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STRATEGIC PLAN 2022-2027

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SHIVYAWATA

**STRATEGIC PLAN
2022 – 2027**

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PREFACE

This is the five year Strategic Plan (SP) covering duration of 2022 to 2027. The plan lays down SHIVYAWATA's desires for positive changes aimed at improving further the rights and welfare of the persons with disabilities (PWDs) in Tanzania. The federation seeks to realize that noble goal through its members and other partners including the government, national and international allies. Four entwined strategic objectives, which have been transcribed into results areas have been crafted in such a way that the broad objective and therefore, SHIVYAWATA's vision will be systematically realized.

Basing on the analysis made by the organizations of persons with disabilities (OPDs) and other stakeholders in June 2021, there are quite impressive and progressive changes happening on the promotion and protection of the rights of PWDs in Tanzania. However, challenges still outweigh the successes achieved so far. Such challenges are attributed to a number of factors, which in this plan, have been clustered into four areas, namely (i) some weaknesses in the relevant legal and policy frameworks on disability in terms of the contents and enforceability of the laws and policies; (ii) attitudinal perspectives mainly rooted into presence of some of harmful cultural norms; (iii) weaknesses on part of individual PWDs to claim their rights – mostly attributed to low civic awareness and economic capacities; and, (iv) weaknesses on part of OPDs – mostly being institutional challenges.

The plan at hand has proposed some strategies to address all those challenges while also taking into consideration positive lessons and external operating environments (positive and adverse ones) such as advancement of science and technologies; presence of a web of partners inside and outside the country; the good will demonstrated by the government on disability; prevalence of COVID-19 pandemic; etc.

The management and oversight bodies of SHIVYAWATA will be guided by this plan as their managerial tool. There will be a number of operational policies and guidelines developed in support of the implementation of this plan including the resource mobilization strategy; and, the monitoring and evaluation framework.

All partners are invited to work with SHIVYAWATA through this plan in order to scale up all interventions on disability's rights in the country. The federation, SHIVYAWATA, assures all partners presence of sound administrative, managerial and financial systems which all have been improved following a series of reforms which the federation opted for in recent years. Development of this comprehensive five year program (SP 2022-2027) is, indeed, one of the said reforms.

Chairperson
SHIVYAWATA

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LIST OF ABBREVIATIONS AND ACRONYMS

Adv.	Advocate of the High Court of Tanzania
ASBAHT	Association of Spinal Bifida and Hydrocephalous of Tanzania
Cap.	Chapters of Laws of Tanzania
CBOs	Community Based Organizations
CHAVITA	Tanzania Association of the Deaf
CHAWATA	Tanzania Association of Physically Disabled Persons
CHRAGG	Commission for Human Rights and Good Governance
COVID-19	Corona Virus Disease (2019)
CSOs	Civil Society Organization(s)
DBPs	Deaf and Blind Persons
DFSF	Disability Funding Service Facility
DLA	Disability Living Allowance
EFS	Endowment Funding Scheme
FBOs	Faith Based Organizations
FCS	Foundation for Civil Society
FYDP III	Five Year National Development Plan – Phase 3 of 2021/22 to 2025/26
G.N	Government Notice
GBV	Gender Based Violence
ICT	Information Communication and Technology
IGA	Income Generating Activities
KASI	Kilimanjaro Association of the Spinal Injured
KCMC	Kilimanjaro Christian Medical Center
LEA	Legal Empowerment Approach
LGAs	Local Government Authorities
LHRC	Legal and Human Rights Center
M&E	Monitoring and Evaluation
MCT	Media Council of Tanzania
MDAs	Ministries, Departments and Agencies of the State
MOAT	Media Owners Association of Tanzania
NEC	National Electoral Commission
No.	Number
NPA-EVAWC	National Plan of Action to End VAWC of 2017/18 – 2021/22
OPDs	Organizations of Persons with Disabilities
PDOs	Pro-Disabilities Organization
PEST	Political, Economic, Social and Technological Analysis
PGCDs	Police Gender and Children Desks
PMO	Prime Minister Office
PSORATA	Psoriasis Association of Tanzania
PWAs	Persons with Albinism

PWDs	Persons with Disabilities
SACCOS	Saving and Credit Cooperative Societies
SDGs	Sustainable Development Goals of 2030
SHIVYAWATA	Tanzania Federation DPOs
SL	Sign Language
SLIs	Sign Language Interpreters
SP	Strategic Plan
SSF	Sub-grantee Service Facility (part of proposed DFSF)
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TAMH	Tanzania Association for Mentally Handicapped
TAS	Tanzania Albinism Society
TASODEB	Tanzania Association of Deaf Blind
TEF	Tanzania Editors' Forum
TLB	Tanzania League of Blind
TMBs	Treaty Monitoring Bodies
TUSPO	Tanzania Users and Survivors of Psychiatric Organization
TV	Television
TZS	Tanzanian Shillings
UN	United Nations
UPR	Universal Periodic Review (UN)
URT	United Republic of Tanzania
USD	United States of America Dollars

EXECUTIVE SUMMARY

This is SHIVYAWATA's strategic plan (SP), a five year program covering a period of 2022 to 2027. The SP is preceded with similar ones which the federation, SHIVYAWATA, had implemented since its inception decades ago. Through this program, SHIVYAWATA plans to claim a niche of being an authoritative national network of organizations of persons with disabilities (PWDs' OPDs) and pro-disability rights organizations (PDOs) by, scaling-up its current interventions, particularly empowerment of PWDs through their OPDs.

The federation, SHIVYAWATA, plans to invest more on its members in terms of institutional capacity development. The prerequisite factor to this is to have a well-institutionalized secretariat which, in return, will capacitate OPDs' operations at regional and then down to district levels. There are specific results areas on membership affairs which include institutional supports and a need to have standardized and systemized advocacy activities among other interventions. On this particular approach, the SHIVYAWATA's national secretariat will embark on, among others, mentorship programs and resource mobilization skills to enhance its secretariat's and members' sustainability.

While clearly understands that most of disability-related pertinent issues happen at the grassroots, SHIVYAWATA plans to outstretch its reach to those areas through its members and other partners including the media. The federation has also planned to make effective use of the technology to reach out targeted groups in a cost-effective ways. The federation will also rely on existing structures including the statutory disability committees and gender-related committees such as the NPA-EVAWC ones. An alignment of efforts through such partners will be systemized by the stakeholders' engagement strategy (SES) and a number of institutional policies such as on digital (ICT) and communication to be devised during this period.

On the other hand, in order to ensure that the federation operates within the national and international disability rights framework and therefore have its interventions contribute directly into such frameworks, SHIVYAWATA has linked this plan with most of ongoing and intended public policies and programmes including the National Five Year Development Plan Phase Three of 2021/22 – 2025/26 (FYDP III); the Sustainable Development Goals of 2030 (SDGs); and, the National Population Census (NPC).

A design of this SP was guided by a thorough analysis and a series of consultative meetings happened between June and October 2021, which involved numerous stakeholders working on disability rights.

Through the results-based management (RBM) approach, which guided the planning processes, it was ascertained that, there is still weak protection and insufficient promotion of the specific rights of PWDs regardless of types of disabilities, sex, age and other aspects. As such, most of the PWDs' living standards and other welfare indicators have not improved to the expected levels even after an having a specific law on disability being implemented for over a decade now. Before an enactment of the PWDs Act in 2010, there was already in place the National

Disability Policy of 2004. It is also noted that, despite presence of such frameworks (legal and policy on disability), challenges associated to the **protection** and therefore **welfare** of PWDs still outweigh the changes achieved so far. The social obstacles, especially the **institutional, environmental** and **attitudinal** ones are evident all over the country. Insufficient enforcement of the laws and implementation of the policies on disability has resulted into low wellbeing (e.g prosperity), which also intermittently cause vicious cycle of challenges including income poverty, discrimination and stigma.

This SP has translated those contexts into a **goal** (an impact) whereby by 2027, the SHIVYAWATA's intervention will **contribute to an improvement of the protection and promotion of the rights and welfare of PWDs in Tanzania.**

In order to achieve the said strategic goal (and its impact), SHIVYAWATA's interventions for this program are clustered into four (4) key results areas (KRAs), which are also specific objectives (SOs). The fourth one is on institutional support for SHIVYAWATA's secretariat and its member OPDs. The KRAs/ SOs for this plan are:-

- (i) To improve all related policy and legal frameworks on disability rights and welfares.
- (ii) To decrease practices of harmful cultural norms against persons with disabilities.
- (iii) To increase civic and economic empowerments of persons with disabilities.
- (iv) To enhance institutional capacities and sustainability of SHIVYAWATA and its members.

Objective one on policy and legal reforms is for protection (control) of disability related right. It focuses on addressing institutional and environmental obstacles as it is explained further in details. The second objective is more on prevention. It focuses on attitudinal obstacles; while, the third objective focuses on all three obstacles. This one is intended to make PWDs champions of own destiny. The fourth objective is a driver for an achievement of all other objectives. It focuses on capacities of SHIVYAWATA's secretariat and its members.

Such KRAs/ SOs are transcribed into outcomes whereby, each of the outcomes or intermediate results has a set of outputs or immediate results. Each of the three results, namely impact, outcomes and outputs has performance indicators (see the logic framework attached herewith). Every output has a number of activities (actions) with quantified indicators (milestones and targets). The budget (also attached herewith) is made against such activities and milestones. In this way, the RBM is well observed and results chains are therefore very compacted to lead into results.

Realization of all the anticipated results pre-supposed presences of enabling environments including strong ties between SHIVYAWATA and the government, development partners as well as other stakeholders. It is also depends on presence of supportive legal and policy frameworks on disability rights. This SP has introduced some interventions to facilitate presence of all these enabling environments. However, the prerequisite of all these is availability of technical and financial supports, of which for the later, SHIVYAWATA requests a total of TZS xxxxxxxxxxxxxx for all five years (2022-2027).

PART ONE: BACKGROUND INFORMATION ON SHIVYAWATA

1.1 ESTABLISHMENT OF SHIVYAWATA

Organized disability movements in Tanzania are not new. They have been pursued from the time of independence in 1960s. Early interventions resulted into a number of positive changes regarding the promotion and protection of the rights and welfare of the persons with disabilities (PWDs). For instance, there was a mention of disability issues in the 1967's Arusha Declaration that, PWDs can live through others 'sweat.' In 1970s and 1980s the movements were institutionalized whereby a number of organizations of persons with disabilities (OPDs) were established, including on physical disabilities, blind and deaf (CHAWATA, TLB and CHAVITA respectively). Presence of such institutionalized disability movements resulted into, among other changes, enactment of the disability laws in 1982 on employment and care.

