



# UNAPD STRATEGIC PLAN 2018 - 2022

REVISED AUGUST 2020

BOARD AND MANAGEMENT  
UNAPD



## FOREWORD



Uganda National Action on Physical Disability (UNAPD) was founded in 1998 as an autonomous umbrella body composed of individual Persons with Physical Disabilities (PWPDs) and their District Associations in Uganda. The main aim of forming UNAPD was to forge unity among PWPDs, advocate for their rights, fight their marginalization, educate them on their rights and ensure they are represented at all levels and uplift their standard of living.

Ultimately UNAPD visualizes *“a society where persons with physical disabilities live with dignity”*. The mission of UNAPD is *“to advance member efforts in removing barriers that prevent persons with physical disabilities from enjoying rights through advocacy, capacity building and networking”*.

To achieve our purpose, since the founding of UNAPD, we have undertaken a series of policy and structural transformations in response to the reality of our member’s existence and needs. All our programmes have been implemented through well thought and inclusively developed strategic and annual work plans. This revised 2018 – 2022 strategic plan is the fourth in a series of strategic plans that have shaped the organisation and its work. Over the years, UNAPD’s work has evolved from focusing on short term projects to long term programmes. This revised strategic plan too continues to pursue a programmatic approach to UNAPD’s work focusing on advocacy, networking and partnership building, inclusive education, economic empowerment, inclusive design/accessibility as well as institutional and membership development.

Significant achievements of UNAPD over the last five years have included: being an active member of the disability movement in Uganda as well as an effective voice articulating issues of PWPDs within the public domain. In regards to policy formulation, UNAPD actively took the lead in the formulation of Accessibility standards and advocated for their adoption in the Building Control Act 2013 and is currently at the centre of ensuring that the standards are enforced.

This revised plan is therefore rooted in a comprehensive analysis of the realities of the disability movement in Uganda and in consultation of its membership in all the four regions of the country. A broad review of key available literature further enriched the consultation and formulation process. Through the above processes, UNAPD’s relevance role, structures and priorities were reaffirmed, clarified and are consolidated in this revised 5-year Strategic Plan (2018– 2022).

Arthur Blick Snr  
**Chairperson, UNAPD Board of Directors**

## ACKNOWLEDGEMENT



In 2017, through a consultative process, UNAPD developed a new 5 year strategic plan(2018-2022) which has since 2018 been used by the organization as a guide in delivering services closer to the membership in fulfillment of her mandate. However, during the organization assessment of 2019, the review of the strategic plan was not an exception. The review of the strategic plan enabled UNAPD to clarify and strengthen her strategic direction in the fulfillment of her mandate. In mid-2019, UNAPD Board, Staff and membership embarked on the

review of the strategic plan to assess its strengths, weakness alongside with the organization assessment with the support of our development partners. It's at this optune time to inform the partners, membership and stakeholders of the revised UNAPD Strategic Plan (2018-2022) which is more focused to respond to the practical needs of persons with physical disabilities (PWPDs). The Revised Strategic Plan also clearly clarifies the role of UNAPD at secretariat and her membership at local level in the execution of their mandate to realize the aim and objectives of the plan.

Our agenda for the remaining period of the plan is informed by the National Vision 2040, Global Sustainable Development Goals, UNCRPD and the related national and local policy frameworks which are in the interest of PWPDs in Uganda. Such frameworks creates a favorable environment for supporting UNAPD's advocacy work and her membership in the realization of the main aim of the plan, i.e. shifting from a project based to program based approach and key objectives of each thematic areas such as institutional strengthening, membership empowerment, physical accessibility, inclusive education, disability sports, inclusive health, livelihoods for PWPDs, among others.

Special thanks extended to Wellspring Philanthropic Fund for supporting this intervention and CBLI for leading UNAPD through this process of the review. Also to the Board, membership and UNAPD secretariat for working tirelessly hard to ensure that UNAPD participatively finalizes this task. Lastly, to call upon our existing development partners, stakeholders and new partners to support UNAPD to realize the aim and objectives of this strategic plan. In UNAPD, we believe in walking the talk that to responds to our slogan of "**Against All Barriers**"

*For God and My Country*

A handwritten signature in blue ink, appearing to be 'M. Apollo', written in a cursive style.

Mukasa Apollo  
Executive Directo

## ACRONYMS AND ABBREVIATIONS

BEEM	Build Eliminate Exploit and Mitigate
BOD	Board of Directors
CSO	Civil Society Organisation
DA	District Association
DHF	Danish Handicap Forbund
DPOs	Disabled People’s Organisations
DRF	Disability Rights Fund
EC	Executive Committee
GA	General Assembly
GNI	Gross National Income
M&E	Monitoring and Evaluation
NGO	Non-Governmental Organisation
NUDIPU	National Union of Disabled Persons of Uganda
PWD	Persons with Disability
PWPD	Persons with Physical Disability
RSP	Reviewed Strategic Plan
SDGs	Sustainable Development Goals
SP	Strategic Plan
SWOT	Strengths Weaknesses Opportunities and Threats
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
UNAPD	Uganda National Action on Physical Disability



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## 1.0 INTRODUCTION

### 1.1 Background

**T**he Uganda National Action on Physical Disability (UNAPD) has developed this revised strategic plan on the back of the lessons learned during the first two years of implementation of the Strategic Plan 2018–2022, in order to strengthen UNAPD’s programming impact in the remaining two years of the Strategic Plan.

At the mid-point of the implementation cycle, in line with global best practice, we determined that there was credible need to step back and take stock of our overall progress, achieved or forfeited, in light of internal and external contextual changes and lessons learned.

We comprehensively reassessed suitability and precision of the original Strategic Plan in guiding our work at the country level and beyond as well as in optimising the approaches to achieve the desired outcomes of the plan. We interrogated what worked in terms of the efficiency and effectiveness of people, systems and processes we used. This highlighted the critical path and actions required to sustain successful implementation of the strategic plan.

We have placed significant emphasis on maintaining a very strong alignment of our organizational mandate and strategic intent to the relevant national and international instruments as well as the Sustainable Development Goals (SDGs). As a result, the 2018-2022 Revised Strategic Plan (RSP) provides the most coherent and technically sound foundation for UNAPD to precipitate successful change processes and impact as a change agent nested within multiple contexts and ecosystems.

One of the key considerations that articulates our strategic intent as an apex body, is the determination to fully evolve into a fit-for-purpose umbrella organisation. UNAPD is deliberately focused on strategic, national-level activities whose lower-level operations are implemented by and through its members, supported by UNAPD secretariat. This plan significantly amplifies existing efforts to better engage members in achieving our vision for a dignified life for all PWPDS.

In terms of the content and focus of our work, the RSP shares much in common with UNAPD’s previous strategy. However, in each of UNAPD’s strategic directions, the Revised Strategic Plan clearly articulates a compelling alignment of all our activities with refined thematic objectives and result areas, underscored by the shift from a project-based to a program-based outlook.

In addition, the RSP outlines a number of key strategic shifts to deliver on our vision and mission. These include:

- Greater clarity of our identity, primary beneficiaries and strategic focus areas
- Deepened analysis to integrate forward and backward linkages throughout our work approaches, results framework and theory of change.



- Strengthening the capacity of our members to organise, mobilise and take action.
- Engendering a more accountable, effective and innovative membership
- Increased appreciation for our responsibility to advance equality and equity for PWPDP's in emergency and humanitarian responses.
- Increased focus on resource sustainability particularly through mobilization of diversified streams of institutional and programmatic funding.
- Strengthening the operational competencies at UNAPD secretariat

This Revised Strategic Plan (RSP) gives a brief on the context of UNAPD and the situation of PWPDPs in Uganda and also relays choices and positions that we have taken in terms of our vision, mission, values, strategic focus areas, strategic objectives and key result areas as we look towards accomplishing our aspirations for the period 2018-2022.

In this regard, our interventions targeting PWPDPs, in the next two years will generally focus on physical accessibility, livelihoods, education, health and disability sports.

This plan recognises that we require a strong network of partners, allies and volunteers to achieve our goals. It also acknowledges the central role played by Government of Uganda and the need for us to overlay the national frameworks and plans around PWPDPs and human rights systems.

Over the final implementation period, we shall dedicate resources to consolidate and strengthen our institutional capabilities, enhance our leadership profile at both secretariat and BOD levels as well as expand our fundraising and resource mobilisation.

## 1.2 Highlights from previous programming:

UNAPD is positioned as a champion to amplify their voices and make sure that Uganda, and indeed the world, provides appropriate responses. Some of the notable issues arising from the internal organisational performance assessment covering the last three years (2018, 2019 & 2020) offer useful input to guide the prioritisation of UNAPD's thematic focus areas.

### **UNAPD realized several achievements. Among these are;**

- UNAPD has worked with other partners and the Ministry of Education and Sports towards the completion of the National Inclusive Education Policy. At grassroots level, UNAPD has effectively advocated for inclusive education of CWDs in 8 districts of Uganda. This effort has resulted in to enrolment and retention of 1,412 CWDs.
- The prototype accessible latrine for CWDs in schools that UNAPD, in partnership with stakeholders in education and construction industry, co-created in 2015, is currently being used as a reference point for stakeholders in inclusive education sector in Kampala. UNAPD also developed a cost analysis tool for constructing an accessible facility for PWDs.

- As a strategy of improving the household income of PWDs, UNAPD has mobilized, formed and empowered PWDs with livelihood skills, 38 Village Savings and Loan Association (VSLA) groups in 8 districts. We have also worked closely with several poverty alleviation/reduction programs in 12 districts of Uganda, enabling close to 800 individual PWDs to improve their income levels and be able to access basic necessities of life.
- UNAPD provided leadership to other Disabled People's Organisations (DPOs) and stakeholders to successfully advocate for inclusion of Accessibility Standards developed by UNAPD into the Building Control Act 2013. We continue to follow its enforcement.
- UNAPD's Inclusive Budget Advocacy in Hoima and Soroti has so far resulted into increased inclusion of PWDs agenda in local government's planning and budgeting cycles.
- UNAPD's consistent promotion of disability sports among PWDs as a tool for empowerment and rehabilitation in Busia, Nebbi, Mubende and Kampala districts has proved to be a practical platform for exposure and talent identification. e.g. in 2017, David Emong a PWD won gold medal in World Para Athletics Championship in London.

**Lessons learnt:** The following are UNAPD's learnings: -

- There is a need to reevaluate the assumptions about who the real UNAPD members are and have a defined definition of the membership and how they can participate in UNAPD's programs.
- There is a strong opportunity to increase awareness on rights of PWDs through collaboration with local associations and Networks at local, national and regional levels.
- The organisational and strategic plan review processes provided practical opportunities for staff, board & membership to re-discover UNAPD's mandate.
- A poorly developed strategic plan can lead to under-performance of an organization
- Improved livelihood is an important factor in a household of PWDs if such persons are to have the basic necessities of life.
- Couples without disability face massive challenges, and require substantial assistance, to raise a child with disability
- It is important to blend advocacy with service delivery.
- Accidents in Uganda are contributing significantly to the prevalence of physical disability.

**Key challenges encountered from previous programming:**

- Inadequate political will towards implementation of disability friendly legal frameworks
- The splitting of districts divides membership and affects implementation of activities
- Inadequate policies and systems
- Unforeseen catastrophes such as land falls, floods and covid-19 affected implementation of planned interventions
- Limited number of staff and staff capacity due to inadequate resources

- Limited sources of funding to implement activities for planned results
- The diversity of physical disability

## 2.0 OUR CONTEXT

### 2.1 Internal Context Analysis (SWOT-BEEM Analysis)

In order for UNAPD to operate from a position of informed strategy, maximize its effectiveness and deploy the full value of its resources towards fulfilling its vision and mission, it needs to get a quick overview of its existing position through a SWOT analysis of **Strengths** – advantages UNAPD has that give it an edge toward fulfilling its mission, **Weaknesses** – those factors that compromise organisational gains, **Opportunities** – accessible possibilities to advance organisational goals and **Threats** – risks to the organisation that must be mitigated.

The analysis goes further to recommend relevant action points to the SWOT based on the “BEEM” approach – Build, Eliminate, Exploit and Mitigate. The RSP has taken into account the findings of our SWOT and addressed the most critical issues. **For ease of reference our SWOT /BEEM is located in the annex.**

#### 2.1.1 Implications of the SWOT analysis

UNAPD has major advantages as a key actor within the disability movement. We shall build our strengths, work to eliminate the identified shortcomings, harness the opportunities identified while building mechanisms to mitigate the threats and minimise the risks. All this requires that we focus on organisational and institutional growth and sustainability as a priority.

### 2.2 External Context – National

#### 2.2.1 Political Gauge

Uganda is heading into elections in February 2021. Past elections have demonstrated that elections in Uganda can be extremely violent. Inflation is also expected when resources are diverted for elections. Political participation and representation of PWDs is mainstreamed into all national political processes. PWDs are now free to participate in elective processes at all levels. Currently there are five MPs directly elected through the disability movement to represent PWDs. Also, there are three MPs who are PWDs but elected through mainstream electoral processes.

However, in spite of the above conducive environment, it is noteworthy that PWPDs participation in political processes is still low. There are few PWPDs actively and effectively involved in political arena at local and national levels. The voices carrying the PWPDs agenda need to be strengthened quantitatively and qualitatively in order to make strong articulation of PWPDP’s interests.

## 2.2.2 Economic Gauge

In October 2019, Uganda's economic structure was significantly changing following a rebasing of the national accounts, pushing Gross Domestic Product (GDP) to an all-time high of 34.39 USD Billion. Uganda has substantial natural resources, including fertile soils, regular rainfall, substantial reserves of recoverable oil, and small deposits of copper, gold, and other minerals. Agriculture is one of the most important sectors of the economy, employing 72% of work force.

Uganda has a small industrial sector that is dependent on imported inputs such as refined oil and heavy equipment. Overall, productivity is hampered by a number of supply-side constraints, including insufficient infrastructure, lack of modern technology in agriculture, and corruption<sup>1</sup>.

While about 700,000 young people reach working age every year in Uganda, only 75,000 jobs are created per year. This leaves more than 70% of Ugandans employed in agriculture, mainly on a subsistence basis. An average of one million young people is expected to reach working age between 2030-2040<sup>2</sup>.

Uganda's budget is dominated by energy and road infrastructure spending, while Uganda relies on donor support for long-term drivers of growth, including agriculture, health, and education<sup>3</sup>.

