ADF activities
- Executive Council members are committed to the Strategic Plan and actively support its implementation
- National governments and Regional Economic Communities are interested in strengthening their policies and programmes on disability and inclusion and involve OPDs
- Development partners (donors, international NGOs, United Nations agencies) are willing to support ADF's strategic direction
- Organizations interested in working on disability are willing and thrilled to work in collaboration and partnership with ADF.

Political risks

- Political and civil unrest in African countries will slow down, disrupt or cease implementation of ADF activities at country level
- Closing down of democratic and civic spaces in some countries can negatively impact on activities of OPDs and other civil society organizations

Organizational risks

- Turnover of staff may delay some of the projects implementation
- Financial constraints, inadequate allocation of resources and budget cut by donors affect the work of ADF at regional and country level

Health and environmental risks

- Health emergencies, natural disasters or disasters as a result of human behaviour might disrupt ADF activities and might divert limited ADF resources to respond to crises

Annex A: ADF Membership

Continental OPDs

- African Down Syndrome Network (ADSN)
- African Federation of the Deaf Blind (AFDB)
- African Union of the Deaf (AUD)
- Africa Union of the Blind (AFUB)
- African Youth with Disabilities Network (AYWDN)
- Disabled Women in Africa (DIWA)
- Inclusion Africa (IA)
- Pan African Federation of the Disabled (PAFOD)
- Pan African Network of People with Psychosocial Disabilities (PANPPD)

Sub-Regional OPD Federations

- Eastern Africa Federation of the Disabled (EAFOD)
- Central Africa Federation of Persons with Disabilities (CAFOD)
- Southern Africa Federation of the Disabled (SAFOD)
- West Africa Federation of Persons with Disabilities (WAFOD)

National OPD Federations/Networks

- Algeria – Fédération Nationale Algérienne des Personnes Handicapées (FNAPH)
- Angola – Associação Nacional de Deficientes Angolanos (ANDA)
- Benin – Fédération des Associations des Personnes Handicapées du Bénin (FAPHB)
- Botswana – Botswana Federation of the Disabled (BOFOD)
- Burkina Faso – Fédération Burkinabé des Associations des Personnes Handicapées (FEBAH)
- Burundi – Union des Personnes Handicapées du Burundi
- Cameroon – Plateforme Inclusive Society for Persons with Disabilities
- Central Africa - Organisation Nationale des Associations des Personnes Handicapées (ONAPHA)
- Congo Brazzaville – Union Nationale des Associations des Personnes Handicapées du Congo (UNHACO)
- Congo Kinshasa (RDC) – Fédération National des Association des Personnes Vivant avec le Handicap du Congo (FENAPHACO)
- Cap Verde - Federação Caboverdiana de Associações de Pessoas com Deficiência (FECAD)
- Comoros - Federation of Associations of People with Disabilities in the Comoros (FAHAC)
- Equatorial Guinea – ASONAMI- National Association of People with Disabilities
- Ethiopia – Federation of Ethiopian Associations of Persons with Disabilities (FEAPD)

- Gabon – Fédération Nationale des Associations des Personnes Handicapées du Gabon (FNAPHG)
- Gambia – Gambia Federation of the Disabled (GFD)
- Ghana – Ghana Federation of the Disabled Organizations (GFDO)
- Guinea Conakry – Fédération Guinéen des Associations de/pour les personnes handicapées (FEGUIPAH)
- Guinea Bissaw -Fédération des Associations de Défense et Promotion des Droits de Personnes Handicapées de la Guinée-Bissau
- Ivory Coast – Confédération des Organisations des Personnes Handicapées de Cote d’Ivoire (COPHCI)
- Kenya – United Disabled Persons of Kenya (UDPK)
- Lesotho – Lesotho National Federation of Organizations of the Disabled (LNFOD)
- Liberia - National Union of the Organizations of the Disabled (NUOD)
- Madagascar - Plateforme des Federations des Personnes Handicapées de Madagascar (PFPH-MAD)
- Malawi – Federation of Disability Organizations of Malawi (FEDOMA)
- Mali – Fédération Malienne des Associations de Personnes Handicapées (FEMAPH)
- Mauritania – Fédération Mauritanienne des Associations Nationales de Personnes Handicapées (FEMANPH)
- Mauritius – Mauritius Federation of Disabled Persons Organizations (MFPDO)
- Mozambique – Mozambique Federation of the Disabled (FAMOD)
- Namibia – National Federation of People with Disabilities in Namibia(NFPDN)
- Niger – Fédération Nigérienne des Personnes Handicapées (FNPH)
- Nigeria – Joint National Association of Persons with Disability (JONAPWD)
- Rwanda – National Union of Disability Organizations of Rwanda (NUDOR)
- Sao Tome – Associação dos Deficientes de SaoTomé e Príncipe (ADSTP)
- Senegal – Fédération Sénégalaise des Associations de Personnes Handicapées (FSAPH)
- Seychelles - Seychelles National Council for Persons with Disabilities (SNCPD)
- Sierra Leone – Sierra Leone Union on Disability Issues (SLUDI)
- Somalia – Somali Disability Network (SDN)
- South Africa - Disabled People South Africa (DPSA)
- South Sudan – South Sudan Union of Persons with Disabilities (SSUPD)
- Swaziland / Eswatini - Federation Organization of the Disabled People in Swaziland (FODSWA)
- Tanzania – Tanzania Federation of Disabled Peoples Organizations (SHIVYAWATA)
- Tchad - Union Nationale des Associations des Personnes Handicapées du Tchad (UNAPHT)
- Togo – Fédération Togolaise des Personnes Handicapées (FETAPH)
- Uganda – National Union of Disabled Persons of Uganda (NUDIPU)
- Zambia – Zambia Federation of the Disabled (ZAFOD)
- Zanzibar - Zanzibar Federation of Disabled People Organisations (SHIJUWAZA)
- Zimbabwe – Federation of Organization of Disabled People (FODPZ)

Associate Members

- Albinism Society of South Africa
- Consortium of African Diasporas in the United States for the Social and Economic Inclusion of People with Disabilities (CADUS)
- Ethiopian National Disability Action Network (ENDAN)
- National Paralympics Committee of Congo Brazzaville
- Universal Design Africa

Annex B: ADF Organization structure