In order to intensify disability movements especially by way of synchronizing efforts, the Shirikisho la Vyama vya Watu Wenye Ulemavu Tanzania (SHIVYAWATA) was established in 1992. This is a federation or umbrella organization of various OPDs. At the time of its establishment, only five OPDs subscribed to it. However, having been steadily growing up, five more OPDs jointed the network to make a total of ten members, namely:-

- i) Association of Spinal Bifida and Hydrocephalous of Tanzania (ASBAHT).
- ii) Kilimanjaro Association of Spinal cord Injuries (KASI).
- iii) Psoriasis Association of Tanzania (PSORATA).
- iv) Tanzania Albino Society (TAS).
- v) Tanzania Association for the Mentally Handicapped (TAMH).
- vi) Tanzania Association of the Deaf – Blind (TASODEB).
- vii) Tanzania Association of the Physically Handicapped (CHAWATA).
- viii) Tanzania League of the Blind (TLB).
- ix) Tanzania Society of the Deaf (CHAVITA).
- x) Tanzania Users and Survivors of Psychiatric Organization (TUSPO).

The ten member OPDs operate as autonomous organization, each one with its own registration and administration. Moreover, most of these members have got branch offices at regional and district levels. SHIVYAWATA itself has branches down to the district levels.

As SHIVYAWATA is established as a common platform for the member OPDs (and other stakeholders) to pursue disability agenda in the systemized and standardized approaches. A number of achievements are already on record regarding common interventions, including ratification of the United Nations Convention on the Rights of Persons with Disabilities of 2006; and, domestication of the convention into national legal framework through the Persons with Disabilities Act of 2010. However, much more is still desired to have stronger disability movements especially through common approach. This plan at hand ventures to scale up all these initiatives. There is a possibility that if this Strategic Plan 2022 – 2027 works well, much more

results will be achieved.

1.2 SHIVYAWATA AS A UNIQUE FEDERATION

SHIVYAWATA is the only national based disability rights network in Tanzania. Therefore, it is the most authoritative organization on disability issues in the country. Unlike all other networks in Tanzania, the structural layout of this federation flows down to the grassroots level in a very systematic way whereby, the ten members forming membership base for this federation, had their regional and district branch offices forming membership to SHIVYAWATA at those levels. This means, there is representation of all types or categories of OPDs from national to the grassroots. Of course, one of the areas this plan seeks to address is on the connectivity of issues (e.g on advocacy) in a down-top approach, which is currently missing.

SHIVYAWATA strongly believes that PWDs are their own best spokespersons especially when they act through their respective OPDs. It also believes in holistic approach of addressing disability related issues of concern. This this 2022-2027 five year plan, the federation visualizes a stronger working relationship with numerous stakeholders through its secretariat and members. It redefines its intervention approaches by, among other ways, ensuring more inclusion of partners who were not traditionally work with the federation or disability issues. In this way, it will become a national based organization with huge public uproar probably more than any other network in the country.

1.3 OBJECTIVES AND MANDATES OF SHIVYAWATA

1.3.1 Main Objective

To unite all OPDs and the Pro-Disability Organizations (PDOs) for effective lobbying and advocacy work.

1.3.2 Specific Objectives

The specific objectives and mandate of SHIVYAWATA are:-

- (i) To organize pressure group to the government, political parties and the public so as to provide required and appropriate services to persons with disabilities on time.
- (ii) To motivate, encourage and assist the formation and registration of OPDs and PDOs to amplify the voices of PWDs in promoting social inclusion.
- (iii) To safeguard the interest of PWDs and vulnerable adults.
- (iv) To ensure networking with government, political parties, and other local and foreign organization with a view to empowering welfare of PWDs.
- (v) To play an advisory role to members of SHIVYAWATA.
- (vi) To mainstream disability in public and private sectorial plans and programs.

1.4 VISION, MISSION AND CORE VALUES

1.4.1 Vision

Becoming a strong, legitimate and effective federation for OPDs and pioneer a barrier-free environments for PWDs as well as promote an inclusive society for all people of Tanzania.

1.4.2 Mission

Engage in a systematic campaign geared toward eliminating social injustices and advocating for inclusion of PWDs in social, economic, and political systems through legal and policy reform; civic and economic empowerments; public awareness; and institutional strengthening.

1.4.3 Core Values

SHIVYAWATA is committed to promoting:-

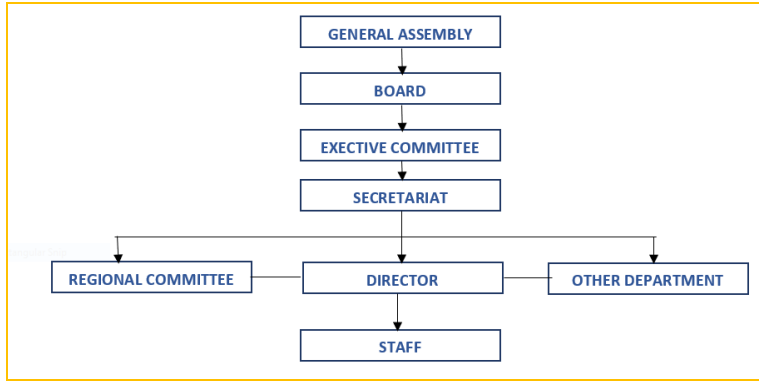
- (i) Inclusion: Mainstreaming disability needs and rights in social, cultural, economic, political, and in all other spheres of life.
- (ii) Equality of Participation: SHIVYAWATA promotes full participation of Persons with Disabilities in all matters responsive to their life.
- (iii) Solidarity: A belief in the power of collective action to achieve our objectives.
- (iv) Integrity: SHIVYAWATA actively promotes a culture of trust where trust worthiness is held in the higher regard.
- (v) Respect: SHIVYAWATA operates a culture of respect for a difference.
- (vi) Learning Environment: A commitment to creating a better learning environment, which values, builds and share lessons learnt.

1.5 INSTITUTIONAL GOVERNANCE AND MANAGERMENTS

1.5.1 Governing Organs of SHIVYAWATA

SHIVYAWATA's organizational organs are comprised of the general assembly (GA), the board of directors (BoDs), executive committee (ExCom) and secretariat (management). The GA is the supreme organ of the federation, comprised of all members. The BoDs offers strategic direction to the secretariat – mostly through the ExCom. The secretariat is the executive organ of the federation, comprised of experts and support staff. Being the managerial organ, the secretariat has a number of departments and units to support particular projects. Figure 1 below shows the lines of command of the said organs.

Figure I: SHIVYAWATA's Organization Structure



Through this five year plan, SHIVYAWATA will improve further its organs by among other things, ensuring more accountability lines and creation of permanent directorates or units (portfolios) e.g on membership affairs as elucidated in result area number four of this plan.

The BoDs of SHIVYAWATA formed by individual persons of high profile and integrity with diversified experiences and knowledge on disability rights, organizational development and social development generally. Table 1 below shows BoD's level of education and other information.

Table 1: Members of the Governing Board of SHIVYAWATA

A: Governing Board				
Name	Sex	Level of Education	Membership	Duration in the Board

1.5.2 Governing Policies, Systems and Principles

The structural organization of SHIVYAWATA automatically supports enforcement of the corporate good governance principles, particularly, transparency and accountability. For instance, monthly reports from the secretariat are channeled to the BoDs through the ExCom for deliberation and directives (on quarterly basis). The BoDs report to the GA on annual basis, where financial other plans for next year are decided.

The deeds or practices of thee governance organs are guided by the operational principles or norms codified through policies and plans. Such policies include on human resource, financial management, gender, procurement, etc. As it is further explained in this plan document, more policies are proposed to be formulated during these five years (2022-2027) including on resource mobilization, disaster management, stakeholders' engagement, etc.

1.6 JUSTIFICATION AND MAIN FEATURES OF STRATEGIC PLAN

The SHIVYAWATA Strategic Plan (2022 – 2027) is a program laying down comprehensive framework, which will guide the future direction of this federation to adapt to change and offer a dynamic and conducive environment in PWDs can be accommodated to fully participate in national development. The strategy is aimed at promoting the mainstream of disability in all government policies and programs and budgeting to ensure PWDs access benefits from and have space to contribute to the national development. This is why the focus of the plan is on the empowerment of the individual PWDs as well as institutional capacities of the OPDs which such persons are affiliated to. Other salient features of this plan are:-

- (i) Alignment of the strategic focus with current legal and policy frameworks on disability (at national and international levels).
- (ii) Holistic approach whereby multi-stakeholders will be involved in plan's implementation (in addition to OPDs). This is intended to amass more support especially in the areas where SHIVYAWATA could not have sufficient expertise e.g legal aid service provision and economic empowerment facilitation.
- (iii) Reflection of both prevention and control responses to the issues facing PWDs. Moreover, right-holders and duty-bearers at the same time.
- (iv) Considering all forms of social barriers altogether (institutional, environmental and attitudinal).
- (v) Effective use of existing legal and social structures; technological advancements; media; and lessons learnt from previous interventions.
- (vi) Centralizing national based advocacy interventions e.g through development of common advocacy, communication and networking strategies with its members and branch offices.
- (vii) Focusing on institutional sustainability e.g formulation of resource mobilization strategy; succession plan; empowerment of members (who gives legitimacy to SHIVYAWATA's existence); and, other proposed reforms on system strengthening.

1.7 DESIGN OF STRATEGIC PLAN

Unlike other previous plan, this time around SHIVYAWATA has adopted a result-based management approach (RBM) in a way that, there is not only strong correlation between inputs, processes and results, but also comparability and logic flow of the same. In this way, attainment of the intended results is expected to be more holistic and therefore meaningful. There is proposed monitoring and evaluation (M&E) framework which will guide mapping, documentation and reporting of the results per each performance indicators and targets. Presence of possibilities of mid-term review of the program is yet another avenue through which the relevancy of this plan will remain intact throughout the program's phase (2022-2027).

PART TWO: BRIEF CONTEXTUAL ANALYSIS

2.1 SHIVYAWATA'S PAST INTERVENTIONS

Basically, this federation, SHIVYAWATA has been engaged in advocacy at national level while at the same time struggling to enhance its institutional capacity including spreading down the grassroots through regional and district offices. There has not been much support to the member OPDs in terms of institutional development. However, the federation, SHIVYAWATA, has managed to mobilize its member OPDs to have common interventions including on the ratification of the UN Convention on the Rights of PWDs of 2006 and enactment of the PWDs Act of 2010, which domesticates the said convention.