Regional instability, and broader global trade uncertainty could further undermine exports and affect growth with dire implications for debt sustainability and the current account.

The COVID-19 pandemic has had massive negative effects on the manufacturing sector's productivity and output, causing massive repatriation of Foreign Direct Investments, constricted the trade volumes of both imports and exports as well as remittances from the diaspora and decimated the tourism sector. Tax collections are expected to fall way below the previous estimates for the last 3 quarters of 2020.

PWPDs are still placed at the margins of the economy. They are still within the most vulnerable categories of the population, still lack access to formal employment and other opportunities. Over 80% of graduate PWPDs struggle to find a job for longer periods than non-disabled counterparts, this is coupled with rampant nationwide negative attitudes towards employment of even well-educated and qualified PWPDs.

In addition, a greater number of PWPDs suffer the effects of not having gone to school and as a result are relegated to the informal sector where they suffer from abject poverty especially in

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<sup>1</sup> [https://theodora.com/wfbcurrent/uganda/uganda\\_economy.html](https://theodora.com/wfbcurrent/uganda/uganda_economy.html)

<sup>2</sup> <https://www.worldbank.org/en/country/uganda/overview>

<sup>3</sup> [https://theodora.com/wfbcurrent/uganda/uganda\\_economy.html](https://theodora.com/wfbcurrent/uganda/uganda_economy.html)

the rural areas. Society's negative attitude towards PWPDP still generally relegates PWPDPs to the rudimentary, often degrading and least paying, jobs.

### **2.2.3 Social and cultural Gauge**

Disability with no exception of PWPDPs has been associated with witchcraft, curse or considered a taboo in many societies in Uganda. However, due to increased advocacy and awareness rising by key stakeholders and related actors, such stereotypes or myths are progressively being reversed. The introduction of programs such as inclusive education, disability sports, affirmative action have played an important role in highlighting the potentials and abilities of PWPDPs.

The para games for instance have gained momentum and the recent wining of a gold medal by a UNAPD supported PWPDP athlete at the para-Olympic games has cast plenty of attention nationally on the sport. District based disability associations too have become an important feature of social organizing at district and sub county levels and compel all district programs to ensure inclusion of PWDs. The increased awareness about disability rights among the members has fostered their active participation in community development.

In light of the above, disabilities in general and physical disability in particular enjoys good will which presents various windows of opportunity for PWPDPs to participate in a wide range of social initiatives. However, in spite of the above, not many studies have been done to affirm the socio-economic status of PWPDPs, coupled with lack of national disaggregated data on disability to foster inclusive planning and budgeting.

#### **Physical Disability**

Disability prevalence rate of 5 years and above in Uganda is estimated to be 14% of Uganda's population, 15% are women while 12% are men. These comprise of different types of disabilities ranging from epilepsy, deaf, blind, deaf-blind, albinos, mental illness, little people, multiple disabilities and physical.

The Disability Movement in Uganda is fast growing as a response for advancing the cause for disability. It is organized through an umbrella organization for all persons with disabilities in Uganda (the National Union of Disabled Persons in Uganda -NUDIPU).

UNAPD subscribes to NUDIPU and represents the interests of Persons with Physical Disabilities (PWPDPs) who are estimated to be over 60% of the PWDs in Uganda.

According to WHO, Physical disability is defined as "a limitation of a person's physical functioning, mobility, dexterity or stamina". Although PWPDPs have similar challenges like other disabilities in general, this category of disability has specific challenges of which some include; the limited implementation of existing laws/policies peculiar to physical disability, the high prevalence of inaccessible buildings/facilities, the high cost of assistive devices, the diversity in physical

disability, lack of physical disability disaggregated data and the limited efforts by all sectors to harness the potentials of PWPDs for development.

Uganda is characterized by increasing competition for development resources which affects investment in social development programs and championing livelihood opportunities. Limited awareness and discrimination continue to keep many PWPDs in abject poverty.

### **COVID-19 and Disability in Uganda**

COVID-19 is a worldwide pandemic which has posed greater social, economic and health threats to countries globally irrespective of whether developed or developing. Although the health experts assume the elderly are more vulnerable to COVID-19, PWDs are also highly susceptible to the virus for a number of reasons including: -

- PWDs especially the Blind, physical cannot effectively practice the social distancing, as a measure of prevention of spread of COVID-19 due to their dependency on helpers/guardians
- A significant percentage of PWDs have compromised immunity due to the effects of the different causes of disability and this increases their vulnerability to COVID-19
- Most of the designed awareness messages are not in accessible formats for PWDs like deaf, deaf-blind

### **Equitable Emergency Response Systems**

The necessary political attention required for equitable emergency response mechanisms and the effective management of the special needs of PWPDs continues to lag behind in Uganda. The advent of the COVID-19 pandemic and the mitigation measures implemented within the national response underscored highlighted a critical deficiency in the considerations for PWPDs.

The consequences of the lockdown and social distancing directives of the government have also disproportionately affected the PWPDs. Some examples include the lack of access to motorised public transport and the food market vendors who are required to sleep within makeshift abodes in the market that are not PWPD-friendly.

There is an urgent need to provide for legal and policy frameworks in the emergency response sector that are PWPD-responsive.

### **PWPDs Rights and the Sustainable Development Goals**

The SDGs are universal in scope, and their call to leave no one behind puts the world's most vulnerable and marginalized people – including PWPDs – at the top of the agenda. Achieving the goals, especially those related to education, sports, livelihoods, health, gender equality and access to justice, as well as accountable and inclusive institutions will help reduce the risk of rights violations against PWPDs and provide effective responses for them.



It must be noted that the failure by respective countries to reach the targets will compromise efforts in these areas, and hinder social and economic progress of the PWPDP agenda.

#### **2.2.4 Technological Gauge**

The world is experiencing a rapid adaptation to Working-From-Home (WFH) as a result of the COVID-19 pandemic. This has necessitated the use of technology to transform homes into working spaces which are able to facilitate business continuity. However, these technologies like virtual meeting applications (Zoom, Blue jeans, Microsoft Teams etc.) have not yet been fully adapted by UNAPD to effectively deliver our mandate. In particular, the limited access to technology faced by the majority of our membership, exacerbated by low usability skills, pose a serious challenge to the adaptation to the “new normal” of work. Therefore, we have to improve our capacity in use of information and communication technology as new mode of work but also empower our membership to effectively use technology as an alternative mode of work.

#### **2.2.5 Legal Gauge**

Uganda is classified as one of the countries on the continent with the most disability friendly legal framework. Such frameworks range from the PWDs Act (2019), Article 9 of UN-CRPD, Accessibility Standards, Accessibility Bye-Laws and Ordinances, Building Control Act (2013), SDGs 11 and representation of PWPDPs at different levels of decision making in the country. Several actors such as politicians (MPs, Councillors for PWDs), MDAs, Government Agencies, technical wings of local governments, CSOs/DPOs, development partners have played a great role to ensure that PWPDPs benefit from these efforts as well as other related opportunities that are continually availed.

This environment is a manifestation of the existing political will and has enabled a growing diversity of responses towards physical disability at local, national and regional levels through emergency of organizations/associations of PWPDPs, strengthened advocacy and linkages with similar physical disability organizations in East Africa all of which supplement UNAPD’s efforts. However, amongst other challenges, most of the particular legal frameworks are not well understood and interpreted by the relevant policy implementers, which has limited their full implementation to benefit PWPDPs.

#### **2.2.6 Environmental Gauge**

The effects of climate change are being felt all over the world. In Uganda, the seasonal land and mudslides in the mountainous areas of the country and flooding in low land areas, drought in semi-arid areas of Karamoja region are some of the examples climate change effects that has caused a massive displacement of people. PWPDPs are not exceptional to the effects of climate change which has rendered them more vulnerable. This situation gives UNAPD a new lens of programming for climate change and disability. It is in response to this context in regards to PWPDPs that UNAPD aspires for efforts that will yield into a society where all PWPDPs live in Dignity.

### 2.2.7 Gender Responsiveness, Equality and Rights

Uganda has constitutional and other legal provisions to empower women and enable the mainstreaming of gender equality and equity within its broad social fabric. It has signed several global and regional protocols including the Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) and the Beijing Platform of Action. These have been domesticated through the constitution and other legislations such as The Domestic Violence Act 2010, The National Gender Policy 2009 and the National Action Plan on Women (NAPW) adopted by the Government in 1999.

However, several dimensions of its superstructure like the socio-cultural norms and formal justice systems are tilted in favour of men to the detriment of women. Therefore, deliberate actions to advance gender equality and women's rights have been formally acknowledged by the government of Uganda as central to sustainable development. This commitment has translated in the establishment of national gender mechanisms and revision of the legal and policy frameworks to address gender inequality and violations of women's rights.

Women's political representation in Parliament and at local council level is around 30%. Public presence of women is related directly to affirmative action policies. Affirmative action measures have also been applied to education and politics.

## 3.0 WHO WE ARE

### 3.1 Our Identity

UNAPD was established in 1998 to serve as a platform for voicing concerns of PWPDs so as to realize a barrier free environment and thus enable them enjoy their rights to the fullest. Currently UNAPD has 38 registered Member District Associations with over 7000 individual members. UNAPD is an active member of the disability movement in Uganda and an effective vehicle in articulating issues and concerns of PWPDs within the general civil society and country at large.

Over the years, the strategic core of our programming has expanded beyond addressing the individual PWPDP interests directly. UNAPD now has substantive interventions to mobilise, strengthen and link the PWPDPs' advocacy and solidarity platforms, working and campaigning with them to challenge the structural and systemic barriers that PWPDPs face, through an intermediate layer of member-driven initiatives within a rights based framework. This holistic approach in Uganda has seen the UNAPD footprint planted at the national and regional levels while it supports lower-level interventions through its membership.

UNAPD is committed to the principles of aggregation of the interests and amplification of the voices of its members and this provides a sound philosophical base upon which the organisation provides national-level leadership for concerns of PWPDP.

At the national level, UNAPD is a member of NUDIPU – the umbrella organisation of PWDs in Uganda. We also hold membership of the Civil Society Budget Advocacy Group (CSBAG), the Federation of Uganda Employers (FUE), the National NGO Forum and the Forum of Education NGOs in Uganda (FENU). In addition, UNAPD has signed partnership agreements with Reproductive Health Uganda (RHU) and the Buganda Kingdom.

The UNAPD national board is presently composed of nine members (4 Females and 5 Males of which one is a representative for youth). The BOD has a term of office of 4 years and is elected by the general assembly which brings membership from each district.

The organizational activities are implemented by the secretariat team of 15 staff (7 Females and 8 Males) and of these staff, 6 are PWPDs. UNAPD secretariat office is located on plot 459 Namasole Road, Kanyanya off Gayaza Road in Kampala. We have a long-term aspiration to procure our own office premises when resources allow.

### 3.2 Our Vision

UNAPD envisions ***“A society where persons with physical disabilities live in dignity”***.

### 3.3 Our Mission

UNAPD exists ***“To advance member efforts in removing barriers that prevent PWPDs from enjoying their rights through advocacy, capacity building and networking”***

### 3.4 Our Values

Our core values are the fundamental ideals at the heart of the work that we do at UNAPD. Our Core values reflect what is truly important to the organization. These values are the basic principles that guide the internal relationships, operations as well as relationships with the beneficiaries and stakeholders. The UNAPD team and stakeholders reflected on the core values and maintained the following:

CORE VALUE	DESCRIPTION OF DESIRED BEHAVIOR
<b>Professionalism</b>	We cherish openness in whatever transpires in the organization and the lives of persons with physical disability. We aspire to live to the highest standards of personal honesty and behaviour, we never compromise our reputation and always act in the best interests of PWPDs
<b>Diversity</b>	We believe and promote inclusion. We recognise & embrace our physical differences and appreciate human diversity. We celebrate who we are; different, resilient and capable
<b>Human dignity</b>	We believe in respect and we do not discriminate any one on grounds of having different disabilities,

**Equality &  
Equity**

UNAPD recognizes that an individual with physical disability is a **“person first”** before the disability which makes a strong foundation for the equitable participation and treating everyone the same. We ascribe to the well embraced notion of **“Nothing for us without us” hence we are committed to giving PWPDS what they need to be successful.**

### 3.5 Our Theory of Change (ToC)

Our theory of change is driven by our vision statement which envisions “A society where persons with physical disabilities live in dignity” This is the highest aspiration we want to see changed and happening for PWPDS in Uganda. Moreover, UNAPD has been operational for over 20 years and therefore we have accumulated sufficient wealth of experience in planning and programming on physical disability. We are therefore clear about what problem and priorities on physical disability we are working to address and what we as PWPDS want to change and how that change should come about. In developing our theory of change (ToC) we counted on the lessons we learnt through the implementation of previous projects, including insights we garnered from previous research and the evaluations done on past projects. Furthermore, our TOC is informed by evidence based development models that have been tested and proven to work.

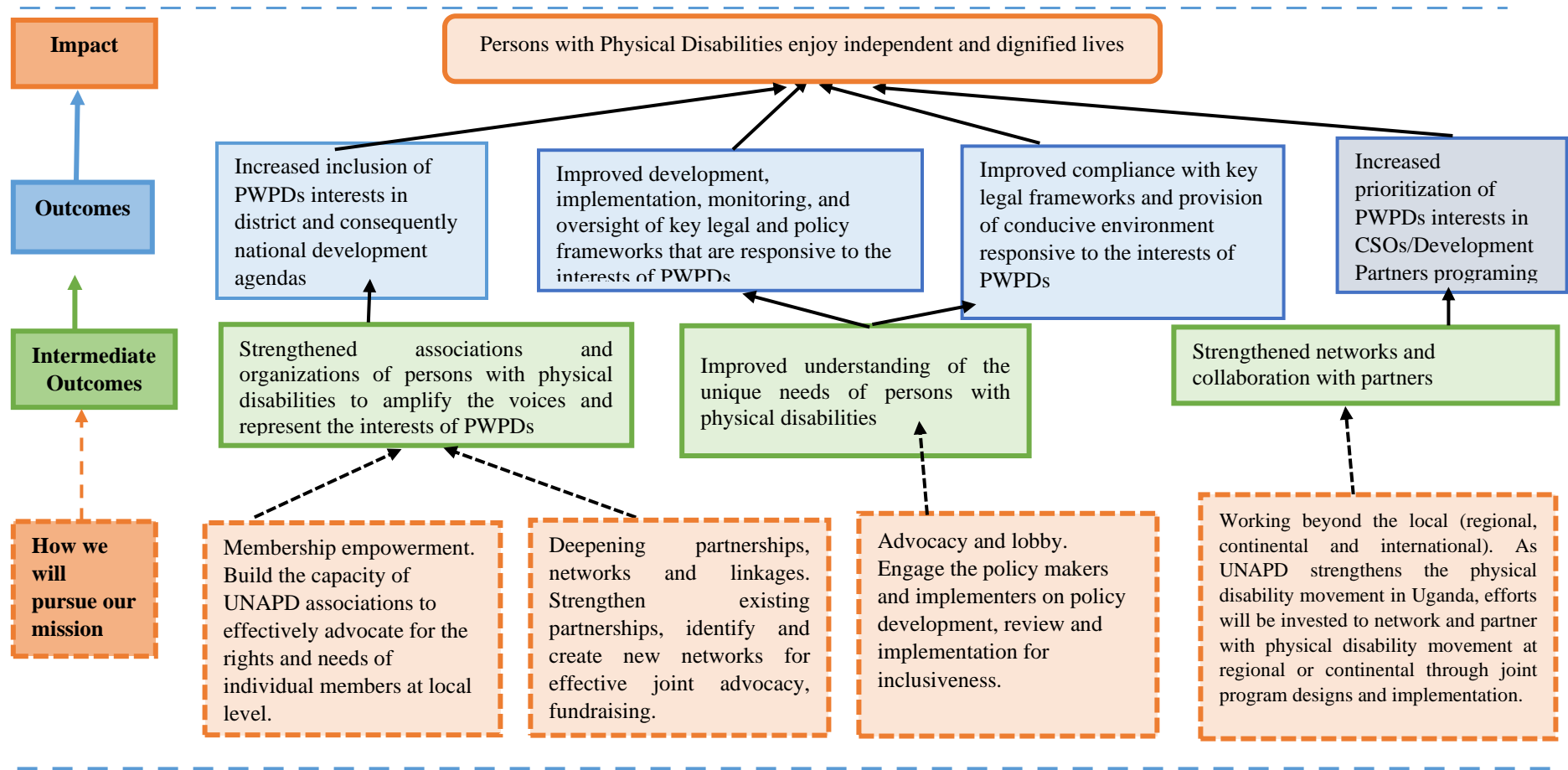
*We therefore believe that the journey to the realization of a dignified life for PWPDS commences “If we build the capacity of district associations and organizations of PWPDS, they will be able to effectively advocate for the rights and interests of their individual members at the lower local levels. If UNAPD expands and deepens its partnerships, networks and linkages with like-minded stakeholders, then together we will be able to create forums for joint advocacy and resource mobilisation. This will lead to amplified voices articulating the interests of PWPDS and ensuring they are mainstreamed into local and national development programs. This will lead to improved compliance with key legal frameworks and provision of a conducive environment, responsive to the interests of PWPDS. And consequently all these multiple interventions will impact on the ability of PWPDS to enjoy independent and dignified lives”.*

Our Theory of change is premised on the following key assumptions which we shall continuously interrogate for validity:

- Government and civil society leaders will increase appreciation, understanding and efforts towards disability inclusion.
- International development will continue to prioritize and lead change related to inclusion.
- PWPDS will be recognized for their ability to participate and contribute to development.
- Community appreciation and understanding about disability rights will improve.

- Efforts to achieve disability inclusive societies will cover rural, urban and other countries.
- Resources will be provided by government or development partners to implement interventions on physical disability.

Figure 1: UNAPD Theory of Change.



**Vulnerability:** The key challenges of Persons with physical disabilities in Uganda revolve around the in-accessible physical environment. They face barriers (attitudinal, institutional, physical) which are linked to physical accessibility, which violate their rights and limits their ability to actively participate in development programs and access basic services.



## **3.6 Stakeholder Analysis**

This is a brief analysis of the key actors and networks we will work with, to influence change as presented in our Theory of Change. We will work with the following:

### **3.6.1 Organisations of PWPDS and their District Associations**

Our primary stakeholders who are also our members and therefore core to UNAPD are organisations of PWPDS. PWPDS have structured themselves to promote progressive change agendas, peculiar to their local contexts, through organizations operating at the sub-national level. These organisations are critical advocacy and lobbying layers of the disability movement as their efforts are directed at the decentralised building blocks of the national development programs.

These organizations deepen local contextual relevance, amplify stakeholder voices, identify needs and priorities, advocate for progressive change and raise public awareness. They are also a vehicle to advance socioeconomic skilling, information sharing, inclusion and participation. It is therefore imperative that PWPDS organisations and their District Associations at local level be strengthened. We shall formulate internal policies on how to enrich and improve our relationship with Organisations of PWPDS and their District Associations

### **3.6.2 Government**

It is one of the cardinal roles of government to promote and protect the rights of PWPDS. According to chapter Four of the Constitution of Uganda, the government is the principal custodian, guarantor and enforcer of the rights of PWPDS and must ensure that existing frameworks of laws, regulations, policies and practices uphold the letter and spirit of universally accepted rights of PWPDS so that every PWPDS is given the best possible opportunity to fulfil their potential and live a dignified, safe and productive life.

The government is therefore duty bound to establish changes in the contexts that perpetuate PWPDS rights violations and guarantee the full recognition and enjoyment of their rights. The government must ensure the adequate resourcing and impartial performance of agencies mandated with generating the legal, policy and regulatory frameworks around PWPDS rights as well as enforcing unconditional compliance by all stakeholders.

The line ministries of Gender, Labour and Social Development, Health, Works and Transport, National Building Review Board, Education and Sports along with other government agencies are the primary government liaison and oversight duty bearers in UNAPD's programming sector. The national parliament is also our key ally. We will specifically strengthen our existing collaborative

relations with members of parliament to lobby for more coherent solutions to the challenges of PWPDs. **We shall formulate internal policies on how to identify, nurture, build and enrich our relationship with relevant government agencies.**

### 3.6.3 Civil Society Organisations

Civil Society Organisations (CSOs), which also include associations and networks, are a very dependable channel to develop and advocate for the mainstreaming of policies and interventions that serve the best interests of the PWPDs. They are instrumental in creating synergies in program design, project implementation and fundraising.

CSOs provide very robust advocacy platforms to engage government, regional and global organisations as well as the public on rights of PWPDs. The CSOs write alternative reports on government performance in complying with the international treaties to ensure that the reporting process is objective and comprehensive.

CSOs also provide pressure to ensure that the relevant stakeholders and government sign up to the relevant international protocols to enhance PWPd-responsive systems and structures in Uganda. They are active in publicizing the International performance review Committees' assessments and recommendations on Uganda's performance on respective international commitments.

Due to a constrained national resource envelop, advocacy and lobbying by CSOs are crucial to ensure that decision makers sustain priority resource appropriations towards guaranteeing PWPDs rights. Therefore, UNAPD will strengthen its leadership roles, ensure deeper collaboration and advance sustainable engagements with these agencies both at national and local levels. **We shall formulate internal policies on how to identify, nurture, build and enrich our relationship with relevant CSO's.**

### 3.6.4 Private Sector

The private sector includes the large, medium and small-scale enterprises and corporate business entities which consume labour and produce goods and services, and are not wholly owned by the government.

PWPDs represent a significant labour and market segment for the private sector in Uganda and therefore it is a mutually beneficial strategy for the private sector to provide leadership in the alleviation of the situation of PWPDs in the country. This makes the private sector a natural fit as a strategic partner in ending systemic discrimination against PWPDs.

The private sector in Uganda generally has very robust Corporate Social Responsibility (CSR) programs aimed at giving back to communities that make up the marketplace by creating philanthropic avenues to support broad social development initiatives. This facilitates mobilization of private sector to finance and adopt policies that are PWPDS-responsive. **We shall formulate internal policies on how to identify, nurture, build and enrich our relationship with relevant like-minded CSOs.**

### 3.6.5 Development Partners

Resource streams from official development aid corresponds to about 10% of Uganda's Gross National Income (GNI). Much of this is directed towards the improved recognition and enforcement of universal human rights including PWPDS rights.

Civil society in Uganda is significantly shaped by the availability of funds and interests of funders/donors, with about 95% of all funding for CSOs in Uganda coming from external sources. UNAPD has to position with a high degree of relevance and be results oriented in order to compete favourably for funding and technical support.

There is a growing need to ensure the underlying strategic intent of the funding source is aligned to the solutions we seek in addressing the existing vulnerability contexts. **We shall formulate internal policies on how to identify, nurture, build and enrich our relationship with relevant Development Partners**

### 3.6.6 Traditional and Social Media

Uganda has a robust media sector that has a leading role in shaping public discourse and setting the agenda for public civic engagement. There is a large presence of both online and off-line state-owned and independent media organisations with multiple channels including print, radio, TV and web-based media. We will exploit all available media to advance our work and in so doing, **we shall formulate internal policies on how to identify, nurture, build and enrich our relationship with relevant Media.**

## 3.7 Our Approach

Our approach is based on a robust Theory of Change that unequivocally positions PWPDS rights, welfare and wellbeing at the centre of an inclusive, resilient and equitable national development agenda.

We are an umbrella membership organization comprised of District Associations and Organisations of PWPDS in Uganda. This has a major implication for the way we work as an organization. UNAPD is an enabler of member efforts and does not compete with members. Rather, we engage actors and spaces at national level in advancing member concerns for PWPDS. Essentially UNAPD focuses on efforts of national significance in regards to the situation of PWPDS.

In all our interventions, we represent the interests of a diverse membership across organisations, local community-based associations and individuals. We work as a national-level organisation to break institutional, physical, and societal barriers that prevent people with physical disabilities from living their lives to the full like other citizens.

As an apex network, our way of working will be defined by approaches that will accelerate results, engender collective ownership of results, ensure we will deliver on our promises and guarantee that we will not compete with our member organisations but rather ensure we compliment the efforts of our members:

**We will strive to use the following approaches in our work;**

### **3.7.1 The Rights Based Approach**

- Given our mandate, a human rights-based approach will define our way of working. As rights holders, we will deepen understanding of Human Rights among UNAPD staff, the Board and amongst our membership empowering them to hold government accountable.
- Through our members and their District Associations, we will help vulnerable and excluded PWPDS to organise and mobilise for action, build capacity and develop rights awareness so that they become conscious of their marginal position and the reasons underlying this. We will inspire other like-minded stakeholders within and outside the disability movement to vigorously hold Government and the private sector accountable but at the same time strategically supporting them to play their role.

### **3.7.2 Deepening Partnerships**

- We are aware of the complexity in challenging unequal power and injustice and are aware that we cannot advance our campaign for the dignified lives of PWPDS on our own. We are further aware that team effort with everyone playing a part will take us a longer way and bring us closer to the realisation of our vision of a dignified life for all PWPDS.
- In deepening partnerships, we will apply universally tested strategies that will solidify the partnerships we already have but also help us to identify and tap on those we have not yet explored, particularly partnerships outside of the disability movement. We will focus on building and mobilising a critical mass of activists and supporters to work in solidarity with PWPDS and their organisations to magnify the voices and concerns of PWPDS.
- As we strive to nurture and deepen partnerships, we will at all times be **guided by our mission and our espoused values**, both of which urge us to apply the principles of reciprocity in our work, binding us to the observance of universal standards of mutual respect, professionalism, equality and equity at all times.
- In order to foster trust, we will promote the principles of mutual accountability and encourage regular appraisals to monitor our partnerships and what they bring to our efforts in creating dignified lives for PWPDS
- Our members are an important constituency because “we believe that we are because they are”. We will strengthen the capacity of members, but also support them to link into

diverse networks, platforms, alliances and movements as a way of supporting the growth of a broad and powerful disability movement for change.

### **3.7.3 Working with Women, Youth and Children**

- In an effort to align our work to the SDG's, we will focus on the rights of women, girls, youth, children and the elderly in all our work as the concerns of these segments in our society warrant responses that are responsive to their physical disabilities. We also recognise that they suffer disproportionate inequalities and are more vulnerable in emergencies and conflicts.
- We will ensure that all our interventions are informed and monitored by our deepened analysis of the concerns of all these segments.

### **3.7.4 Use of Participatory Methodologies**

- In all our work we will actively apply consultative, engaging and highly participatory methodologies. We will also strive to learn from other like-minded organisations which participatory methodologies have and have not worked for them.
- We will explore tested and conventional participatory strategies to advance this aspiration in ways that enhance mutual ownership of outcomes, accountability, learning, knowledge building and promote critical reflection of our own methods of work.

### **3.7.5 Working beyond the Border**

- We will work at three levels from national to regional and international. We will move beyond borders to link our work with physical disability organisations, movements and partners in order to amplify the voices of PWPDS and increase the pressure for change at the East African and international levels. This will begin by creating physical disability movements at East African Level, creating cross-border partnerships for human rights based advocacy programs for physical accessibility, inclusive education, disability sports, etc

## **3.8 Cross Cutting Issues**

We define Cross-cutting issues as those programming issues which have an impact on most aspects of our work and therefore require our particular and detailed attention. What we consider as cross cutting issues in our work include Gender Responsiveness and Vulnerability, HIV/AIDS, Technological Adaptation, Risk and Humanitarian Emergency, Environmental Sustainability and Climate Change, Research and Information Management. Efforts will be made

to integrate these aspects into all stages of our interventions right from planning stages through to impact assessments of our work.

### **3.9.1 Gender Responsiveness and Vulnerability**

Gender Mainstreaming and Vulnerability ensures gender and vulnerability aspects are considered in all aspects of our programme planning and implementation. We recognize the significance of gender equality as an important factor in reducing poverty and achieving sustainable development. Gender is not just about the biological differences between men and women but refers to their different roles, rights, and responsibilities, and the relations between them. It is generally associated with unequal power and access to resources. Women with physical disability are more disproportionately disadvantaged compared to their fellow sisters and as a result have lesser access to land, food, health care, education and other economic resources and less autonomy in decision making. Gender mainstreaming is a process that aims to address this imbalance. Children and youth with physical disability face a more daunting future compared to their other fellow children and youth respectively. Statistics show that young people under the age of 25 account for almost 16% of Uganda's current total population<sup>4</sup>. Children and youth have peculiar concerns that require different interventions and different skills set. We will therefore continue to vest our energies in gender mainstreaming our interventions to ensure that both women and men's concerns are factored in our planning and implementation of programmes.