SHIVYAWATA's advocacy intervention had gone with sensitization of law enforcers, decision makers and general public on disability rights. In this way, it has managed to win public support to a considerable number of people. As a result, disability mainstreaming is gaining ground at national and LGAs levels. For instance, there is now a specific directorate on disability in the ministry which is designated to handle, among other gender groups, PWDs' issues. The positive gesture is also seen on the appointment of public leaders, some of PWDs have been trusted to hold high profile portfolios including being ministers and ambassadors. The economic empowerment and social safety schemes do also reflect elements of disability mainstreaming e.g 2% of LGAs' own collection to support PWDs' income generating activities (IGA) groups; and, recent development whereby disability is one of eligibility criteria for an enrolment of TASAF III program.¹ As for the law enforcement, SHIVYAWATA did also its best in many ways e.g developing and launching of some guidelines on establishment of disability committees at regional, district, *mtaa* and villege levels. The ruling party, Chama cha Mapinduzi (CCM), has mainstreamed disability in its nomination structures and it special seat allocated for PWDs. The electoral process, particularly voting materials and procedures do also consider most of disability's inclusion elements e.g presence of brailled ballot papers in 2015 and 2020 general elections.

Despite such notable results, there is still a huge work to do to improve the welfare of PWDs. Institutionally, SHIVYAWATA will need to enhance capacities of its secretariat and members including having sustainable funding bases to facilitate recruitment of skilled staff and implement planned activities. Operationally, this federation will need to have stronger engagement with the constituencies in order to make them change-makers. The federation, SHIVYAWATA, will also need to forge stronger partnership with government and likeminded organizations including civil society organizations (CSOs) which traditionally do not have disability interventions like the legal aid service providers (LASPs). In this way, the federation will manage to do most of its planned interventions in a cost-effective manner.

¹ This is an acronym for the Tanzania Social Action Fund, phase three, which is government productive safety net program Tanzania has been implementing since 2012 to support poor households economically. More information about TASAF III can be accessed through its website.

2.2 OVERVIEW OF THE CURRENT SITUATION

During the planning process for this strategic plan in June 2021, the SHIVYAWATA's members and other partners invited were of the view that a decade of enforcement of PWDs Act of 2010 has demonstrated some positive changes including increased awareness, implementation of some disability-based principles (DBPs) including inclusive education, institutionalization of disability agenda at MDAs' levels e.g. having specific ministry and department on disability and decreased incidents of violence against PWDs (VAPs) e.g. decreased incidents of attacks on persons with albinism (PWAs).

However, despite such positive emerging changes, challenges on law enforcement still outweigh the successes attained so far. Some of the attributing factors to this effect include inadequacy operationalization of PWDs' law enforcement organs including the grassroots based disability committees and national based organs including the advisory council and disability development fund. Moreover, the sectorial laws and policies do not offer sufficient affirmative measures in promoting disability's inclusion rights. For instance, the economic empowerment initiatives under the National Economic Empowerment Council (NEEC) and social safety nets like TASAF III have generalized approaches to reach out needy people. In this way, PWDs are generally not easily accessing or benefiting from those empowerment schemes. On the same tone, it is a concern that the 2004 national disability policy (NDP) has not been reviewed despite the changing socio-economic and political contexts with direct implications to disability welfare. Therefore, public financing on disability has not been adequate. It is also a concern that the country does not have sufficient statistic information on disability. This could lead to 'haphazard planning' and therefore unable to have plans which reflect very specific needs of each category of disability.

As for the institutional capacities of DPOs, it came from the presentation of the reports and deliberations thereof that generally, DPOs were in almost 'pathetic' operating conditions, a situation which is largely attributed to, among other factors highlighted below, (i) insufficient resources; and, (ii) skills to sustain the institutional welbeings of the organizations. Some indication of 'pathetic' conditions were mentioned to be inability to support branch offices even at regional level. Absence of collaborative framework amongst DPOs was also linked to this. Secondly, during the deliberations for this plan at hand, government negation to offer institutional support grants to DPOs flagged out as one of the attributing factors. It was said that, Zanzibar's government (SMZ) demonstrates a good practice in this regard. For instance, SMZ grants around TZS 2 million for every DPO annually to support them institutionally. In relation to this, the disability living allowance (DLA) used to have been offered by the government in the past, was suspended for years now without a good course. The representative of the DPOs found this as one of the crucial survival strategies to be considered.

Regarding the community engagement, it was observed that, much as the community members are responding positively to disability movements, still, a lot is desired in terms of raising awareness and organizing more sensitization programs. Ground DPOs' interventions to the grassroots is one of the viable options mentioned. However, this one and others presuppose presence of capable DPOs' branch offices and common strategies, all of which, as said earlier

on, are key challenges at the moment. This plan endeavours to address all these challenges as part three of this plan document shows.

2.3 RELEVANCY OF PAST INTERVENTIONS

The SHIVYAWATA’s intervention strategies on advocacy for reforms were more on capacity building, sensitization, media engagement and consultative meetings. Basically, most of what it did was in a tune of the specific projects’ requirements, as the federation did not secure basket funding.

All these intervention strategies are considered to be relevant for an implementation of this program (2022-2027). However, SHIVYAWATA has ventured to scale them up by among other ways widening the scope of stakeholders’ engagement in order to enhance its outreach coverage; putting emphasis on institutional supports of its members as a way of intensifying interventions all over the country; widening media engagement for instance by taking an advantage of cyber space created by technological advancements; putting some strategies of mobilizing more resources (financial and partners) e.g through resource mobilization and stakeholders’ engagement strategies; and, systemizing advocacy interventions on disability issues by creating mechanisms of aligning grassroots-based efforts and those at national levels. This will be possible with the aid of the national advocacy strategy; networking and communication strategies; etc.

2.4 INTERNAL AND EXTERNAL WORKING ENVIRONMENTS

There are internal factors which would influence positively or adversely an implementation of this plan. These are institutional issues which SHIVYAWATA will make use of them or address the same in order to have a smooth implementation of the plan. The internal factors are strengths and weakness; while, the external factors are opportunities and challenge. An analysis combining the internal and external factors is regarded as SWOC.

2.4.1 Internal Working Environments – Institutional

The consideration of the internal working environments is more on the quantity and quality of resources and skills needed for an execution of this plan. Such resources include human, financial and facilities. Having staff with relevant and sufficient skills is also a crucial factor for an effective implementation of this plan. The availability of resources is termed as ‘strengths’; while, absence or inadequacy of resources is termed as ‘weaknesses.’ Table 2 below presents the highlights of strengths and weaknesses.

Table 2: SHIVYAWATA’s Internal Strengths and Weaknesses

Strengths & Weaknesses	Some Internal/ Institutional Factors
	<ul style="list-style-type: none"> ○ Presence of members who are willing to contribute to the work of OPDs despite their economic hardships. ○ OPDs are registered therefore legally operating. ○ OPDs have constitutions and operational structures. Therefore, they can manage

<p>A: Strengths</p>	<p>themselves.</p> <ul style="list-style-type: none"> ○ SHIVYAWATA has internal policies including Strategic Plan, finance and accounts policies. ○ Presence of umbrella organization which could unify OPDs. ○ Long term experiences in advocacy and other interventions e.g some OPDs registered over 30 years ago. ○ Experience in advocacy – for over three decades now. ○ Some of OPDs have got office structures/ buildings under their names.
<p>B: Weaknesses</p>	<ul style="list-style-type: none"> ○ Uncertainty or lack of funds to support planned programs. ○ Absence of strategic plans and other operational plans – some of OPDs. ○ Absence of joint intervention strategies amongst the OPDs. ○ Internal disputes amongst leaders and members. ○ Weak leadership (not professional). ○ Low ability to use technology and social media. ○ Challenges of meeting compliance requirements. ○ Communication challenges with branch offices at regional and district levels. ○ Absence of skilled personnel e.g on project proposal write-ups and fundraising generally. ○ Poor organizational structures of OPDs e.g oversight bodies are part of the implementation of activities. ○ Coward to engage in difficult ways e.g strategic litigations. ○ Inability to link with international forums. ○ Absence of updated statistics and national database on disability.

Source: SHIVYAWATA's Strategic Planning Workshops, June 2021.

2.4.2 External Working Environments – Operational

The external factors are more on operational issues to mean the environment within which SHIVYAWATA will operate in an implementation of this plan. As it was said earlier on, opportunities and challenges with regard to political, economic, social, technologic, legal, etc (termed as PESTL) are assessed as enabling or obstacle to SHIVYAWATA's interventions. Table 3 gives a summary of all these external factors.

Table 3: SHIVYAWATA's External Opportunities and Challenges

Opportunities & Challenges	External/ Operational Factors
<p>C: Opportunities</p>	<ul style="list-style-type: none"> ○ Presence of specific and comprehensive legal framework on disability rights – at national and international levels. ○ Presence of law enforcement organs under the PWDs Act of 2010. ○ Presence of unit on disability issues at central government level. However, needing the 'unit' to be a full-fledged 'department.' ○ Presence of PWDs with diversified skills and professions in public, private and civil society sectors. ○ Presence of good working relationship with the government and other stakeholders. ○ Positive attitude on disability – community members and public leaders. ○ Presence of funding opportunities on disability e.g through the Foundation for Civil Society (FCS) and LHRC. Also, some of international development partners have special window on disability. ○ Presence of economic empowerment opportunities for PWDs e.g the 2% LGAs'

	<p>loan scheme.</p> <ul style="list-style-type: none"> ○ Tanzania is now at middle income economy. ○ Presence of new regime. Current President of Tanzania has huge interest on gender rights.
D: Challenges	<ul style="list-style-type: none"> ○ Weakness in laws enforcement of disability rights. ○ Absence of grants e.g disability living allowance (DLA) from the government – public financing. ○ Outdated policy and law on disability – not reflecting current contexts. ○ Absence of national disability mainstreaming strategy. ○ Inadequate support to PWDs including none-recognition of the assistants (<i>wasindikizaji</i>) in legal framework. ○ Presence of technology which is disability insensitive. ○ Low awareness of disability rights (amongst community members and law enforcers). ○ Presence of some of the harmful cultural practices against PWDs. ○ Presence of the National Bureau of Statistics (NBS) and other MDAs.