### **3.9.2 HIV/AIDS**

It is now universally recognized that HIV/AIDS is not simply a health issue but a key development issue that requires a multi-sectoral approach and has the potential to significantly undermine social and economic progress. It is estimated that 1.400.000<sup>5</sup> 3% of the population is living with HIV. HIV/AIDS prevention and care can be challenging. As UNAPD we intend to play our part in prevention. An effective response will require innovative approaches. Hence, we are committed to working closely with important stakeholders to prevent the spread of the epidemic and support PWPD's in prevention efforts. We aim to gain a better understanding of the risks, needs and opportunities for PWPD's in regards to HIV/AIDS. Some of our interventions will be; development of an HIV/AIDS workplace strategy, building the capacity of our members to mainstream HIV interventions in their workplace and also encourage our members to be actively involved in the national networks on HIV/AIDS.

### **3.9.3 Technological Adaptation**

Adaptive technology refers to special versions of already existing technologies or tools that provide enhancements or different ways of interacting with technology. Adaptation helps individuals with disability or impairment accomplish a specific task. Technology can lower

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<sup>4</sup> [https://en.wikipedia.org/wiki/Youth\\_in\\_Uganda](https://en.wikipedia.org/wiki/Youth_in_Uganda)

<sup>5</sup> <https://www.unaids.org/en/regionscountries/countries/uganda>



barriers that people with disabilities encounter in their daily lives, such as speaking, travelling, reading, and writing. It allows them to participate and enjoy the benefits of the digital age in the same way as everyone else. Aspects of Technological Adaptation will therefore be factored in all our interventions. In this regard UNAPD will work towards advocating for access to assistive technologies for our members through lobbying for tax exemption to assistive devices.

### **3.9.4 Risk and Humanitarian Emergency**

Article 11 of the UNCRPD requires States Parties to ensure protection and safety of persons with disabilities in situations of risk resulting from natural disasters, armed conflict and other humanitarian crises. Persons with disabilities are among the most disproportionately affected in any disaster, conflict or emergency situation. On the flip side conflicts and disasters have great likelihood to result in an increase in the number of people who may acquire disabilities. For this reason, UNAPD will ensure that there is an inclusive response during disasters and in addition, ensure that PWPDs actively participate at all levels of humanitarian aid, from community action to national, regional and international policy-making. Analysis of Risk and Humanitarian Emergency will therefore be factored in all our programing areas.

### **3.9.5 Environment Sustainability and Climate Change**

Environmental mainstreaming<sup>6</sup> is defined as the informed inclusion of relevant environmental concerns and objectives into national plans and strategies, as well as in sectoral policies and plans. At UNAPD we are concerned about the continued levels of environmental degradation and the adverse effects of climate change especially for the vulnerable and poor in Uganda. We further recognise that a number of our priorities and activities e.g. the quest for appropriate infrastructure and devises for PWPD's may have implications for the environment. We also take cognisance that in comparison to able bodied persons, the majority of PWPD are vulnerable and poor and therefore more disproportionately disadvantaged by the adverse effects of environmental degradation and climate change.

We will endeavour to ensure that we interrogate potential environmental impacts not only across all of our work but we will start to question the extent to which government responses on climate change and environmental degradation take into account our concerns as PWPD's. To realise this, we will ensure that all our policies, plans and actions across all thematic areas take environmental considerations into adequate account. We will seek to understand environmental sustainability and its link to our work and how we can add our voices and value to the on-going work on environment sustainability and mainstreaming at the national level.

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<sup>6</sup> Dalal-Clayton B, Bass S. 2009. The Challenges of Environmental Mainstreaming: Experience of Integrating Environment into Development Institutions and Decisions.

### 3.9.6 Research and Information Management

Efforts towards advancing the cause for PWPDS in Uganda are greatly undermined by absence of readily available and accurate data on the situation of PWPDS. Furthermore, an elaborate position on the types of physical disability in Uganda is also non-existent. Existence of such regularly updated data would be useful in enabling the planning and implementation of strategic efforts towards improving the situation of PWPDS in Uganda.

UNAPD intends to establish elaborate mechanisms through members and related partnerships to capture and regularly update data on the situation of PWPDS in Uganda and share this data through annual status reports on physical disability in Uganda. The quest for updated data will also be integrated in all our programme interventions. This undertaking will transform UNAPD into a “Primary Information Reference on physical disability data in Uganda”.

## 4.0 OUR MISSION PRIORITIES

**U**NAPD’s undertakings in the previous strategic plan were basically project-oriented, entailing engagements more suited for UNAPD membership. The RSP provides a new outlook to UNAPD’s interventions in terms of the level at which they will be actualized i.e. national level and in a manner that is enabling of members to benefit from these efforts without competing with UNAPD. The RSP also reflects our aspiration to be a one-stop reference centre on physical disability.

### 4.1 Strategic direction 1: Our Thematic Focus Areas

**Objective.** To design and implement programmes that are responsive to the interests of our members and PWPDS.

To further crystallise our strategic intent, we have distilled and aligned our programming focus to physical accessibility for PWPDS. We shall work to see increased physical accessibility for PWPDS, increased awareness of Rights of PWPDS and increased PWPDS access to services.

Within this broad category, we have further narrowed our interventions to five thematic areas as we drive towards the realisation of our mission in the final implementation period of the 2018-2022 cycle;

1. Physical accessibility
2. Livelihoods
3. Inclusive Education
4. Disability sports
5. Health

The determination of these thematic areas was informed by our Vision and Mission, the existing vulnerability contexts of PWPDP's, as well as the need to balance between realising the best returns on investments and maximising impact.

## **THEMATIC AREA 1:**

### **4.1.1 Physical Accessibility for PWPDPs:**

While there is a good legal framework on physical accessibility in Uganda, such as the Building Control Act 2013, and Accessibility Standards and overall increased awareness on accessibility rights and legal framework among the relevant stakeholders, lack of effective implementation and enforcement of these good laws on accessibility<sup>7</sup> remains a limitation for PWPDPs. They are not able to access the physical environment and public infrastructure and related services such as transport, health centres and education institutions, which hinders their way of life and engagement in public spaces.

**Specific Objective 1:** To promote improved physical accessibility for PWPDP's

#### **Key change promises:**

- We look towards empowering and sensitizing membership on issues of accessibility which will make it possible for PWPDPs access physical infrastructure in Uganda.
- We shall advocate for implementation of policies/laws on physical accessibility as well as the review of the National Procurement and Disposal Act to have it more be friendly to PWPDPs;
- We will engage stakeholders in the construction industry to ensure compliance to Accessibility Standards, laws and policies; conduct physical accessibility auditing and give recommendations for improvement;
- We will spearhead design of accessibility models;
- We shall engage in public interest litigation on physical accessibility violations

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<sup>7</sup> Due to lack of resources to implement accessibility audit recommendations i.e. modification

- We will reward stakeholders for accessibility compliance
- We will work towards building a regional East Africa movement on physical accessibility

## THEMATIC AREA 2:

### 4.1.2 Socio-Economic Rights and Livelihoods for PWPDP

One of the UNCRPD recommendations to Governments in 2016 was that the : “State party, should adopt a strategy and incentive measures to facilitate access to the open labour market for persons with disabilities particularly youth and women through the provision of training and accessible information on job vacancies; and ensure that persons with disabilities receive equal pay for work of equal value”.<sup>8</sup>

Our focus on livelihoods is in line with the above UN recommendation and other related employment and livelihood policy frameworks such as section 6(1) of Employment Act(2006), instructing all state parties and society to promote equality of opportunities with a view of elimination of any discrimination in employment based on disability<sup>9</sup>; and Section 35(1) of the Uganda Constitution (1995)<sup>10</sup> which specifically compels the state to take appropriate measures to ensure that PWDs realize their full potential in all aspects of life including employment and other livelihood opportunities.

**Specific Objective 2:** To Promote improved access to Livelihoods for UNAPD Membership through advocacy and capacity strengthening

#### Key Change Promises:

- We shall create and expand the existing opportunities for PWPDPs to develop their enterprise competencies, business potential as well as management and employability skills in order to profitably participate in development programs and, thereby, lead a dignified life.
- We shall advocate for improved livelihood policies and programs catering for the needs of UNAPD membership
- We shall strengthen the capacity of UNAPD membership to advocate for inclusive access to livelihood programs and services.

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<sup>8</sup> Article 27 recommendation 54. (a)

<sup>9</sup> Employment Act (2006)

<sup>10</sup> 1995 Constitution of Uganda

## THEMATIC AREA 3:

### 4.1.3 Inclusive Education

Education is always classified as an entry point to success in the life of everyone, irrespective of nationality, gender, disability or ethnicity. An educated person has higher chances of tapping into the employment opportunities which, under normal circumstances, leads to a better standard of living. However, statistics show that Children with Disabilities (CWDs), in most cases, are deprived of equitable chances of attaining education.

Article 24 of UNCRPD indicates that state parties shall recognize the right of persons with disabilities to education. Article 30 of the Constitution of Uganda states “that all persons have the right to education” SDG 4 aims at ensuring inclusive and equitable quality education and promote lifelong learning opportunities for all. Our interventions to guarantee that CWDs equally access quality inclusive education are guided by these national and international policy frameworks and programs among others.

**Specific Objective 3:** To Promote inclusive education for children with physical disability in Uganda.

#### Key Change Promises:

- We shall promote improved access to Education for UNAPD Membership through advocacy and capacity strengthening, specifically advocate for improvement of education policies and programs catering for the needs of membership
- We will roll out interventions which are aimed at ensuring effective implementation of the existing education-related policy frameworks as well as advocate for development of more responsive policies at national and East African Levels.
- We will advocate for budget allocation to special needs and inclusive education
- We will strengthen the capacity of our membership to advocate for inclusive education

## THEMATIC AREA 4:

### 4.1.4 Disability sports

There are no clear policy frameworks and programs which address inclusive sports in Uganda. The existing National Physical Education and Sports Policy is not sufficiently responsive to the disability needs in the sports sector.

However, since 2013, UNAPD has recognised disability sports first as a tool for mobilization and rehabilitation of PWPDS in order to keep their body muscles fit, improve on their mobility and increase their relevance in society.

**Specific Objective 4:** To promote healthier lives, increased mobility, visibility and confidence for all PWPDS in Uganda through disability sports.

**Key Change Promises:**

- We shall promote improved access to Sports for UNAPD Membership through advocacy for increased recognition of disability sports as a priority in both government, private sector and development partners' programs at district, national and regional levels.
- We shall spearhead the campaign to review the existing sports-related policy frameworks and promote enhanced corporate social responsibility directed towards disability sports.
- At the local levels, we will focus at the empowerment of our membership in the different disability sports disciplines, procurement and supply of disability sports equipment as well as the empowerment of disability sports coaches

**THEMATIC AREA 5:**

**4.1.5 Health**

Uganda's legal and policy frameworks for Health are generic by design and thus are not sufficiently responsive to the peculiar needs of PWPDS. This homogenous outlook in health service delivery is discriminative and locks out a substantive segment of the population.

**Specific Objective 5:** To advocate for better health provision for PWPDS in Uganda.

**Key Change Promises:**

- We will promote improved access to Health for UNAPD Membership through advocacy and capacity strengthening
- We shall continue a robust health advocacy campaign to review the existing health policy frameworks and engagement government and health sector stakeholders to ensure equitable and inclusive health service provision.
- We will direct more efforts towards empowerment of our membership for effective advocacy for the inclusion of PWPDS health rights into the local-level policies and programs.

- We will also put efforts into creation of networks and partnerships that will be essential to championing issues relating to SRH

## 4.2 Strategic direction 2: Partnerships and working relations

Partnerships and working relations are a critical resource for any undertaking. We have over the years enjoyed valuable partnerships and working relationships in many forms, at the local, national and international level and these have been an invaluable resource to our existence and the related undertakings. Despite the acknowledged significance of partnerships, networking and related relations to the pursuance of our mission, we had not established an elaborate way of managing this invaluable resource.

This strategic plan provides a new dimension in UNAPDs strategic outlook in terms of embracing partnerships and working relations as a major area of focus. Doing so will necessitate new competencies, considerations in the organizational structure, system and actors so as to ensure and enable effective partnership and working relations. UNAPD plans to formulate a partnership policy and undertake partnership mapping to identify potential partners at the level of our engagement<sup>11</sup> and also have staff fully responsible for this function for some of the concrete activities to realize this aspiration of effective partnership and working relations.

In working towards realization of this desired situation, under partnerships and working relations, we have set out the following considerations:

**Specific Objective 6:** To identify, build and nurture effective and relevant partnerships and working relations at national and regional levels.

**Specific Objective 7:** To advance relevance, visibility and leadership of UNAPD within the regional and international physical disability movements.

### Key Change Promises for SO 6:

- We shall identify, build and nurture effective and relevant partnerships and working relations at national and regional levels in strategic areas.
- We shall ensure to have a functional partnership and networking policy
- We will have staffing with adequate competencies in partnership and relations management.
- We will also put effort to building Long term and diversified partnership base
- We shall strengthen collaboration between UNAPD and her membership, relevant partners and stakeholders

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<sup>11</sup> National level



### Key Change Promises for SO 7:

- We will advance relevance, visibility and leadership of UNAPD within the regional and international physical disability movements.
- We will also strengthen advocacy to ensure physical disability interests mainstreamed in regional and international policies, programs and services

### 4.3 Strategic direction 3 – Financing our Strategy

Financing our strategy is all about being more deliberate and effective in fundraising and resource mobilisation. We have embraced financing as another strategic dimension to pursue in realization of our mission. By so doing, we have looked at financing strategically and we will actively deploy the required competencies to ensure that adequate financing can be realized. This outlook as is with partnership and working relations, will call for strengthened competencies in fundraising, will require considerations in the existing structure, systems, related practices and discipline as well as developing an elaborate “*financing strategy*” whose application will steer our organization to its aspiration of having adequate funds for its planned undertakings in the period of the strategic plan.

Secondly we rely heavily on donor support for our undertakings, amidst ever dwindling funding and increasing competition for it. Over the years, we have long embraced the project funding approach, however in this revised strategic plan period we seek to transition into programme-based funding. The motivation for this shift is based on the realization that project-based funding creates challenges for our organization in meeting its administrative and related overhead costs. Project related funding also affects our capacity to realize our vision, measure impact and ensure sustainability of our efforts.

All these aspects require that we put in place a sustainable resource base to fully implement the aspirations of this strategy.

**Specific Objective 8:** To ensure long-term and sustained financing of UNAPD’s planned undertaking.

### Key Change Promises:

- We will work to diversify income sources, our networks and development partners.
- We shall work to improve accountability to our supporters, partners and communities and in the way communicate results.

- We will develop staff capacity in fundraising through targeted professional training in resource mobilisation, contracts management, tendering and development of quality proposals.
- We will conduct timely donor intelligence, dialogues and interactions to increase awareness of our programmes and build the organisation’s credibility and profile.

## 5.0 OUR INSTITUTIONAL PRIORITIES

**Objective:** To enhance UNAPD’s functionality for efficient and effective delivery of planned interventions.

### 5.1 Strengthening UNAPD’s critical institutional capacity

**U**NAPD will focus on strengthening and streamlining its institutional framework to efficiently and effectively deliver on its commitments and yield maximum attributable impact. UNAPD will reinforce its leadership at the secretariat and board levels, ensure better management of funds, pursue and foster stronger strategic partnerships and continue to bolster the capacity of its management, staff, members and associates to work productively.

UNAPD’s institutional strategic intent remains to establish a balanced team with peak performance skillsets. This will enable UNAPD, through the remaining 2 years of the RSP to:

- i. Evolve into a forward-looking learning organisation through emphasis on monitoring, evaluation, linking and learning.
- ii. Professionally manage UNAPD’S finances
- iii. Build UNAPD’S Human Resources and organisational capacity
- iv. Optimise UNAPD’S communications and IT
- v. Enhance UNAPD’S governance framework and practices

### 5.2 Managing Our Finances

We pride ourselves in having elaborate financial systems and resident financing management capacities. Improving management of our finances is critical to the realization of the strategy and maintaining public support of our work. Meeting accountability expectations of both our members and donors and the general public will be our primary objective. We will continue to strengthen our internal systems, policies and practices and meet reporting requirements.

**Specific Objective 9:** To strengthen systems and processes for effective financial management and integrity

**Key Change Promises:**

- We commit to put in place adequate financial management systems and practices to support the successful implementation of the strategy.
- We shall put effort in improving, reporting and accountability
- We will invest in enhancing staff capacity in participatory planning and monitoring

### 5.3 Members Effectively Functioning as Entities

UNAPD acknowledges that her responsiveness to the situation of PWPDs is greatly dependent on several factors including the ability of the membership to articulate and respond to the challenges that PWPD's face. This calls for high levels of self-organization of the members as functional entities which aspiration demands continued dialogue and engagement.

While not applicable to all; some of UNAPD members are operating informally and are yet to be established as legal entities<sup>12</sup>. This is a realization which is also attributable to the registration process which is cumbersome to many initiatives of PWPDs. As an entity, UNAPD has different categories of membership which also creates ambiguity in expectations and roles of members and the understanding of what UNAPD is as an overall entity to which the members subscribe.

During this strategic planning phase, UNAPD is committed to nurturing a culture of member self-determination and responsiveness to pursue their own organizational growth<sup>13</sup> UNAPD aspires to have members functioning effectively as entities and appreciates this as one sure way that will ensure that issues and challenges facing PWPDs will be best met at all levels i.e. at national level in terms of how members articulate issues for UNAPDs uptake and our members responses to related concerns for PWPDs at their levels.

#### **UNAPD at national level will commit to:**

- Developing and implementing a membership strategy that builds on a good understanding of what members expect from UNAPD and what they in turn look to contribute to UNAPD This strategy will focus on membership recruitment and development, identifying possible incentives for members including capacity building and professional development.
- Strengthening our membership through increased social consciousness and engagement in various spaces and across generations. This will include identifying spaces where

<sup>12</sup> They are not registered and do not exist in the data base.

<sup>13</sup> Having elaborate strategic outlooks, adequate structures, systems, required skills, financing, programmes and services, leadership, governance and management mechanism, etc.,

PWPD's can participate and establishing mediums for regular communication and information sharing.

- Strengthening and or creating working groups and think tanks with clear terms of reference along selected thematic areas of interest to PWD's.
- On an annual basis, conducting an AGM and at least 3 extraordinary meetings

#### **5.4 Information Communication and Technology (ICT)**

We recognise the role of technology as a core enabler tool to amplify the voices of PWPDs. Internet accessibility has steadily increased over the years in Uganda, and this offers opportunities for UNAPD and PWPDs to use new technologies to improve day-to-day communications, build our brand, expand audience reach and improve information flow.

##### **ICT will be used to achieve the following objectives:**

1. To instigate action and increase visibility of our work by improving our relations with our membership, Government, communities, the media and our partners, documenting our work, sharing lessons learnt, promoting debate and amplifying the voices of PWPD's.

Within the framework of this objective we will broadly commit to;

- Use communications to facilitate communities with platforms to raise their concerns and to secure public knowledge and awareness of the issues that most affect PWPDs.
- Support our departments mainly in programming to document and disseminate the impact of our work for accountability, fundraising and organizational visibility.
- We will also put effort into empowering staff, board and membership to utilize the social media platforms in passing information.

2. To strengthen ICT systems and processes that will support effective and efficient implementation of the strategy.

To achieve this objective, we will commit to do the following:

- We will invest in improving internet connectivity and availability as a digital platform for knowledge management; and
- We will ensure that we have the necessary hard ware and software to support effective and efficient delivery of organizational and mission priorities.

#### **5.5 Our Governance**

Our governance structure (The Board) has consistently promoted the UNAPD secretariat as a conscientious institution that strives to transact business in a transparent, open, ethical, judicious

and accountable manner. Through the Board, our overriding vision and role as an umbrella body championing the rights of PWPDs will be strengthened and further endeared to our stakeholders. The pro activeness of the Board will be measured among other things by the presence of a Board calendar that will feature best practices like, the board induction and performance evaluation.

The RSP accentuates the importance of having better Board structures, clear Terms of Reference (ToR), guidelines and stronger committees in place to enable sustainable application of good governance practices, solicit collective high level strategic participation, promote visionary decision making, increased visibility while at the same time harness individual Board member synergies and commitment to organisational excellence.

The RSP now has a specific component dedicated to governance that will ensure that the Board remains at an advisory level and that good working relations between the Board and Management is sustained.

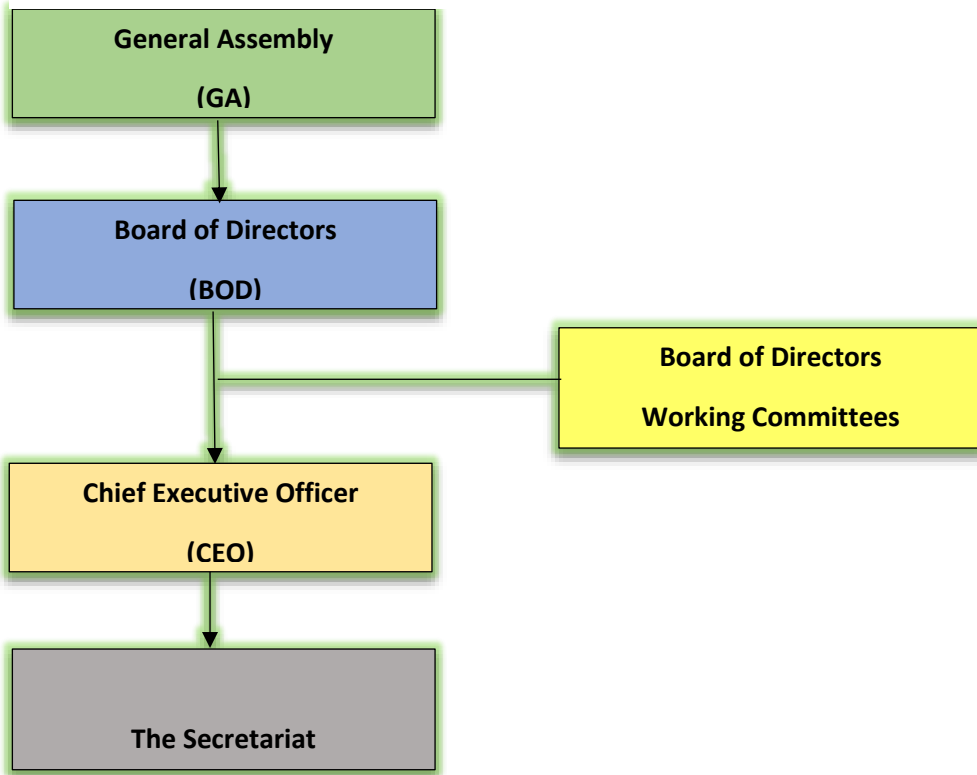
**Strategic Objective:**

To nurture a strengthened board which efficiently and effectively acts as the custodian of the UNAPD vision, provides financial oversight to enable sustainability and monitors overall institutional performance

**We commit to these key considerations on Board Matters:**

- **A Functional board structure:** We shall review the board recruitment policy and structure making its composition stronger with additional committees being created to champion and manage specific issues.
- **Comprehensive board manual:** We shall put in place a comprehensive board manual that will act as a quick reference point for Board members during orientation and after to guide their conduct and to detail their roles.
- **Board activities aligned with and supportive of UNAPD mandate:** We shall create an enriched and proactive Board calendar through which board members can contribute to the successful attainment of UNAPD mandate
- **Board performance management/individual performance assessment of a board member:** We shall put in place a robust performance management system to measure the Board performance periodical and to ensure that their individual goals are aligned with that of UNAPD and that the sitting board has all the required skills and knowledge. In line with this we shall promote capacity building for board members.

**Figure 2: UNAPD GOVERNANCE STRUCTURE**



## 5.6 Our Human Resource

**U**NAPD envisions a strong committed and highly engaged secretariat team and human resource function that is capable of overseeing and coordinating the day to day operations of the secretariat. For the remaining period of the Strategic Plan 2018 – 2022 UNAPD will have a substantive component of the plan dedicated to its human resource to ensure that its human capital strategy is aligned and integrated with the overall strategy.

It is appreciated that the Human Resource and the human resource function enable efficient and effective organisational functioning as well as service delivery excellence. As such, they are key drivers in the successful delivery of this Strategic Plan enabling UNAPD to have tangible impact on the transformation of persons with physical disabilities. Deliberate focus and concerted effort will now be placed on the selection, retention, engagement, development and motivation of the UNAPD secretariat team.

As a learning organisation, UNAPD will during the execution of the Strategic Plan 2018 – 2022 undertake strategic initiatives such as the review of its organogram & governance structure that once implemented will support and build the capacity of its human resource, entrench the emerging new work place culture, ensure improved work processes and the institution of a more competitive compensation structure. The team at the secretariat will now be empowered and able to play a more strategic role in the execution of this plan increasing their ability to deliver real value to their stakeholders.

### **Strategic Objective:**

To Build and strengthen our human resource to enable efficient and effective organisational functioning

### **We shall commit to do the following:**

- **Versatile & proactive organogram:**  
We shall put in place and activate an organisational structure that addresses the Secretariat current human resource requirements but which is also sensitive to projected needs and as such able to move UNAPD forward. Our organogram will be more sensitive to career growth and will enable improved succession planning.
- **Robust Policies sensitive to crisis and emergencies**  
We shall review or develop policies to guide our actions, minimise operational risk and ensure consistency in application.



- **Well-designed Job description & person specifications**  
We shall review and design job descriptions with clearly defined key performance indicators (KPI) that will enhance role clarity and accountability.
- **Competitive compensation / benefit schedule**  
We shall put in place attractive and competitive compensation structure that will not only motivate our team but also enable us to attract great talent
- **Performance Management**  
We shall install a strong performance management system through which our team will be supported and empowered to maximise their potential
- **High performance client oriented work place culture**  
We shall embrace a high-performance client-oriented workplace culture that recognises high performers, promotes team delivery and celebrates our uniqueness as persons with physical disabilities.

## 6.0 MONITORING, EVALUATION, LINKING AND LEARNING PLAN

### 6.1 Monitoring of the Strategic Plan

UNAPD recognises continuous and periodic monitoring as an important and integral component at both program and institutional levels. Effective monitoring requires creation of efficient mechanisms and systems to deliver monitoring, evaluation, accountability and Learning strategy.

**We commit to do the following:**

**Objective:** To support understanding of UNAPDs programs and foster improvement in planning and implementation

- We will evaluate the performance of all our programs, use technology to improve data collection, aggregation and analysis, report quarterly on the reach and impact of our programs
- We will annually engage like-minded partner/agencies to publish documented reviews of our programs. Program monitoring shall be spear headed by the Program Manager (PM), MEAL Manager and the Program staff.
- We will invest in building a strong M&E system with software to support timely, effective and efficient informed decisions for programs and also organizational mission and vision.

- We will also ensure to build the capacity of our board staff and membership in participatory planning monitoring and evaluation.