Source: SHIVYAWATA's Strategic Planning Workshops, June 2021.

The challenges highlighted above have been converted into results areas and activities which SHIVYAWATA plans to address through this plan. Part three of this plan document explains more on this particular point.

2.5 POTENTIAL STAKEHOLDERS FOR SHIVYAWATA

As said elsewhere in this plan document, this time around, SHIVYAWATA focuses on broader inclusion of stakeholders in its interventions. The primary stakeholders are the one which directly affected by the work of this federation. These include OPDs, PDOs and individual PWDs. Secondary stakeholders are individual persons who are not necessarily being affected or directly benefiting from the federation's interventions. Those include the community members and law enforcers. Table 4 below explains more including the key stakeholders.

Table 4: Categories of Potential Stakeholders – SHIVYAWATA

Main Categories	Sub-Categories
Primary Stakeholders	<ul style="list-style-type: none"> ○ OPDs. ○ PDOs. ○ Individual PWDs. ○ Caretakers of PWDs. ○ Other selected community members.
Secondary Stakeholders	<ul style="list-style-type: none"> ○ All types of CSOs. ○ Law enforcers (disability committees, police, CHRAGG, etc). ○ Law Reform Commission of Tanzania (LRCT). ○ MDAs. ○ Media houses, media councils and press clubs. ○ National Electoral Commission (NEC). ○ Political parties. ○ Private sector (e.g financial institutions, corporate companies, etc). ○ Registrar of Political Parties. ○ Social structures e.g faith-based organizations, SACCOS, etc).

	<ul style="list-style-type: none">○ Welfare institutions (SWOs, health care facilities, etc).
Key Stakeholders	<ul style="list-style-type: none">○ Funding partners.○ International NGOs (INGOs).○ Judiciary.○ Parliament of Tanzania.○ Registrar of Societies.

Source: SHIVYAWATA's Strategic Planning Workshops, June 2021.

PART THREE: FIVE YEARS' STRATEGIC DIRECTIONS

3.1 OVERVIEW OF THE 2022 - 2027 STRATEGIC PROGRAM

Through this 2022-2027 strategic plan (program), SHIVYAWATA plans to claim a niche of being an authoritative national network of organizations of PWDs (OPDs) and pro-disability rights organizations (PDOs) by, scaling-up its current interventions.

The federation, SHIVYAWATA, has planned to have a well-institutionalized secretariat which, in return, will capacitate OPDs' operations at regional and district levels. In order to operationalize this need, through this plan, the federation has created specific results areas on membership affairs which include institutional supports and standardization of interventions including having collective advocacy approaches. In this way, comprehensive capacity building, income generating initiatives and mentorship programs of OPDs and other partners on disability rights are reflected in this plan.

Furthermore, SHIVYAWATA plans to reach out the grassroots and international forums through a web-of-partners some being PDOs; media; and, technology, particularly digital communications. An alignment of efforts through such partners will be systemized by the stakeholders' engagement strategy (SES) and a number of institutional policies such as on digital (ICT) and communication to be devised during this period. On the other hand, in order to ensure that the federation operates within the national and international disability rights framework and therefore have its interventions contribute directly into such frameworks, SHIVYAWATA has linked this plan with most of ongoing and intended public policies and programmes including the National Five Year Development Plan Phase Three of 2021/22 – 2025/26 (FYDP III); the Sustainable Development Goals of 2030 (SDGs); and, the National Population Census (NPC).

Realization of all these targets pre-supposed presences of enabling environments including strong ties between SHIVYAWATA and the government, development partners as well as other stakeholders. It is also depends on presence of supportive legal and policy frameworks on disability rights. This is one of the justifications of reflecting legal and policy reforms into this five year program.

This chapter clarifies in details the intended strategic goal and specific objectives as well as their results areas (impact and outcomes respectively). Furthermore, immediate results (outputs) for each outcome (intermediary results) are indicated. The logic framework (results' matrix table) attached herewith shows indicators of all levels of the results, activities and targets (milestone) of each of the activities.

3.2 STRATEGIC GOAL AND IMPACT

The past and current contexts' analysis clearly indicates there is still weak protection and insufficient promotion of the specific rights of PWDs regardless of types of disabilities, sex, age

and other aspects. As such, most of the PWDs' living standards and other welfare indicators have not improved to the expected levels even after an having a specific law on disability being implemented for over a decade now. Before an enactment of the PWDs Act in 2010, there was already in place the National Disability Policy of 2004.

Despite presence of such frameworks (legal and policy on disability), challenges associated to the **protection** and therefore **welfare** of PWDs still outweigh the changes achieved so far. The social obstacles, especially the **institutional, environmental** and **attitudinal** ones are evident all over the country. Insufficient enforcement of the laws and implementation of the policies on disability has resulted into low wellbeing (e.g prosperity), which also intermittently cause vicious cycle of challenges including income poverty, discrimination and stigma.

SHIVYAWATA is well cognizant of the progressive efforts that the government of Tanzania, other State's machineries as well as various stakeholders has been taking to address such obstacles. Therefore, through this plan (2022 – 2027) the federation seeks **to contribute to an improvement of the protection and promotion of the rights and welfare of PWDs in Tanzania.**

This strategic goal is also transcribed to be an impact of the program that the federation will work to achieve by 2027. Table 5 below shows the goal/ impact's indicators.

Table 5: Program's Goal and Impact of SHIVYAWATA by 2027

Goal	Performance Indicators
The protection and promotion of the rights and welfare of PWDs in Tanzania improved.	<ul style="list-style-type: none"> • Institutional obstacles mitigated (policy and legal frameworks). • Environmental obstacles mitigated (accessibility factors). • Attitudinal obstacles mitigated. • Improved wellbeing of PWDs in all aspects. <p><i>Note: Baseline data to be established from related national-based programs FYDP III, TASAF III, NPA-EVAWC, etc.</i></p>

Source: SHIVYAWATA's Strategic Planning Workshops, June 2021.

A number of institutional and programmatic strategies have been adopted in this regard as subsequent parts of this plan document show.

3.3 KEY RESULTS AREAS – SPECIFIC OBJECTIVES

In order to achieve the strategic goal and its impact, SHIVYAWATA's interventions for this program are clustered into four (4) key results areas (KRAs), which are also specific objectives (SOs). The fourth one is on institutional support for SHIVYAWATA's secretariat and its member OPDs. The KRAs/ SOs for this plan are:-

- (v) To improve all related policy and legal frameworks on disability rights and welfares.
- (vi) To decrease practices of harmful cultural norms against persons with disabilities.
- (vii) To increase civic and economic empowerments of persons with disabilities.
- (viii) To enhance institutional capacities and sustainability of SHIVYAWATA and its members.

Objective one on policy and legal reforms is for protection (control) of disability related right. It focuses on addressing institutional and environmental obstacles as it is explained further in details. The second objective is more on prevention. It focuses on attitudinal obstacles; while, the third objective focuses on all three obstacles. This one is intended to make PWDs champions of own destiny. The fourth objective is a driver for an achievement of all other objectives. It focuses on capacities of SHIVYAWATA's secretariat and its members. More details on all these SOs follows below.

3.3.1 KRA I: Improved Policy and Legal Frameworks on Disability Rights

Tanzania has ratified and went on domesticating the UN Convention of the Rights of PWDs of 2006 through the PWDs Act of 2010. There are also a number of regulations and sectorial laws addressing some of disability issues. There is also the National Disability Policy of 2004 and numerous plans which cover disability related concerns. A decade plus implementation of the said law and policies has resulted into a number of positive changes including operationalization of inclusive education at primary school levels.

Despite the positive changes, a need for more reforms is high to (i) align the contents of the disability law with the current contexts; (ii) improve enforcement mechanisms of the disability law; (iii) aligning disability law with other related frameworks e.g on economic empowerment; and, (iv) updating the outmoded 2004 disability policy as it is unfit for offering strategic policy direction on disability issues in Tanzania and it contradict with the PWDs law in some ways.

Some of the gray areas needing legal reforms are with respect with access to, benefit from, affordability of and inclusivity of PWDs in health insurance schemes; specialized medical services; accessibility (information, public services, justice, etc); education systems; technology; housing; economic empowerment opportunities; governance positions; etc.

Under this result area, SHIVYAWATA wants to achieve by 2027 a situation whereby *all related policy and legal frameworks governing disability rights and welfare improved*. Table 6 below summarizes needs and indicators for this KRA and outputs of the same.

Table 6: Results Matrix for Thematic Area I on Improved Policy and Legal Frameworks

Outcome 1	Outcome's Indicators
All related policy and legal frameworks governing disability rights and welfare improved.	<ul style="list-style-type: none">• Laws and regulations on disability rights abide with international standards on treatment of disability issues.• National based policies, programs, projects, plans, decisions and all initiatives are sensitive of disability specific needs.• Institutional and environmental barriers facing PWDs are mitigated.
Outputs	Outputs' Indicators

<p>1.1 Gaps in current disability law and regulations are reformed and effectively enforced.</p>	<ul style="list-style-type: none"> • Number of strategic engagements with decision makers (including the law reform commissions, legislatures and CHRAGG). • PWDs Act of 2010 amended per analysis made. • All required PWDs Act of 2010's regulations are formulated. • Effective implementation framework devised.² • All disability related regional and international legal instruments are ratified and domesticated.
<p>1.2 New national disability policy is formulated and effectively implemented.</p>	<ul style="list-style-type: none"> • Number of strategic engagement with the relevant MDAs. • The new national disability policy finalized. • The policy is effectively operationalized in accordance with implementation structure.
<p>1.3 Relevant sectorial laws, regulations, public policies, and comprehensively addressing disability rights concerns.</p>	<ul style="list-style-type: none"> • Presence of SHIVYAWATA's National Advocacy Strategy. • Data-driven (evidenced-based) findings on issues for legal and policy reforms ascertained/ Number of advocacy issues identified and advocated for. • Number of strategic engagements with decision makers (including the law reform commissions, legislatures and CHRAGG). • Insurance laws and policies amended per analysis made. • Education laws and policies amended per analysis made. • Cyber and other ICT related laws and policies amended per analysis made. • Copyrights and patents laws and policies amended per analysis made. • Laws and policies on access to information amended per analysis made. • Laws and policies on civil and other forms of engineering amended per analysis made. • Laws and policies relating to an access to public transports, structures and communications are amended per analysis made.
<p>1.4 Institutional and technical capacities of law enforcement organs on disability related laws and regulations improved.</p>	<ul style="list-style-type: none"> • Sufficient budget from public sources is allocated for operationalization of the law enforcement structures.³ • Disability related laws and policies are widely accessible disability user-friendly formats. • Number of disability committees/ focal persons capacitated. • Number of decision makers of central and LGAs capacitated on disability laws and policies. • Number of investigators, prosecutors, LASPs, private lawyers (TLS), judicial officers, etc trained on proper management of disability-related cases. • Monitoring and evaluation/ accountability mechanisms on law and policy implementation are operationalized (e.g disability committees).

² Reflecting needs for monitoring, evaluation and accountability of law enforcement to national and international platforms including the treaty monitoring bodies and processes like the Universal Periodic Review (UPR).

³ Such as the disability committees, the national disability fund, the advisory committee, etc established under PWDs Act of 2010.

	<ul style="list-style-type: none"> • Focal persons (disability desks) are operationalized in all ministries, departments and agencies of the State (MDAs).
<p>1.5 Updated statistics and other information are segregated to reflect disability and are made available (periodically).</p>	<ul style="list-style-type: none"> • The statistics laws are amended to make mandatory reflection of disability in all statistics. • The National Bureau of Statistics (NBS)'s guidelines or plans on the national population census mainstream comprehensively disability segregated needs. • National based database on disability segregated data established, updated and maintained. • Number of SHIVYAWATA's members and individual PWDs with improved research, documenting, analysis and reporting of disability related rights. • Annual situational analysis report on disability welfare in Tanzania published.

Source: SHIVYAWATA's Strategic Planning Workshops, June 2021.

3.3.2 KRA II: Decreased Practices of Harmful Cultural Norms against PWDs

Discrimination against PWDs is a root cause of many challenges that this community is facing at the moment. This attitudinal perspective against PWDs is, to a large extent, rooted into some of harmful cultural norms of most of the ethnic groups in Tanzania. The negative attitudes against disability do also influence the way laws and policies are being made and enforced by the public machineries as well as members of the communities. A number of atrocities including serious ones like the attack and killings of persons with albinism (PWAs) and denial of educational as well as other welfare opportunities could illustrate the adverse effect of harmful cultural perceptions towards disabilities in Tanzania.

The government of Tanzania in collaboration with SHIVYAWATA, OPDs and other stakeholders has been working hard to raise awareness on disability rights as a way of negating negative attitudes. In order to institutionalize this agenda (i.e awareness on disability rights), the PWDs Act of 2010 makes it mandatory for the government to adopt and implement public awareness programs on disability rights. As a result of all these efforts, there is notable increase of awareness especially where the intervention on the same had a direct reach.

Despite the said positive trend, still a huge work is needed to negate attitudinal behavior against disability. There is a need to come out with more innovative approaches especially which would (i) make the awareness rising campaigns sustainable; and, (ii) reaching out larger sections of the communities including the grassroots where an access to information is challenges by insufficient internet and media coverage. Moreover, OPDs' efforts to reach the grassroots are hindered by financial constraints. This too is an area which the 2022-2027 plan will endeavor sorting it out.

Under this result area two, SHIVYAWATA wants to achieve by 2027 a situation whereby *practices of some of harmful cultural norms against disability decreased*. Table 7 below summarizes needs and indicators for this KRA and outputs of the same.

Table 7: Results Matrix for Thematic Area II on Decreased Cultural Norms against Disability

Outcome 2	Outcome's Indicators
Practices of some of harmful cultural norms against disability decreased.	<ul style="list-style-type: none"> • Number of actions taken by community members in promoting disability rights and responsibilities e.g equality and accountability. • Trend of decreasing of disability-related violence and abuses of their rights at community levels. • Number of perpetrators of the violation of disability rights convicted and sentenced. <p><i>Baselines: OPDs & statistics of law enforcement organs.</i></p>
Outputs	Outputs' Indicators
<p>2.1 Comprehensive community awareness and sensitization programs on disability rights operationalized.</p>	<ul style="list-style-type: none"> • Strategy on alternative (social) and mainstream media engagement on disability developed. • Strategy on digital/ technology on disability developed. • SHIVYAWATA online TV operationalized. • SHIVYAWATA's website, special <i>app</i> on disability rights and social media platforms updated maintained. • Number of media programs coordinated by SHIVYAWATA's members and partners. • Number of media-based institutions (e.g MOT, MCT, TEF, academics, etc)⁴ engaged and taking actions to responding to issues relating to disability. • Number of community based and social media forms (e.g artistic works, <i>infographics</i>, etc.) established and supported to address disability issues. • Presence of resource centers at national and grassroots levels packed with disability rights publications.
<p>2.2 Community-based pressure groups and other organs effectively operationalized.</p>	<ul style="list-style-type: none"> • Number of disability committees operationalized at regional, district, village and <i>mtaa</i> levels. • Number of disability rights school clubs established at primary and secondary school levels of education. • Number of community-based disability rights parents/ guardians' programs initiated – to propagate positive parenting at family level. • Number of community based legal and gender rights structures e.g paralegals, human rights monitors, fit persons and NPA-EVAWC needing to reflect disability specifically engaged in disability issues. • Level of OPDs operations at the grassroots levels (See: SO # 4 below).
<p>2.3 Networks with likeminded and other strategic organizations enhanced.</p>	<ul style="list-style-type: none"> • Presence of Stakeholders' Engagement and Communication Strategy. • Presence of partnership agreements between SHIVYAWATA and likeminded organizations (nationally and internationally). • Number of joint projects or programs or issues initiated and implemented by SHIVYAWATA in collaboration with its

⁴ The academics include all academic institutions offering journalism and related courses. The MOAT is the Media Owners Association of Tanzania. The MCT means the Media Council of Tanzania; and, the TEF is the Tanzania Editors' Forum.

	<p>members and likeminded organizations.</p> <ul style="list-style-type: none"> • Number of disability-related forums coordinated by SHIVYAWATA or its stakeholders (e.g commemoration of international disabilities' days). • Number of strategic issues jointly pursued (through various ways).
2.4 Disability friendly access to justice initiatives adopted by the civil and criminal justice actors.	<ul style="list-style-type: none"> • Partnerships with CHRAGG, TLS, TANLAP, TAPANET⁵ and other legal aid-related service providers (LASPs) operationalized. • Number of PWDs pursuing their rights (seeking legal redress) in judicial-related organs.⁶ • Institutionalization/ mainstreaming of disability friendly judicial procedures.⁷ • Number of strategic or public interest litigations pursued.
2.5 Disability friendly response to all disasters ⁸ like COVID-19 pandemics and climate change adopted.	<ul style="list-style-type: none"> • Formulated safety and disasters' management policy at workplace (including COVID-19). • Presence of disability sensitive public awareness and sensitization programs e.g on vaccinations against pandemics and climate change. • Presence of disability friendly disaster management legal/ policy frameworks (e.g review of the <i>Disaster Management Act of 2015</i>).

Source: SHIVYAWATA's Strategic Planning Workshops, June 2021.

3.3.3 KRA III: Increased Civic and Economic Empowerments of PWDs

Under this result area, SHIVYAWATA wants to achieve a change in which *civic and economic empowerments of PWDs increased* (against the current trend).

Socio-economic and political (civic) empowerments are necessary tools for not only realizing rights of PWDs; but also, making the same assertive and therefore, champions of their own destinies. SHIVYAWATA will pursue empowerment agenda through its members and other actors. Main strategy in this regard will be more on facilitation than service provision. The SHIVYAWATA considers 'empowerment' as an effective tool for PWDs' emancipation and resilient to harmful cultural norms (addressed under result area two above).

Through this plan, SHIVYAWATA will tap on existing similar efforts on empowerment including government's economic empowerment schemes like the 2% ratio allocated by the LGAs for PWDs' income generating activities (IGAs) groups. Moreover, there was already an attempt by SHIVYAWATA to ascertain entry points of disability inclusion in some of the

⁵ The CHRAGG is the Commission for Human Rights and Good Governance. It operates under the *CHRAGG Act of 2001*. The TLS is the Tanganyika Law Society, the bar association of Tanzania Mainland. The TANLAP is the Tanzania Network of Legal Aid Service Providers. The TAPANET is also a network of the paralegals. Both TANLA and TAPANET are non-governmental organizations (NGOs).

⁶ For instance, pursuant to the *Judicature and Application of Laws (Practices and Procedures of Cases Involving Vulnerable Groups) Rules of 2019* (Government Notice number 110 of 1/2/2019).

⁷ Including use of sign language and tactile signing for blind and deaf-blind persons respectively

⁸ Section 3 of the *Disaster Management Act of 2015* defines 'disaster' to mean an occurrence or series of occurrences, whether natural or man-made calamity that causes or poses a significant disruption or threat to the disruption of the functioning of a community or caused widespread human, material, economic or environmental loss or impact which exceed the capacity of that community to cope with the disaster using its own resources. The pandemic like COVID-19 is therefore termed as one of the disasters.

commercial crops' value chains. On the other hand, taking into granted positive gestures shown by the government on consideration of disability factor in public leadership position, SHIVYAWATA finds this as a springboard to rely on scaling up in order to have more PWDs included in electoral processes as well as leadership positions.

Table 8 below summarizes needs and indicators for this KRA and outputs of the same.