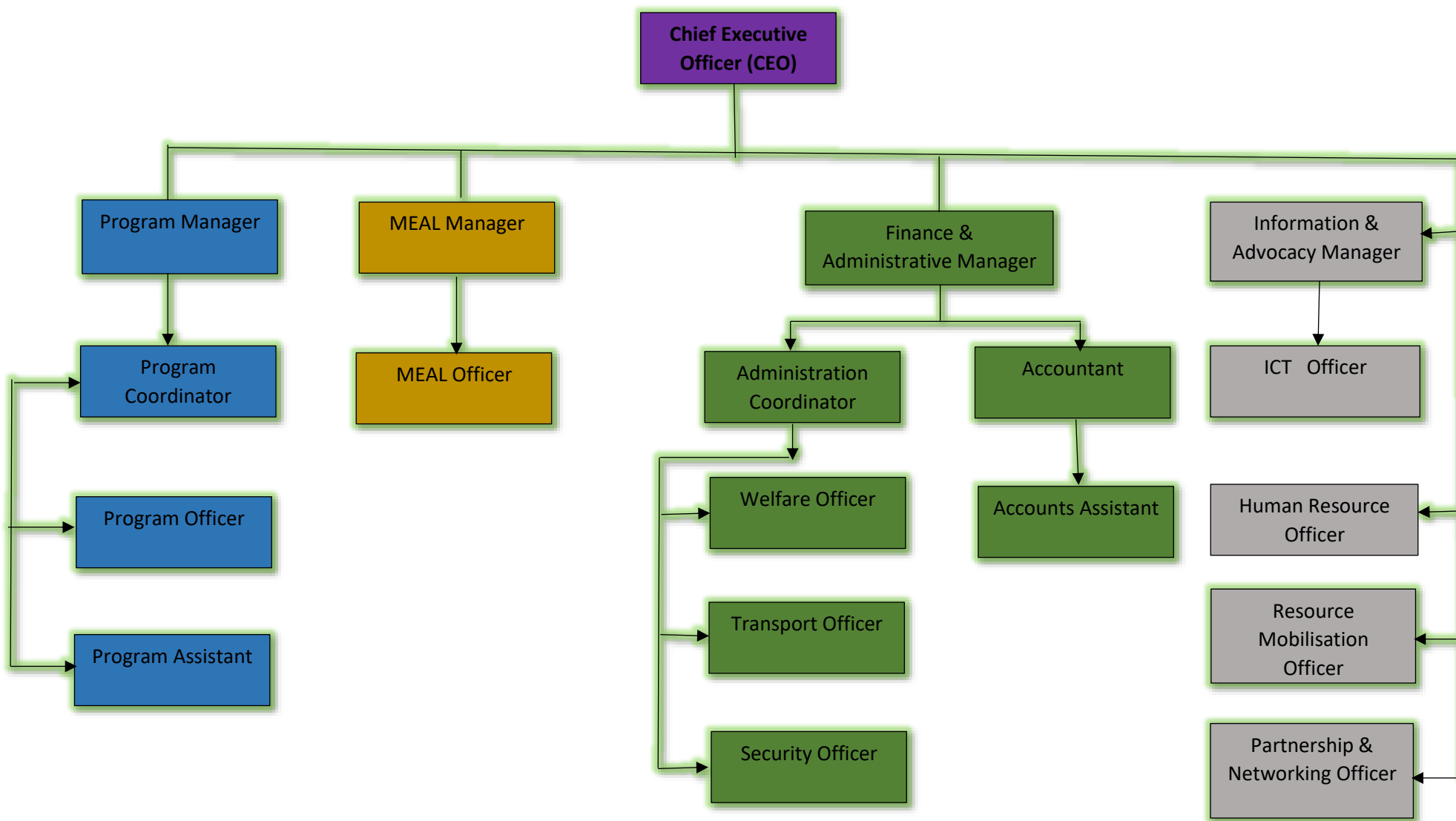
We will generate the information required as process, output and impact indicators to monitor and evaluate our work. These are; Baseline and impact studies at onset, mid and end of implementation, Standard M&E instruments and guidelines including report formats, standard checklists and other tools developed, Supervision and monitoring visits, periodic review meetings, Quarterly and annual Reports of UNAPD, affiliates and other partners, Enhancement of the developed data base for UNAPD and our membership

UNAPD shall prepare for the terminal evaluation of the strategic plan towards the end of the third and last year of the plan period.

## 7.0 ORGANIZATION STRUCTURE AND STRATEGIES

### 7.1 The UNAPD Organogram

Figure 3: UNAPD ORGANOGRAM



## 7.2 Risk Analysis and Mitigation

The risks to UNAPD's operation are several. With guidance from the board, we will develop our risk matrix with a risk management policy.

## 7.3 Sustainability Plan

Sustainability of UNAPD will be appraised at three levels: Institutional, Programmes and Financial sustainability as discussed below: -

### 7.3.1 Institutional sustainability

The focus of the sustainability plan for UNAPD during the period (2018-2022) will be on ensuring that relevant policies, systems and procedures are reviewed to ensure that they address the emerging needs and challenges. Specifically, the following will be reviewed annually; Constitution, Strategic plan, Operational work-plans, Organisational Structure, Governance, Administrative, human resource and Financial Management systems, policies and procedures.

### 7.3.2 UNAPD Programme sustainability

Key factors viewed as contributing to programme sustainability include: 1) Designing programmes that are resource generating or embed cost recovery mechanisms; 2) Application of evidence-based approach to programmes design and implementation and 3) Greater involvement of programme beneficiaries in programme design and implementation and hence increasing ownership. UNAPD will ensure that all programmes to a large extent take care of their own costs, generate evidence or are evidence informed and meaningfully involve the beneficiaries in their design and implementation.

### 7.3.3 Financial sustainability

Our main strategy to achieve financial sustainability for UNAPD will be to diversify its funding base by raising more local and unrestricted income in addition to resources from international partners. UNAPD will assess all possible areas of funding and use a coherent fundraising and resource mobilisation strategy to strengthen local income streams.

## 7.4 Resource requirements

UNAPD management has estimated that it will require **UGX 5,871,669,400** to cover the implementation period of 2020-2022. The budget details for the revised strategic plan is indicated in the Annex 8.3

## 8.0 ANNEXES

### 8.1 SWOT-BEEM ANALYSIS

No.	STRENGTHS	BUILD UPON...	The Action Taken in the RSP
1.	Well-structured organisation composed of: General Assembly, BOD, the secretariat, district associations, individual members etc.;	<ul style="list-style-type: none"> <li>Regularly elect BOD after term of office</li> <li>Retain or recruit competent staff</li> </ul>	<ul style="list-style-type: none"> <li>This strength has been emphasised in the HR section of the RSP</li> </ul>
2.	Key organisation policies and legal documents are in place;	<ul style="list-style-type: none"> <li>Regularly update policies and legal documents</li> </ul>	<ul style="list-style-type: none"> <li>The matter on relevant policies has been taken care off throughout the RSP</li> </ul>
3.	Registered district associations which authenticates UNAPD's national status;	<ul style="list-style-type: none"> <li>Continued Renewal of registration of associations and expand membership to more districts</li> </ul>	<ul style="list-style-type: none"> <li>N/A</li> </ul>
4.	Legal existence as an NGO with a well-established and functional Secretariat;	<ul style="list-style-type: none"> <li>Timely Renewal of the registration status and keep a functional secretariat</li> </ul>	<ul style="list-style-type: none"> <li>This has been addressed in the operational plan</li> </ul>
5.	Qualified and committed staff, democratically elected BOD;	<ul style="list-style-type: none"> <li>Continuous professional development for BOD and staff</li> </ul>	<ul style="list-style-type: none"> <li>Addressed in the operational plan</li> </ul>
6.	Good reputation and rapport with other development partners and affiliation to NUDIPU;	<ul style="list-style-type: none"> <li>Regular stakeholders' analysis and partnership reviews</li> </ul>	<ul style="list-style-type: none"> <li>A partnership strategy has been planned for in the RSP</li> </ul>
7.	Coherent corporate philosophy with strong alignment of activities to the organisation's mission and vision	<ul style="list-style-type: none"> <li>Develop periodic review of UNAPD's strategic intent and philosophical foundation in order to maintain</li> </ul>	<ul style="list-style-type: none"> <li>This has been considered in the M&amp;E section of the RSP</li> </ul>

		high relevance to the vulnerability context of the intended beneficiary categories.	
7.	Strong relationships with government, partners and stakeholders	<ul style="list-style-type: none"> <li>• Advance membership of shared platforms and PWP and PWD umbrella organisations in order to exchange experiences, tap into synergies and consolidate UNAPD presence in multiple fora.</li> <li>• Develop a standard branded experience for all stakeholder interfaces</li> </ul>	•
8.	UNAPD has diversity of membership organised in varied and active district associations hence multiple skill within the organization;	<ul style="list-style-type: none"> <li>• Reinforce capacity building programming to enhance the competencies of UNAPD's members</li> <li>•</li> </ul>	•
	<b>WEAKNESS</b>	<b>ELIMINATE...</b>	<b>The Action Taken in the RSP</b>
1.	Weak District Associations resulting into delays in registration of members, inadequate payment of membership fees; leading to poor UNAPD coverage across the country;	<ul style="list-style-type: none"> <li>• Weak/uncommitted district executive committee members</li> </ul>	<ul style="list-style-type: none"> <li>• Facilitate electronic transfer of membership fees</li> <li>• Empower the membership on elements of organisation development</li> </ul>
2.	Weak linkages with other disability categories, trade unions, faith-based organizations;	<ul style="list-style-type: none"> <li>• Stereotypes, discrimination</li> </ul>	<ul style="list-style-type: none"> <li>• Not a priority during this period</li> </ul>
3.	Heavy dependence on external donors which jeopardises sustainability and erodes self-confidence;	<ul style="list-style-type: none"> <li>• Dependence syndrome</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify fundraising</li> </ul>
4.	Lack of a resource mobilization strategy;	<ul style="list-style-type: none"> <li>• Undeveloped ways of fundraising</li> </ul>	<ul style="list-style-type: none"> <li>• Develop a resource mobilization strategy</li> </ul>
5.	Inability of UNAPD to spread projects	<ul style="list-style-type: none"> <li>• Dependence on few/single donors</li> </ul>	<ul style="list-style-type: none"> <li>• Diversify fundraising</li> </ul>

	to other registered membership Districts;		
6.	Insufficient inter and intra networking among member resulting into low impact levels	<ul style="list-style-type: none"> <li>Poor communication channels/systems</li> </ul>	<ul style="list-style-type: none"> <li>Improve communication channels</li> </ul>
	<b>OPPORTUNITIES</b>	<b>EXPLOIT...</b>	<b>The Action Taken in the RSP</b>
1.	National and international pro disability legislations and policies e.g. UNCRPD, Disability act, the constitution	<ul style="list-style-type: none"> <li>Pro disability legislations and policies</li> </ul>	<ul style="list-style-type: none"> <li>Use the laws and policies to strengthen advocacy efforts</li> </ul>
2.	Pro disability programmes such as the youth fund, Operation Wealth Creation, in place, that present lobby opportunities for UNAPD;	<ul style="list-style-type: none"> <li>Initiate lobbying to the Pro-disability programs</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for access to programs by membership</li> </ul>
3.	Conducive donor environment;	<ul style="list-style-type: none"> <li>Donor diversity</li> </ul>	<ul style="list-style-type: none"> <li>Develop strong concept papers and proposals</li> </ul>
4.	Fairly resourced UNAPD secretariat with a professional team.	<ul style="list-style-type: none"> <li>Staff diversity</li> </ul>	<ul style="list-style-type: none"> <li>Maintain staff and review the staff salaries and benefits</li> </ul>
	<b>THREATS</b>	<b>MITIGATE...</b>	<b>The Action Taken in the RSP</b>
1.	Creation of new districts, and yet there are already many not yet reached by UNAPD;	<ul style="list-style-type: none"> <li>Over ambitious</li> <li>Divisions among membership</li> </ul>	<ul style="list-style-type: none"> <li>Not priority during this period</li> </ul>
2.	High expectations from members and government for UNAPD to satisfy the needs of all physically disabled people;	<ul style="list-style-type: none"> <li>Higher expectations</li> </ul>	<ul style="list-style-type: none"> <li></li> </ul>
3.	Funding constraints as reflected by the general short-term funding from donors and decrease of funds from	<ul style="list-style-type: none"> <li>Donor dependency</li> </ul>	<ul style="list-style-type: none"> <li>Diversify fundraising</li> </ul>



	central government to districts;		
4.	Unfriendly policy/guidelines;	<ul style="list-style-type: none"> <li>Implementation of unfriendly policies/guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for review of unfriendly policies/guidelines</li> </ul>
5.	Lack of prioritising disability issues.	<ul style="list-style-type: none"> <li>Discrimination and stereotypes</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for attitude change</li> </ul>

## 8.2 Our Results Framework

IMPACT: PERSONS WITH PHYSICAL DISABILITIES ENJOY INDEPENDENT AND DIGNIFIED LIVES.			
Impact indicators		Corresponding SDG Indicators	UNAPD target (2022)
1	<ul style="list-style-type: none"> <li>a. Proportion of PWPDS living barrier-free lives, by sex, age, employment status and geographical location (urban/rural)</li> <li>b. Proportion of legal, regulatory and policy frameworks that provide an environment for PWPDS to live equitable, barrier-free lives in Uganda</li> </ul>		
STRATEGIC DIRECTION 1: OUR THEMATIC FOCUS AREAS			
Objective: To design and implement programmes that are responsive to the interests of our members and PWPDS.			
THEMATIC AREA 1: PHYSICAL ACCESSIBILITY FOR PWPDS:			
Specific Objective 1: To promote improved physical accessibility for PWPDS's			

2	<p><b>Outcome 1.1</b> Improved physical Accessibility on Livelihoods, Education, Health and Sports for UNAPDs membership</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ % of the physical environment accessible to PWPDS</li> <li>▪ % of PWDs with physical accessibility to education sports livelihoods and health</li> </ul>	<p><b>Output 1.1.1</b> Infrastructure and facilities for delivery of Education, Health, Sports and livelihoods (formal and informal) accessible to UNAPD membership at both national and local levels.</p>
<b>THEMATIC AREA 2: SOCIO-ECONOMIC RIGHTS AND LIVELIHOODS FOR PWPDS:</b>			
<b>Specific Objective 2:</b> To Promote improved access to Livelihoods for UNAPD Membership through advocacy and capacity strengthening			
3	<p><b>Outcome 2.1</b> Improved livelihood policies and programs catering for the needs of UNAPD membership</p> <p><b>Outcome 2.2</b> Strengthened capacity of UNAPD membership to advocate for inclusive access to livelihood programs and services.</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ -% of PWPDS groups accessing livelihood programs in UNAPD membership districts</li> <li>▪ Number of Livelihood policies and programs that are inclusive</li> <li>▪ Number of UNAPD membership advocating for Livelihood programs at respective districts.</li> </ul>	<p><b>Output 2.1.1</b> At least 3 livelihood policies reviewed and in place</p> <p><b>Output 2.1.2</b> At least 4 livelihood programs are inclusive</p> <p><b>Output 2.2.1</b> Membership Capacity strengthened to advocate for livelihood needs of PWPDS</p>
<b>THEMATIC AREA 3: INCLUSIVE EDUCATION FOR PWPDS:</b>			
<b>Specific Objective 3:</b> To Promote inclusive education for children with physical disability in Uganda.			
4	<p><b>Outcome 3.1</b> Improved education policies and programs catering for the needs of membership</p> <p><b>Outcome 3.2</b> Increased budget allocation to special needs and inclusive education</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ -% of PWPDS accessing education programs in UNAPD membership districts</li> </ul>	<p><b>Output 3.1.1</b> The national special needs and inclusive education policy commenced</p>

	<p><b>Outcome 3.3</b> strengthened capacity of membership to advocate for inclusive education</p>	<ul style="list-style-type: none"> <li>▪ Dropout rate of PWPDs in schools or institutions.</li> <li>▪ % of SNE teachers reporting satisfaction with provision of services Number of SNE teachers reporting improved service provision for special needs.</li> <li>▪ % increase of enrolment of children with special needs in schools.</li> <li>▪ Number of UNAPD membership advocating for inclusive education programs</li> <li>▪ Number of schools with inclusive education programs</li> </ul>	<p><b>Output 3.1.2</b> At least 2 inclusive education policies reviewed and in place</p> <p><b>Output 3.2.1</b> At least 2 education programs are made inclusive</p> <p><b>Output 3.3.1</b> UNAPD membership capacity strengthened to advocate for inclusive education</p>
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**THEMATIC AREA 4: DISABILITY SPORTS FOR PWPDS:**

**Specific Objective 4:** To promote disability sports for all PWPDP's in Uganda.

5	<p><b>Outcome 4.1</b> Improved Sports policies and programs highlighting disability specific needs</p> <p><b>Outcome 4.2</b> Enhanced capacity of UNAPDs membership to mobilize, identify, impart sports skills and advocate for inclusive sports</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ -% of PWPDs accessing sports programs in various districts</li> <li>▪ Membership with knowledge and skills in disability sports</li> <li>▪ -% of PWPDs in UNAPD registered districts mobilized in to sports groups</li> <li>▪ -Number of disabilities inclusive sports programs available</li> </ul>	<p><b>Output 4.1.1</b> Inclusive Sports policies and programs in place</p> <p><b>Output 4.2.1</b> Increased support to disability sport by the private sector</p> <p><b>Output 4.2.2</b> Sports groups formed and registered as advocacy pressure groups for disability sport</p>
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			<p><b>Output 4.2.3</b> Increased budget allocation towards disability sport</p> <p><b>Output 4.2.4</b> Tax exemption of disability sports equipment</p> <p><b>Output 4.2.5</b> Adoption of disability sports in line ministries</p>
<b>THEMATIC AREA 5: HEALTH FOR PWPDS:</b>			
<b>Specific Objective 5:</b> To advocate for better health provision for PWPDS in Uganda			
<b>6</b>	<p><b>Outcome 5.1</b> Improved health policies, services and programs on SRHR and HIV&amp;AIDS in addressing needs of UNAPD members</p> <p><b>Outcome 5.2</b> Enhanced capacity of membership to advocate for their health rights and inclusion in SRHR and HIV&amp;AIDS</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ -% of PWPDS accessing SRHR and HIV&amp;AIDS programs and reporting quality service provision</li> <li>▪ % of PWPDS with knowledge on their rights in line with SRH services</li> <li>▪ Number of PWPDS able to attend and articulate issues of Health</li> <li>▪ Number of SRH services made inclusive to PWPDS</li> </ul>	<p><b>Output 5.1.1</b> At least 3 inclusive health policies in place</p> <p><b>Output 5.1.2</b> At least 4 programs and services are inclusive</p> <p><b>Output 5.2.1 UNAPD</b> membership capacity Built to advocate for inclusive health and Tax exemption of assistive devices</p>
<b>STRATEGIC DIRECTION 2: PARTNERSHIPS AND WORKING RELATIONS</b>			
<b>Specific Objective 6:</b> To identify, build and nurture effective and relevant partnerships and working relations at national level.			

7	<p><b>Outcome 6.1</b> Strengthened collaboration between UNAPD and her membership, relevant partners and stakeholders</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Number of operational guidelines developed and adopted to facilitate partnership activities.</li> <li>▪ Level of satisfaction to the overall partnership, trust and commitment towards shared vision.</li> </ul>	<p><b>Output 6.1.1</b> Partnership and networking policy developed and operationalized</p> <p><b>Output 6.1.2</b> 3 National level workshops per year on Partnerships and Relations building conducted.</p> <p><b>Output 6.1.3</b> 9 Exchange visits of UNAPD with potential partners for experience sharing, identification of commonality held.</p>
<p><b>Specific Objective 7:</b> To advance relevance, visibility and leadership of UNAPD within the regional and international physical disability movements.</p>			
8	<p><b>Outcome 7.1</b> Strengthened advocacy to ensure physical disability interests mainstreamed in regional and international policies, programs and services.</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Number of joint national level engagements/activities and proposals developed and submitted.</li> <li>▪ Number of people/ regional and international institutions targeted and reached with advocacy messages</li> <li>▪ Number of local, national and international media engagements and advocacy materials developed</li> <li>▪ Number of government action taken in favour of PWDs</li> </ul>	<p><b>Output 7.1.1</b> At least 3 Strategic Partnership meetings at regional level to build the spirit of physical disability movement held per year.</p> <p><b>Output 7.1.2</b> At least 4 Joint advocacy meetings/workshops to identify relevant areas of advocacy held per year.</p> <p><b>Output 7.1.3</b> At least 3 areas of joint intervention identified which are relevant to PWDs at regional levels.</p>

			<b>Output 7.1.4</b> 2 Joint programs at East African Level relevant to PWPDS.
<b>STRATEGIC DIRECTION 3: FINANCING OUR STRATEGY</b>			
<b>Specific Objective 8:</b> To ensure long-term and sustained financing of UNAPD's planned undertaking.			
9	<p><b>Outcome 8.1</b> Enhanced financial sustainability</p> <p><b>Outcome 8.2</b> Enhanced staff and BOD competencies to participate in fundraising and donor relations</p> <p><b>Outcome 8.3</b> Increased diversification of UNAPD's funding base</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ % increase in organizational income</li> <li>▪ Increase in the number of activities in the budget that are fully funded.</li> <li>▪ Increase in the number of new partners funding UNAPD activities.</li> <li>▪ Increase in the number of BOD and staff with knowledge and skills in fundraising</li> <li>▪ Increase in the diversification (by types and scale) of UNAPDs funding base</li> </ul>	<p><b>Output 8.1.1</b> A functional financing and resource mobilization strategy developed and operationalized.</p> <p><b>Output 8.1.2</b> UNAPD established at least 4 income generating projects like poultry, tree planting, banana plantations, etc.</p> <p><b>Output 8.1.3</b> At least 2 local resource mobilization events organized and held (e.g. dinner, music concerts, etc.</p> <p><b>Output 8.1.4</b> At least 3 new funders secured per year.</p> <p><b>Output 8.2.1</b> Staff and BOD trained into practical knowledge and skills of proposal writing and resource mobilization.</p> <p><b>Output 8.2.2</b> BOD &amp; Staff have jointly written at least 8 fundraising proposals per year</p>

			<p><b>Output 8.2.3</b> UNAPD financial increases by 30% per year.</p> <p><b>Output 8.2.4</b> UNAPD staff salary increment at 12% per year</p> <p><b>Output 8.2.5</b> UNAPD staff with long term contracts</p> <p><b>Output 8.3.1</b> UNAPD subscribed to international databanks/networks of funders (e.g. NGO funders,)</p> <p><b>Output 8.3.2</b> At least 2 regional partnership and funding secured for multi-national collaborations.</p>
<b>OUR INSTITUTIONAL PRIORITIES</b>			
<b>Objective: To enhance UNAPD’s functionality for efficient and effective delivery of planned interventions.</b>			
<b>MANAGING OUR FINANCES :</b>			
<b>Specific Objective 9: To strengthen systems and processes for effective financial management and integrity</b>			
<b>10</b>	<b>Outcome 9.1</b> Improved financial planning, allocation and accountability capabilities.	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ % of financial audit recommendations implemented</li> <li>▪ Number of unqualified financial audits</li> <li>▪ % of financial reports to donors submitted on time, with full</li> </ul>	<p><b>Output 9.1.1</b> Monthly, quarterly and annual financial reports prepared and submitted to the relevant lines of reporting authority.</p> <p><b>Output 9.1.2</b> Funding for budgeted activities released on time</p>



		compliance to reporting requirements.	<b>Output 9.1.3</b> Bi-annual training on financial integrity for UNAPD financial staff and board members conducted.
<b>MEMBERS EFFECTIVELY FUNCTIONING AS ENTITIES:</b>			
<b>Specific Objective 10:</b> To enhance the organisational growth and autonomous programming capabilities of UNAPD Membership			
<b>11</b>	<b>Outcome 10.1</b> Increased capacity of UNAPD members to effectively implement their mandates.	<b>Outcome Indicators</b> <ul style="list-style-type: none"> <li>▪ % of UNAPD members in active implementation</li> <li>▪ Number of implementations per member</li> </ul>	<b>Output 10.1.1</b> Membership trained in OD management and advocacy for inclusion of PWPDS in the specific thematic areas of the SP.  <b>Output 10.1.2</b> An emergency response plan developed  <b>Output 10.1.3</b> Focal person on emergency response identified and assigned  <b>Output 10.1.4</b> UNAPD and Membership Standard Operating Procedures of emergency response in place.  <b>Output 10.1.5</b> Sub-committee on emergency response constituted and active.  <b>Output 10.1.6</b> Membership trained in strategic advocacy for emergency response

			<p><b>Output 10.1.7</b> Membership trained in strategic advocacy, lobbying &amp; inclusion</p> <p><b>Output 10.1.8</b> Membership strategy developed and implemented</p> <p><b>Output 10.1.9</b> UNAPD Membership democratically elected and governed.</p>
<b>INFORMATION COMMUNICATION AND TECHNOLOGY (ICT):</b>			
<p><b>Specific Objective 11:</b> To instigate action and increase visibility of our work by improving our relations with our membership, Government, communities, the media and our partners, documenting our work, sharing lessons learnt, promoting debate and amplifying the voices of PWPD's.</p> <p><b>Specific Objective 12:</b> To strengthen ICT systems and processes that will support effective and efficient implementation of the strategy.</p>			
<b>12</b>	<p><b>Outcome 11.1</b> Improved comprehensive communications processes by UNAPD, her members and development partners</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ % increase in ICT usage between UNAPD and its membership</li> <li>▪ % of membership utilizing modern digital communications channels</li> </ul>	<p><b>Output 11.1.1</b> Comprehensive communications strategy developed and in place</p> <p><b>Output 11.1.2</b> Members skilled on use of website and other social media platforms for communication and social development</p> <p><b>Output 11.1.3</b> 4 Capacity building workshops for UNAPD membership on the Use of e-communication conducted</p>
<b>OUR GOVERNANCE:</b>			

<b>Specific Objective 13:</b> To have a strengthened board which efficiently and effectively acts as the custodian of the UNAPD vision, provides financial oversight to enable sustainability and monitors overall institutional performance		
<b>13</b>	<p><b>Outcome 13.1</b> Enhanced governance to oversee the management of the organisation</p> <p><b>Outcome 13.2</b> Improved confidence and trust of UNAPD among the development partners</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ -% of Board members with relevant skills and are active in organizational management</li> <li>▪ Level of independence of secretariat in organizational management.</li> </ul>
		<p><b>Output 13.1.1</b> At least 4 capacity gaps of BOD and staff identified, e.g. strategic advocacy, effective governance and management, participatory planning and budgeting, communications and accountability</p> <p><b>Output 13.1.2</b> BOD and Staff trained to address at least 2 identified capacity gaps.</p> <p><b>Output 13.1.3</b> 2-3 professionals conscripted to the Board</p>
<b>OUR HUMAN RESOURCE:</b>		
<b>Specific Objective 14:</b> To Build and strengthen our human resource to enable efficient and effective organisational functioning		

14	<p><b>Outcome 14.1</b> Strengthened human resource to efficiently and effectively deliver organisation mandate</p> <p><b>Outcome 14.2</b> Strengthened management policies and systems</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Decrease in the number of UNAPD organogram positions unfilled</li> <li>▪ Increase in the number of UNAPD organogram positions occupied by persons with the requisite professional credentials.</li> <li>▪ Number of policies developed and reviewed Ability of staff to perform their tasks efficiently</li> </ul>	<p><b>Output 14.1.1</b> UNAPD’s organizational structure reviewed and optimized</p> <p><b>Output 14.1.2</b> Outdated management policies, manuals &amp; systems updated, e.g. HR, Procurement policy, Financial manual</p> <p><b>Output 14.1.3</b> Staff remunerations, benefits and compensations packages updated</p> <p><b>Output 14.1.4</b> New relevant management policies developed e.g. Risk management policy, Safeguarding policy, Whistle Blowers Policy.</p> <p><b>Output 14.1.5</b> Functional and relevant management system and policies operationalised</p> <p><b>Output 14.1.6</b> UNAPD’s permanent Home procured.</p>
<b>MONITORING AND EVALUATION:</b>			
<b>Specific Objective 15:</b> To support understanding of UNAPDs programs and foster improvement in planning and implementation			

15	<p><b>Outcome 15.1</b> Strengthened M&amp;E system to support program implementation</p> <p><b>Outcome 15.2</b> Increased competence of UNAPD members in participatory M&amp;E practices</p>	<p><b>Outcome Indicators</b></p> <ul style="list-style-type: none"> <li>▪ Increase in the number of programs planned and designed using input from M&amp;E reports</li> <li>▪ % increase of UNAPD Members actively monitoring projects</li> </ul>	<p><b>Output 15.1.1</b> UNAPD M&amp;E system built and functioning</p> <p><b>Output 15.1.2</b> UNAPD staff and Membership capacity built on practical Monitoring and evaluation</p> <p><b>Output 15.1.3</b> Areas of improvement highlighted and supported for effective implementation of programs</p>
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8.3 Our Costed Operational Plan		YEAR 1	YEAR 2	YEAR 3	TOTAL COST
Results		COST	COST	COST	COST
<b>Goal (impact level)</b>	Improved visibility of UNAPD at national and local level in addressing needs of membership				
	Partnerships and working relations				
<b>Outcome 1</b>	Strengthened collaborations between UNAPD our membership, relevant partners and stakeholders				-
<b>Output 1.1:</b>	Partnership and networking policy developed and operationalized				-
<b>Activity 1.1.1:</b>	Conduct an analysis of critical physical disability needs and strategies for inclusion.	11,000,000			11,000,000
<b>Output 1.2:</b>	3 National level workshops per year on Partnerships and Relations building conducted.				-
<b>Activity 1.2.1:</b>	Conduct mapping of the relevant stakeholders/partners	3,500,000			3,500,000
<b>Activity 1.2.2:</b>	Develop and sign MOU with relevant partners	3,000,000	3,000,000		6,000,000
<b>Activity 1.2.3:</b>	Identify and train the relevant stakeholders on disability and inclusion.	6,000,000	4,500,000	7,000,000	17,500,000
<b>Output 1.3:</b>	Exchange visits of UNAPD with potential partners for experience sharing, identification of commonality held.				-
<b>Activity 1.3.1:</b>	Conduct at least 4 exchange and learning visit in East African countries to identify potential areas of joint advocacy across the region.	25,000,000	16,000,000	37,000,000	78,000,000