Table 8: Results Matrix and Indicators for Thematic Area III on Increased Civic and Economic Empowerments of PWDs

Outcome 3	Outcome's Indicators
Civic and economic empowerments of persons with disabilities increased.	<ul style="list-style-type: none"> • Percentage of PWDs's engagement in various levels of leadership positions in public and private sectors. • Presence of legal framework with specific provisions on disability inclusion in electoral processes and leadership positions – including special seats for PWDs. • Trends of PWDs' participation in electoral processes and leadership generally. • Percentage of PWDs' engagement and benefits from economic empowerment initiatives. • Trend of benefits gained from PWD's access to, ownership and control of land, houses and other productive resources or assets. • Nature and trend of PWDs' benefits from e-economic/ e-commerce opportunities.
Outputs	Outputs' Indicators
3.1 PWDs sensitized and imparted knowledge on civic competencies.	<ul style="list-style-type: none"> • Presence of comprehensive disability-based national civic empowerment framework. • Number of PWDs acquired civic competence awareness knowledge. • Number of PWDs engaged and taking actions in the community-based on service delivery, accountability, etc. on matters of disability interests. • Percentage of PWDs contestants nominated by political parties to compete for constituency elections. • Level of PWDs' involvement and participation in electoral processes.
3.2 Democratic and disability sensitivity in elections and leadership are promoted.	<ul style="list-style-type: none"> • Number of decision makers sensitized on disability rights to leadership and other governance positions. • Presence of electoral laws, rules and regulations reflecting need for disability consideration in electoral processes and leadership positions. • Presence of special seats for PWDs in various political leadership positions (village, <i>mtaa</i>, councillorship, parliamentary, etc). • Status or trend of PWDs' representation in non-political leadership positions of various levels (in public and private sectors).
3.3 PWDs are capacitated and facilitated to engage in and benefit from economic empowerment initiatives.	<ul style="list-style-type: none"> • Presence of comprehensive disability-based national economic empowerment awareness framework. • Number of PWDs' income generating groups (IGAs) established and accessed economic empowerment opportunities e.g from

	<p>LGAs, NEEC,⁹ financial institutions, etc.</p> <ul style="list-style-type: none"> • Number of PWDs owning land and related assets/ number of land rights titles granted to PWDs. • Presence of national employability database for PWDs. • Percentage of PWDs empowered to engage in digital economic opportunities including <i>e-commerce</i>.
<p>3.4 Archetypical (model) economic empowerment schemes for PWDs established and operationalized.</p>	<ul style="list-style-type: none"> • Vocational training learning curriculum/ programs mainstreamed disability specific needs. • Presence of SHIVYAWATA's resource center [<i>See: Output 4.6 below</i>]. • Number of economic projects (e.g in farming, mining and fishery value chains) managed by SHIVYAWATA's members. • Presence of other social enterprises schemes managed by the SHIVYAWATA's members.

Source: SHIVYAWATA's Strategic Planning Workshops, June 2021.

3.3.4 KRA IV: Enhance Institutional Capacities and Sustainability of SHIVYAWATA and its Members

This result area is an engine and driving force for realization of all other results areas indicated earlier on. Under this one, SHIVYAWATA intends to *enhance further its secretariat's and members' institutional capacities and sustainability*. There is a specific output introduced for members' welfare development. In the next five years, this federation will work on improving its systems and structures in order to have stronger supports to its members.

Some of the intervention strategies as clarified further under Table 9 below are recruitment of qualified staff; formulating and updating operational policies; and, establishment of specific portfolio on members.

Table 9: Results Matrix and Indicators for Thematic Area IV on Enhanced Institutional Capacities and Sustainability of SHIVYAWATA and Its Members

Outcome 4	Outcome's Indicators
SHIVYAWATA's and its members' institutional capacities and sustainability enhanced.	<ul style="list-style-type: none"> • Quality of decisions and actions by the governing organs. • Trend and amount of financial resources mobilized by secretariat and members. • Level of members' operational coverage to the grassroots (members' outreach capacities). • Level of members' satisfaction and technical benefits from secretariat.
Outputs	Outputs' Indicators
4.1 Human resource's capacities increased and motivated.	<ul style="list-style-type: none"> • Updated human resource policy. • Number of qualified staffs recruited and maintained by secretariat per needs-assessments. • Number and nature of capacity building trainings offered to

⁹ The National Economic Empowerment Council (NEEC) is established and operates under the National Economic Empowerment Act of 2004. The NEEC coordinates at least 50 economic empowerment schemes – all of which could benefit PWDs if this community is being guided to access the same.

	<p>secretariat and members.</p> <ul style="list-style-type: none"> • Developed leadership succession plan and institutional sustainability policy. • Quality of other supports offered by secretariat to members.
4.2 Financial resources capacity increased.	<ul style="list-style-type: none"> • Developed resource mobilization and investment strategy (social enterprises framework). • Presence of disability funding service facility (DFSF) or/and endowment funding scheme (EFS) to support OPDs. • Amended financial management policy. • Formulated procurement policy. • Installed modern accounting systems. • Number of audited reports qualifying expenditures. • Level of compliance to government's regulatory authorities.
4.3 Board of Directors (BODs) of secretariat and member organizations capacitated on managerial and other skills.	<ul style="list-style-type: none"> • Developed board of directors and AGM charters – reflecting also conflict of interest requirements. • Number of BODs of SHIVYAWATA head office empowered. • Number of BODs of SHIVYAWATA's member organizations empowered. • Quality of strategic decisions made by BODs.
4.4 Office working facilities increased.	<ul style="list-style-type: none"> • Presence of office space rented. • Presence of SHIVYAWATA's own plot of land. • Presence of four-wheel drive vehicle. • Presence of office equipment per facility needs assessment.
4.5 SHIVYAWATA's other policies, guidelines, strategies, regulations developed/ updated, and being implemented.	<ul style="list-style-type: none"> • Formulated digital security policy. • Formulated election of leaders rules for secretariat and branch offices. • Formulated networking and communication strategy. • Formulated branding and visibility policy. • Developed risk management framework. • Amended Constitution of SHIVYAWATA e.g objectives and organizational structure.
4.6 Gender-related units within SHIVYAWATA operationalized and scaled up.	<ul style="list-style-type: none"> • Formulated SHIVYAWATA's gender policy. • Youth-wing within SHIVYAWATA institutionalized at secretariat and branches' levels. • Women-wing within SHIVYAWATA institutionalized at secretariat and branches' levels.
4.7 SHIVYAWATA members' capacity and affairs improved.	<ul style="list-style-type: none"> • Presence of specific portfolio within SHIVYAWATA's secretariat which will be managing membership affairs. • Presence of designated zonal coordinating units.¹⁰ • Presence of sub-grantee service facility (SSF) being part of DFSF (Output 4.2 above). • Presence of Membership Code of Conduct and Management Strategy. • Presence of membership database (which is updated periodically). • Presence of periodical reports on members' capacity needs on

¹⁰ Note: These are not registered offices. Rather, one of the regional branch members will be designated as zonal liaison office – on rotational basis. The SHIVYAWATA's Guideline on this will be developed.

	<p>professionalism/ Presence of members' capacity development manual.</p> <ul style="list-style-type: none"> • Number of members with strategic and other operational plans supported by SHIVYAWATA's secretariat. • Presence of professional mentorship and fellowship programs including technical supports like strategic plans. • Presence of periodical membership satisfaction surveys and reports. • Number of members and non-members (allies) joined disability movements. • Presence of annual awards of excellence for well performed members and other actors in disability issues. • Presence of members' professional and social welfare strategies including establishment of SHIVYAWATA members' saving and credit related schemes (e.g SACCOS).
<p>4.8 SHIVYAWATA's disability resource center initiated and operationalized.</p>	<ul style="list-style-type: none"> • Presence of physical structure of the resource center. • Presence of documents, technologies and other resources stocked in the resource center. • Number of visitors/ beneficiaries accessing the resource center. • Nature and types of capacity building and disability-related advocacy issues emanating from the resource center. • Types and nature of short courses offered by disability resource center. • Amount of revenues generated from the resource center e.g through short courses' fees and users' subscription fees. • Presence of linkages of this resource center with high learning institutions' libraries; association of sign language interpreters; etc.
<p>4.9 Monitoring, Evaluation, Learning and Quality Assurance strengthened.</p>	<ul style="list-style-type: none"> • Presence of baseline assessments conducted. • Existence of joint M&E plans (secretariat, zonal, regional offices, district offices and members). • Level of secretariat's and members' capacity to implement this and other plans. • Level of compliance to government's regulatory authorities. Quality of reports from management team to BODs/ other oversight bodies within SHIVYAWATA. • Quality of reports from secretariat and members to funding partners and others. • Mid-term evaluation of this strategic plan 2022-2027. • Final evaluation of this strategic plan 2022 – 2027.

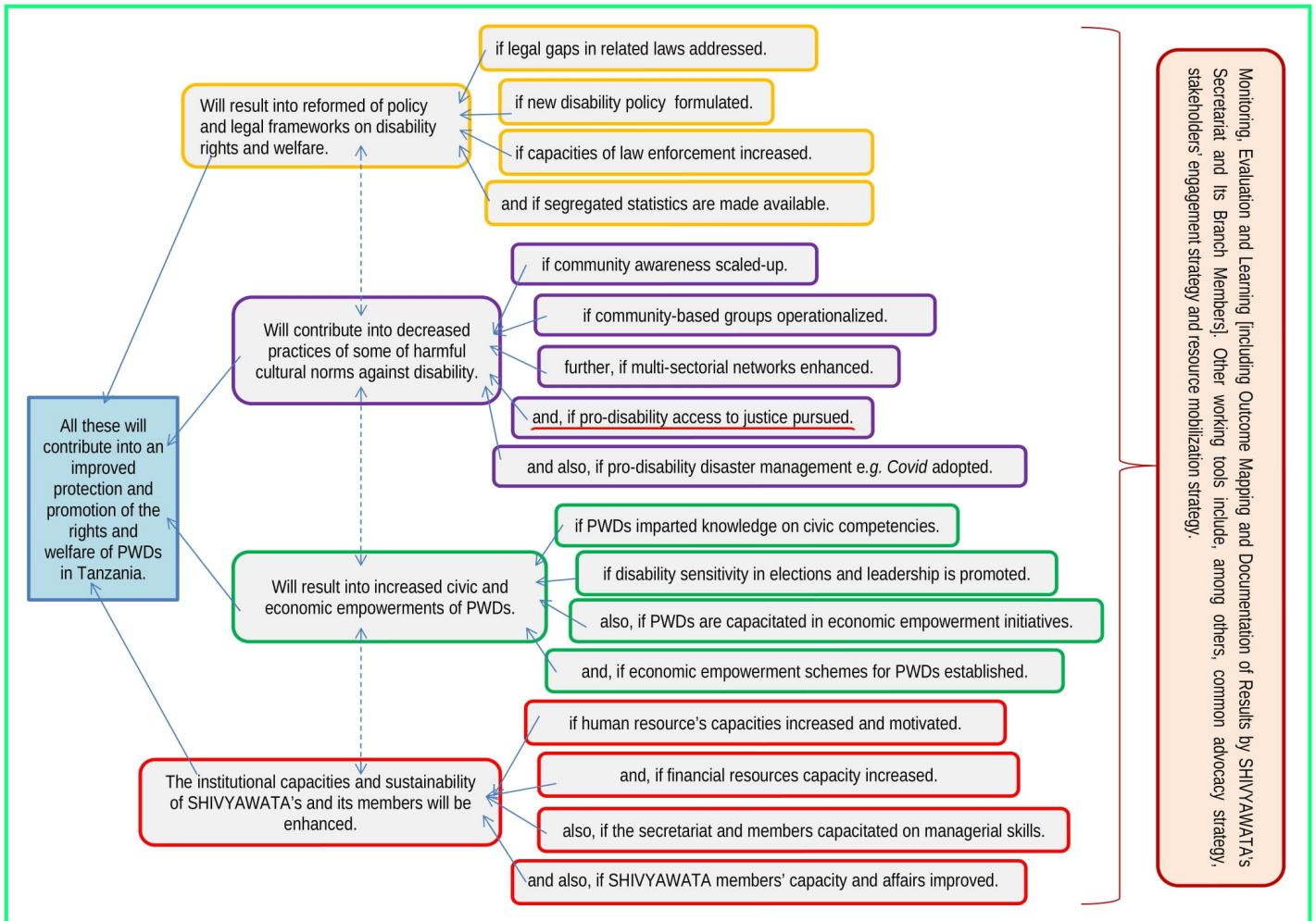
3.4 THEORY OF CHANGE FOR SHIVYAWATA

The SHIVYAWATA plan to contribute into an improved protection and promotion of the rights and welfare of PWDs in Tanzania through the four KRAs, the fourth one on institutional strengthening being an internal strategy. Through this five year program, the federation, SHIVYAWATA, seeks to pursue reforms of all relevant laws and policies on disability including the PWDs Act of 2010 and sectorial laws (health, education, ICT, access to information, etc.) – and their policies. This will go along with an

improvement of capacities of law enforcement organs and researches which will feed into reforms proposals. As a way of addressing attitudinal obstacles, the federation will engage with the community through public awareness programs. Some of the strategies on community engagement are planned to be through use of existing structures such as disability committees, paralegals, community radio, awareness materials and OPDs.

Moreover, understanding the importance of empowerment as a ‘tool’ of making PWDs assertive of their own rights, SHIVYAWATA has proposed a focus on civic and economic empowerment initiatives. The obstacles relating to ‘empowerment’ are part of intended reforms under outcome one of this strategy. The fourth outcome, as said earlier on, is on institutional development. It is a driving force for an achievement of all other outcomes and their outputs. This is a theoretical framework which guides SHIVYAWATA to the realization of the goal (impact). Figure 2 below shows a summary of the SHIVYAWATA’s theory of change (TOC).

Figure 2: SHIVYAWATA’s Theory of Change for 2022-2027 Program [Summarized]



PART FOUR: COORDINATION, MONITORING AND EVALUATION

4.1 COORDINATION STRUCTURE(S)

As it is stated elsewhere in this plan document, this time around, SHIVYAWATA wants to compact its approaches by, among other ways, ensuring that there is an alignment of interventions between its regional and district branch offices; and, between secretariat and its members as well as members' branch offices at the regional and district levels. Through this plan, SHIVYAWATA will designate its regional branch offices to act as zonal coordinating or liaison office on rotational basis as per guidelines proposed to be formulated under this plan.

The proposed zonal coordinating structures will have monitoring and evaluation (M&E) frameworks linked to the head office in Dar es Salaam. The individual regional and district branch offices will also have mini-M&E plans linked to zonal and national M&E frameworks. Ideally, this is to increase physical proximity of SHIVYAWATA's managerial supports to its branch offices.

Apart from common M&E frameworks to be devised, there are also other institutional guidelines to be devised for the same purpose including the joint advocacy strategy; the engagement, networking and communication strategies; the mobilization and investment strategy; the membership code of conduct; and, the guidelines on the coordination of zonal liaison offices.

4.2 GOVERNING PRINCIPLES AND STRATEGIC APPROACHES

4.2.1 Governing Corporate Principles

The governing principles of this program's implementation are: (a) inclusion of all members and other stakeholders; (ii) full participation of the same; (b) transparency; (c) efficacy; and, (d) accountability. The oversight bodies (BODs and AGM) will be empowered (periodically) on governance issues including contemporary approaches to corporate management, M&E, financial management and orientation of new internal policies proposed to be developed. There will also be devised Boards' Charters; and other guidelines to govern coordination and oversight responsibilities.

4.2.2 Main Strategic Interventions for Plan's Implementation

SHIVYAWATA has adopted a range of strategic intervention as a way of enhancing corporate governance and implementation of this plan. Such interventions include:-

- i) System strengthening: Put in place strong administrative systems by, among other things, updating operational manuals and formulating the ones missing as indicated in result number four of this plan.

- ii) Membership support: Owing to the fact that the legitimacy of this federation lays on its members, this time around, SHIVYAWATA has put in place specific output on membership affairs. The aim of this approach is to improve institutional capacities of the members and therefore, to have harmonized or standardized approach of addressing common issues (e.g under proposed advocacy strategy).
- iii) Resources: In order to secure sustainable flow of financial and other resources, SHIVYAWATA will develop the the resource mobilization and investment strategy. This document will guide the federation to map out alternative sources of funds and other resources. There is also proposed funding facility schemes namely, the DFSF, EFS and SSF. SHIVYAWATA plans to become a disability grant making facility in Tanzania in order to have certainty of support to its members and allies.
- iv) Results mapping: Developing and make use of M&E systems which flow from zonal and grassroots levels as it is explained above. The system will comprise of result mapping tools, analysis, documentation and reporting on the same. Case studies, success stories, evidences of change and other results' components will be collected and utilized.
- v) Appraisals: As a way of ensuring that everything is on good track, periodical capacity assesment of staffs, volunteers, boards and members will be undertaken and, eventually, in offer relevant capacity building programs.
- vi) Co-oportation: Effectively engaging multi-stakeholders within and outside the country as a way of amassing their (technical and financial) supports. On this too, SHIVYAWATA has ventured to work with non-traditional partners in disability movements including the LASPs.
- vii) Visibility and branding: SHIVYAWATA plans to claim a niche as an authoritative disability rights network in Tanzania. In this regard, it has proposed to formulate a number of guidelines including os stakeholders engagement and communication. There will also be publication of disability rights situation report of Tanzania on annual basis. This will be an authoritative report on disability rights in the country. Thirdly, the federation plans to effectively use of mainstream, community and social media.

4.3 MONITORING AND EVALUATION ARRANGEMENTS AND PLAN

4.3.1 M&E Arrangements – Head Office to Branch Offices

SHIVYAWATA will hire qualified M&E officer, who will coordinate M&E framework at secretariat, zonal, regional, district and membership levels. The branch offices and members too will be encouraged and supported to hire M&E specialists. The M&E officers are key persons to devise the M&E systems, monitoring implementation of result framework (LFA) and an evaluation of the same (mid and final ones). At the managerial level, such officers are reporting to the heads of the managements of their respective branches or OPDs. The management teams are accountable to the BODs of the branch organizations and OPDs.

- (i) The M&E Officers will be responsible for:-
 - a) Establishing comprehensive M&E systems or frameworks.
 - b) Coordinating monitoring functions on behalf of the senior Managements.
 - c) Developing and supervise implementation of M&E plans or systems.
 - d) Documenting and sharing results, success stories and learned lessons.

- (ii) The Management Teams shall be responsible for:-
 - a) Developing tools for the M&E plan or systems.
 - b) Documenting cases and lessons from the programs' implementations.
 - c) Preparing progress reports to boards and funding partners.
 - d) Facilitating appraisals.

- (iii) The BODs shall be responsible for:-
 - a) Providing overall leadership to the management teams.
 - b) Reviewing and approving annual plans and budgets.
 - c) Supervising the implementation of this plan and related programs.
 - d) Executing both midterm and final external evaluations.

The M&E officers will also act as quality assurers of the interventions, deliverable results and reporting of the same.

4.3.2 M&E Plans – Secretariat and SHIVYAWATA's Members

The comprehensive M&E plans will be deduced from LFA (i.e results matrix) attached herewith. The said plans will incorporate all levels of the results and their specific indicators as well as activities and respective milestones (targets). The proper and logic flow of activities to immediate results (outputs) then, to intermediate results (outcomes) and to impact which feeds to the SHIVYAWATA's vision, will be ensured. There is also direct correlation between the activities and budget. The budget lines are codified to align with activities' codes.

The M&E plans will include tools such as reporting templates and result mapping forms. The M&E mechanism will include:-

- (i) Weekly intra-departmental meetings.
- (ii) Bi-weekly inter-departmental meetings.
- (iii) Monthly management meetings (intra and inter).
- (iv) Periodical ExCom meetings.
- (v) Periodical BODs' meetings.
- (vi) Annual meetings (AGMs).
- (vii) Staff appraisals.
- (viii) Auditing of financial reports.
- (ix) Mid-term evaluation.
- (x) Final evaluation.
- (xi) Meetings with funding partners.
- (xii) Reporting to the general public through annual progress reports.

4.4 POTENTIAL RISKS AND MITIGATING FACTORS

The SHIVYAWATA's SWOC analysis identified a number of challenges which could also be potential risks affecting an implementation of this plan. One of the risks is an outbreak of Covid-19 pandemic. The government of Tanzania announced in June 2021 possibilities of the third wave of the pandemic. It went on endorsing administration of vaccine for every citizen who will

be willing to take it. Despite the fact that stern response measures like lockdown have not been announced so far, still the effect of this pandemic are adverse including possibility of diversion of funding options by the donor countries. However, SHIVYAWATA has devised some mitigation strategies should this situation happen as indicated in Table 10 below. Highlights of other risks factors and possible mitigation measures are presented in the same Table.

Table 10: Potential Risks, Concerns and Mitigation Methods

Risks (Internal and External)	Concerns	Possible Mitigation Measures
Prevalence of COVID-19 pandemic endures in the URT (and unwillingness of some people to take vaccine).	It would shift some of the potential donors' attentions to this pandemic. Therefore, resources would not be secured as required.	<ul style="list-style-type: none"> • Prioritize activities – to start with the ones which could be feasibly implemented in a cost-effective manner. • Devising the resource mobilization strategy – <i>Outcome IV</i> addresses this.
	It would limit SHIVYAWATA's physical interventions in some areas/ some groups like deaf and blinds.	<ul style="list-style-type: none"> • It will opt for alternatives especially online meetings e.g <i>zoom, skype</i>, etc. • SHIVYAWATA will sensitize OPDs/ PWDs to consider all COVID-19's response protocols.
Perceived economic hardship.	This would limit SHIVYAWATA from realizing results areas of this strategic plan 2022-2027.	<ul style="list-style-type: none"> • Prioritize activities – to start with the ones which could be feasibly implemented in a cost-effective manner. • Devising the resource mobilization strategy – <i>Outcome IV</i> addresses this.
Absence of political will to implement recommendations on disability policy and legal reforms.	It would reduce possibility of realizing intended changes anticipated under this strategic plan 2022-2027.	<ul style="list-style-type: none"> • Adoption of holistic approach whereby multi-stakeholders will be engaged in this plan's engagement. • Opting for alternative advocacy strategies as it is explained elsewhere in this plan document.