<b>Outcome 2</b>	<b>Strengthened advocacy to ensure physical disability interests mainstreamed in regional and international policies, programs and services.</b>				-
<b>Output 2.1:</b>	<b>At least 3 Strategic Partnership meetings at regional level to build the spirit of physical disability movement held per year.</b>				-
<b>Activity 2.1.1:</b>	Conduct at least 10 workshops for review of relevant policies and programs to identify gaps for physical disability inclusion.	16,000,000	20,000,000	25,000,000	61,000,000
<b>Output 2.2:</b>	<b>At least 4 Joint advocacy meetings/workshops to identify relevant areas of advocacy held per year.</b>				-
<b>Activity 2.2.1:</b>	Hold 10 Joint advocacy Meetings to identify relevant areas of advocacy with stakeholders	5,000,000	5,000,000	5,000,000	15,000,000
<b>Output 2.3:</b>	<b>At least 3 areas of joint intervention identified which are relevant to PWPDs at regional levels.</b>				-
<b>Activity 2.3.1:</b>	Conduct at least 10 workshops to design joint interventions of partnership relevant to PWPDs.	15,000,000	18,000,000	15,000,000	48,000,000
<b>Output 2.4:</b>	<b>2 Joint programs at East African Level relevant to PWPDs.</b>				-
<b>Activity 2.4.1:</b>	Identify and link with the physical disability organizations in the east African region.	3,000,000			3,000,000
<b>Activity 2.4.2:</b>	Conduct 4 East African physical disability conference on key thematic areas like physical accessibility, assistive devices/technology, Inclusive education		75,000,000		75,000,000
<b>Activity 2.4.3:</b>	Write consortium proposals on common thematic areas of advocacy for PWPDs.		5,000,000		5,000,000
<b>Activity 2.4.4:</b>	Form an East African think tanks/caucus on physical disability governed on democratic principles.			37,000,000	37,000,000
	<b>Organizational functioning</b>				
<b>Outcome 1</b>	<b>Enhanced governance to oversee the management of the organisation</b>				-

<b>Output 1.1:</b>	<b>UNAPD's organizational structure reviewed and optimized</b>				-
<b>Activity 1.1.1:</b>	Conduct a review of organizational structure	10,000,000			10,000,000
<b>Output 1.2:</b>	<b>Outdated management policies, manuals &amp; systems updated, e.g. HR, Procurement policy, Financial manual, etc.</b>				-
<b>Activity 1.2.1:</b>	Update the organizational management policies like HR, Financial management Manuel, procurement policy		35,000,000		35,000,000
<b>Output 1.3:</b>	<b>At least 4 capacity gaps of BOD and staff identified, e.g. strategic advocacy, effective governance and management, participatory planning and budgeting, communications and accountability, etc.</b>				-
<b>Activity 1.3.1:</b>	Conduct at least 4 trainings of BOD in effective governance, accountability and participation.	18,000,000			18,000,000
<b>Activity 1.3.2:</b>	Conduct at least 4 learning visits of BOD and Staff to international organizations within to be exposed to critical management principles of organization growth		14,000,000	14,000,000	28,000,000
<b>Activity 1.3.3:</b>	Conduct 10 staff appraisals and BOD evaluation to assess performance				-
<b>Output 1.4:</b>	<b>BOD and Staff trained in the identified capacity gaps.</b>				-
<b>Activity 1.4.1:</b>	Support the staff and BOD to undergo professional upgrading, coaching and mentoring.	24,000,000	17,000,000		41,000,000
<b>Output 1.5:</b>	<b>UNAPD's permanent Home procured.</b>				-
<b>Activity 1.5.1:</b>	UNAPD builds its own permanent home	180,000,000			180,000,000
<b>Outcome 2</b>	<b>Strengthened human resource to efficiently and effectively deliver organisation mandate</b>				-
<b>Output 2.1:</b>	<b>UNAPD's organizational organogram reviewed and optimize</b>				-



<b>Activity 2.1.1:</b>	Review UNAPD's Organogram				-
<b>Output 2.2:</b>	Updated staff remunerations, benefits and compensations packages				-
<b>Activity 2.2.1:</b>	Conduct analysis of salary remunerations, benefits and compensations packages of other organization	3,000,000			3,000,000
<b>Activity 2.2.2:</b>	Review of UNAPD's salary remunerations, benefits and compensations packages				-
<b>Output 2.3:</b>	2-3 professionals adopted to the Board				-
<b>Activity 2.3.1:</b>	Hold 2 engagement meetings to discuss adoption of Technical Professionals to UNAPD Board	9,000,000			9,000,000
<b>Outcome 3</b>	Improved confidence and trust of UNAPD among the development partners				-
<b>Output 3.1:</b>	New relevant management policies developed e.g. Risk management policy, Safeguarding policy, Whistle Blowers Policy.				-
<b>Activity 3.1.1:</b>	Develop new relevant policies like Risk management policy, safeguarding policy, BOD Charter, etc.	34,000,000			34,000,000
<b>Activity 3.1.2:</b>	Regularly utilize the organizations systems/policies to ensure sustained good performance and trust				-
<b>Outcome 4</b>	Strengthened management policies and systems				-
<b>Output 4.1:</b>	Functional and relevant financial management system				-
<b>Activity 4.1.1:</b>	Update the financial management system to suite the current demands of financing.	7,500,000			7,500,000
<b>Activity 4.1.2:</b>	Conduct regular annual financial audits and write newsletters, annual reports as a social responsibility to membership, partners, and donors	21,000,000	23,000,000	25,000,000	69,000,000

<b>Activity 4.1.3:</b>	Upload the annual reports, financial audit reports on the organizational website & newspapers.				-
<b>Activity 4.1.4:</b>	Pay statutory taxes to relevant authorities in time.	25,000,000	25,000,000	25,000,000	75,000,000
<b>Activity 4.1.5:</b>	Regularly upgrade of systems. The website, and social media platforms to speak the performance of the organization.				-
<b>Outcome 5</b>	<b>Increased capacity of UNAPD members to effectively implement their mandates.</b>				-
<b>Output 5.1:</b>	<b>Membership trained in OD management and advocacy for inclusion of PWPDs in the specific thematic areas of the SP.</b>				-
<b>Activity 5.1.1:</b>	Train UNAPD membership in Organizational development	81,200,000	81,200,000	81,200,000	243,600,000
<b>Activity 5.1.2:</b>	Conduct registration of UNAPD membership in at least 20 new more district per year.	10,000,000	10,000,000	10,000,000	30,000,000
<b>Activity 5.1.3:</b>	Conduct a membership/stakeholder's satisfaction survey to get feedback on performance	35,000,000			35,000,000
<b>Activity 5.1.4:</b>	Brand UNAPD for improved visibility using the different medium like T-Shirts, Caps, bill-boards, TV/Radio, newspapers, etc.	37,000,000	40,000,000	45,000,000	122,000,000
<b>Output 5.2</b>	<b>An emergency response plan developed</b>				-
<b>Activity 5.2.1:</b>	Develop tools of response to emergencies like COVID-19	9,500,000	7,500,000	8,000,000	25,000,000
<b>Output 5.3</b>	<b>Focal person on emergency response identified and assigned.</b>				-
<b>Activity 5.3.1:</b>	Identify a focal person on emergency response	3,000,000	3,000,000	3,000,000	9,000,000
<b>Output 5.4</b>	<b>UNAPD and Membership Standard Operating Procedures of emergency response in place.</b>				-

<b>Activity 5.4.1:</b>	Develop Standard Operating Procedures of emergency response	12,000,000			12,000,000
<b>Output 5.5</b>	<b>Sub-committee on emergency response constituted and active.</b>				-
<b>Activity 5.5.1:</b>	Conduct 1 research on impact of COVID-19 on physical disability	25,000,000			25,000,000
<b>Activity 5.5.2:</b>	Conduct a dissemination workshop of the research findings	35,000,000			35,000,000
<b>Output 5.6</b>	<b>Membership trained in strategic advocacy for emergency response</b>				-
<b>Activity 5.6.1:</b>	Conduct at least 2 trainings of staff and Board on management of emergencies like COVID-19	18,500,000			18,500,000
<b>Output 5.7</b>	<b>Membership trained in strategic advocacy, lobbying &amp; inclusion</b>				-
<b>Activity 5.7.1:</b>	Conduct at least 20 trainings of the membership per year into strategic advocacy, lobbying & inclusion.	81,200,000	81,200,000	81,200,000	243,600,000
<b>Activity 5.7.2:</b>	Conduct at least 20 trainings of membership per year in fundraising, resource mobilization	81,200,000	81,200,000	81,200,000	243,600,000
<b>Output 5.8</b>	<b>Membership strategy developed and implemented</b>				-
<b>Activity 5.8.1:</b>	<b>Develop a membership strategy</b>	35,000,000			35,000,000
<b>Activity 5.8.2:</b>	<b>Print and disseminate the membership strategy</b>	9,500,000	9,500,000	9,500,000	28,500,000
<b>Output 5.9</b>	<b>UNAPD Membership democratically elected and governed.</b>				-
<b>Activity 5.9.1:</b>	Support the membership to hold their General Assemblies.	58,000,000	58,000,000	58,000,000	174,000,000

<b>Activity 5.9.2:</b>	Conduct UNAPD General Assembly			65,000,000	65,000,000
<b>Activity 5.9.3:</b>	Conduct Annual General Meetings of members	50,000,000	50,000,000	50,000,000	150,000,000
<b>Activity 5.9.4:</b>	Hold quarterly Board meetings	20,000,000	20,000,000	20,000,000	60,000,000
<b>Activity 5.9.5:</b>	Conduct board orientation	9,500,000			9,500,000
<b>Activity 5.9.6:</b>	Conduct at least 3 extra ordinary meetings of members.	30,000,000	30,000,000	30,000,000	90,000,000
	<b>ADMINISTRATION</b>				-
<b>Activity 1</b>	Administrative costs per year.	259,720,000	163,820,000	158,920,000	582,460,000
<b>Activity 2</b>	Staff Salaries for 20 and 10% increase per year	629,000,000	691,900,000	761,090,000	2,081,990,000
<b>Activity 3</b>	Insurance and any other benefits	37,740,000	41,514,000	45,665,400	124,919,400
<b>Activity 4</b>	Procurement of organizational equipment.( office car, office computers)	170,000,000			170,000,000
	<b>Financing</b>				
<b>Outcome 1</b>	Enhanced Program financial sustainability				-
<b>Output 1.1:</b>	<b>A functional financing and resource mobilization strategy developed and operationalized.</b>				-
<b>Activity 1.1.1:</b>	Develop a fundraising and resource mobilization strategy	9,000,000			9,000,000
<b>Output 1.2:</b>	<b>UNAPD established at least 4 income generating projects like poultry, tree planting, banana plantations, etc.</b>				-

<b>Activity 1.2.1:</b>	Start income generating projects e.g. poultry, piggery, tree planting, etc.	35,000,000	12,000,000	15,000,000	62,000,000
<b>Output 1.3:</b>	<b>At least 2 local resource mobilization events organized and held (e.g. dinner, music concerts, etc.</b>				-
<b>Activity 1.3.1:</b>	Conduct 4 local resource mobilization drives targeting the private sector for both cash and non-cash inputs.	15,000,000	15,000,000		30,000,000
<b>Output 1.4:</b>	<b>At least 3 new funders secured per year.</b>				-
<b>Activity 1.4.1:</b>	Conduct a mapping of potential development partners/donors for disability funding	2,000,000	2,000,000		4,000,000
<b>Outcome 2</b>	<b>Enhanced staff and BOD competencies and participation in fundraising and donor relations</b>				-
<b>Output 2.1:</b>	<b>Staff and BOD trained into practical knowledge and skills of proposal writing and resource mobilization.</b>				-
<b>Activity 2.1.1:</b>	Train BOD and Staff into the practical skills of fundraising and resource mobilization.	8,500,000	8,500,000		17,000,000
<b>Output 2.2:</b>	<b>BOD &amp; Staff have jointly written at least 8 fundraising proposals per year</b>				-
<b>Activity 2.2.1:</b>	Conduct interface meetings between BOD/Staff and Donor community to understand the dynamics of donor funding.	4,500,000	4,500,000	4,500,000	13,500,000
<b>Output 2.3:</b>	<b>UNAPD financial increases by 30% per year.</b>				-
<b>Activity 2.3.1:</b>	Form fundraising think tanks of different thematic areas like physical accessibility, disability sports, health, and livelihood for long term program design.				-
<b>Activity 2.3.2:</b>	Support the think tanks to fulfil their mandates of writing program-based proposals.	6,000,000	6,000,000	6,000,000	18,000,000
<b>Output 2.4:</b>	<b>UNAPD staff salary increment at 12% per year</b>				-

<b>Activity 2.4.1:</b>	Built UNAPD Home and rehabilitation centre.	120,000,000			120,000,000
<b>Output 2.5:</b>	<b>UNAPD staff with long term contracts</b>				-
<b>Activity 2.5.1:</b>	Develop a paradigm shift from a project-based approach to program-based approach and the related requirements.				-
<b>Outcome 3:</b>	Increased diversification of UNAPD's funding base				-
<b>Output 3.1:</b>	<b>UNAPD subscribed to international databanks/networks of funders (e.g. NGO funders,)</b>				-
<b>Activity 3.1.1:</b>	Establish linkages between UNAPD and potential donors like EU, UKAID, USAID, DGF, etc.				-
<b>Activity 3.1.2:</b>	Participate in local and international conferences/dialogues/symposiums of potential donors.	37,000,000	37,000,000	35,000,000	109,000,000
<b>Output 3.2:</b>	<b>At least 2 regional partnership and funding secured for multi-national collaborations</b>				-
<b>Activity 3.2.1:</b>	Write joint proposals/interventions with multi-national partners on physical disability advocacy and inclusion, e.g. Kenya, Rwanda, Tanzania, etc.	2,000,000	2,000,000	2,000,000	6,000,000
					5,871,669,400