[APPENDICIES]

APPENDICIES

ANNEX I: LOGIC FRAMEWORK FOR SHIVYAWATA

Table 11: SHIVYAWATA's Detailed Result Matrix (Logic Framework) 2022-2027

RESULT AREAS AND ACTIONS	PERFORMANCE INDICATORS	MEANS OF VERIFICATION	REMARKS (?)
Overall Goal (=> IMPACT)	Impact Indicators		
The protection and promotion of the rights and welfare of PWDs in Tanzania improved.	<ul style="list-style-type: none"> • Institutional obstacles mitigated (policy and legal frameworks). • Environmental obstacles mitigated (accessibility factors). • Attitudinal obstacles mitigated. • Improved wellbeing of PWDs in all aspects. <p><i>Note: Baseline data to be established from related national-based programs FYDP III, TASAF III, NPA-EVAWC, etc.</i></p>	•	•
OUTCOME I	Outcome Indicators		
All related policy and legal frameworks governing disability rights and welfare improved.	<ul style="list-style-type: none"> • Laws and regulations on disability rights abide with international standards on treatment of disability issues. • National based policies, programs, projects, plans, decisions and all initiatives are sensitive of disability specific needs. • Institutional and environmental barriers facing PWDs are mitigated. 	•	•
Output 1.1	Output Indicators (1.1)		
Gaps in current disability law and regulations are reformed and effectively enforced.	<ul style="list-style-type: none"> • Number of strategic engagements with decision makers (including the law reform commission, legislature and CHRAGG). • PWDs Act of 2010 amended per analysis made. • All required PWDs Act of 2010's regulations are formulated. • Effective implementation framework devised.¹¹ • All disability related regional and international legal instruments are ratified and domesticated. 	•	
Activities for Output 1.1	Targets/ Milestones for Activities of Output 1.1		
1.1.1 Organizing meeting	• 2 workshops involving 50 parliamentarians conducted for 2 days in		

¹¹ Reflecting needs for monitoring, evaluation and accountability of law enforcement to national and international platforms including the treaty monitoring bodies and processes like the Universal Periodic Review (UPR).

	sessions with decision makers.	<ul style="list-style-type: none"> Dodoma and Morogoro annually. 1 feedback reports on progress of legal reforms prepared bi-annually. 		
1.1.2	Conducting legal analysis on Laws Promoting PWDs issues and rights	<ul style="list-style-type: none"> 1 consultant hired for 30 days by 25th November 2021. 1 report of legal analysis prepared and validated every year (use annually). 1,000 copies of 2 different topics of position papers/ legal briefs containing recommendations on disability laws published and disseminated by 30th June and 30th December every year. 		
1.1.3	Developing disability model regulations.	<ul style="list-style-type: none"> 1 consultant hired for 10 days to develop disability model regulations by A Draft report on model disability rights regulations by 1 validation meeting involving xxxx persons endorsing the model disability rights regulations organized for xxxx days by 		
1.1.4	Engaging into ratification of international treaties.	<ul style="list-style-type: none"> 2 workshops every year involving 10 OPDs and SHIVYAWATA and 5 government officials to discuss progress and implementation of international treaties organized for xxxx days 2 feedback reports on the progress of ratification of international treaties. 		
1.1.5	Monitoring implementation of the disability related laws.	<ul style="list-style-type: none"> 1 activity workshop every year (use annually) with OPDs, SHIVYAWATA and 3 representatives from Government (Ministry of constitution and legal affairs) to design questionnaire to adopt necessary information. Field visit for data collection monitoring implementation of the disability related laws. 		
1.1.6	Develop and operationalize framework == which one?.	<ul style="list-style-type: none"> A draft of the framework developed Framework adopted Funds allocated to the implementation of the frame work 		
1.1.7	Conducting advocacy for ratification and domestication of the regional and international instruments.	<ul style="list-style-type: none"> Bi annual PWDs advocacy sessions with Parliamentarian standing committee and line MDAs on ratification and domestication of the regional and international instruments. 		
Output 1.2		Output Indicators (1.2)		

New national disability policy is formulated and effectively implemented.	<ul style="list-style-type: none"> • Number of strategic engagement with the relevant MDAs. • The new national disability policy finalized. • The policy is effectively operationalized in accordance with implementation structure. 	•	•
Activities for Output 1.2	Targets/ Milestones for Activities of Output 1.2		
1.2.1 Conducting Regional level stakeholder consultation for opinion/inputs into the disability policy draft.	<ul style="list-style-type: none"> • 7 meetings/worships on ratification and domestication of the regional and international instruments with 25 different stakeholders organized by [REDACTED] • Bi-annual MDAs meeting for Planning follow up and feedback. 		
1.2.2 Conducting strategic meetings with MDAs			
1.2.3 Conducting meeting with OPDs and MPs	<ul style="list-style-type: none"> • Meeting with OPDs revising new national disability policy and adoption 		
1.2.4 Conducting Public awareness on New national disability policy	<ul style="list-style-type: none"> • 5 Regional level awareness sessions for 30 people annually • 12 radio and t12 TV Program on disability policy annually. 		
1.2.5 Engaging the ministry for inclusive budget to PWDs	<ul style="list-style-type: none"> • Enable inclusive budgeting 		
Output 1.3	Output Indicators (1.3)		
Relevant sectorial laws, regulations, public policies, are comprehensively addressing disability rights concerns.	<ul style="list-style-type: none"> • Presence of SHIVYAWATA's National Advocacy Strategy. • Data-driven (evidenced-based) findings on issues for legal and policy reforms ascertained/ Number of advocacy issues identified and advocated for. • Number of strategic engagements with decision makers (including the law reform commissions, legislatures and CHRAGG). • Insurance laws and policies amended per analysis made. • Education laws and policies amended per analysis made. • Cyber and other ICT related laws and policies amended per analysis made. • Copyrights and patents laws and policies amended per analysis made. • Laws and policies on access to information amended per analysis made. • Laws and policies on civil and other forms of engineering amended per analysis made. • Laws and policies relating to an access to public transports, structures and communications are amended per analysis made. 		
Activities for Output 1.3	Targets/ milestones for Activities of Output 1.3		

1.3.1	Developing SHIVYAWATA's National Advocacy Strategy.	<ul style="list-style-type: none"> 2 Sessions with SHIVYAWATA, OPDs and stakeholders are conducted on implementation review SHIVYAWATA's National Advocacy Strategy (1 session to comprehend recommendations and 1 session to validate the strategy) 		
1.3.2	Conducting research on issues for legal and policy reforms ascertained/ Number of advocacy issues identified and advocated for	<ul style="list-style-type: none"> Research conducted on reports on legal and policy gaps produced Number of priority advocacy issues are identified to be advocated for. 		
1.3.3	Conducting strategic meetings with respective Ministries, and MPs on issues for legal and policy reforms ascertained/ Number of advocacy issues identified and advocated for	<ul style="list-style-type: none"> Legal and policy gaps presented to the respective Ministries and MPs. Amendment of sectoral laws to include disability Reviewed sectoral polices to include disability rights concerns 		
1.3.4	Conducting analysis of the insurance laws and policies.	<ul style="list-style-type: none"> Analysis of reports on gaped (status of inclusion) 		
1.3.5	Develop amendment schedule of the insurance laws and policies.	<ul style="list-style-type: none"> Schedule of amendment is delivered to the ministry and tabled to the parliament sessions. 		
1.3.6	Review insurance policy and development policy amendment proposal for improvement	<ul style="list-style-type: none"> Amendment schedule in place 		
1.3.7	Conducting advocacy meetings with relevant decision makers and stakeholders. For information and adaptation.	30^participant on the Meeting Session's for tagholders meeting		
Output 1.4		<ul style="list-style-type: none"> Output Indicators (1.4) 		

<p>Institutional and technical capacities of law enforcement organs on disability related laws and regulations improved.</p>	<ul style="list-style-type: none"> • Sufficient budget from public sources is allocated for operationalization of the law enforcement structures.¹² • Disability related laws and policies are widely accessible disability user-friendly formats. • Number of disability committees/ focal persons capacitated. • Number of decision makers of central and LGAs capacitated on disability laws and policies. • Number of investigators, prosecutors, LASPs, private lawyers (TLS), judicial officers, etc trained on proper management of disability-related cases. • Monitoring and evaluation/ accountability mechanisms on law and policy implementation are operationalized (e.g disability committees). • Focal persons (disability desks) are operationalized in all ministries, departments and agencies of the State (MDAs). 		
<p>Activities for Output 1.4</p>	<ul style="list-style-type: none"> • Targets/ milestones for Activities of Output 1.4 		
<p>1.4.1 conducting situational awareness on disability related laws and regulations.</p>	<ul style="list-style-type: none"> • Executing 2 advocacy sessions involving 15 decision makers annually • 		
<p>1.4.2 Disability related laws and policies are widely accessible disability user-friendly formats.</p>	<ul style="list-style-type: none"> • 500 copies annually • Online portal with digital copies of Disability related laws and policies are widely accessible disability user-friendly formats. 		
<p>1.4.2 Executing law enforcement capacity building workshop to disability committees/ focal persons</p>	<ul style="list-style-type: none"> • 3 capacity building workshops for women, Youth and PWDs with 25 participants each 		
<p>1.4.3 conducting capacity training on disability laws and policies to decision makers of central and LGAs</p>	<ul style="list-style-type: none"> • 1 Capacity bulking session in three different involving 30 participants each annually. 		
<p>1.4.4 Organizing training on proper management of disability-related cases to investigators, prosecutors, LASPs, private lawyers (TLS), judicial officers,</p>	<ul style="list-style-type: none"> • 1 capacity building training on disability-related cases to investigators, prosecutors, LASPs, private lawyers (TLS), annually • 		

¹² Such as the disability committees, the national disability fund, the advisory committee, etc established under PWDs Act of 2010.

etc			
1.4.5 Operationalizing Monitoring and evaluation/ accountability mechanisms on law and policy implementation to OPDs, Disability Committees, Focal persons (disability desks) ministries, departments and agencies of the State (MDAs).	<ul style="list-style-type: none"> • SHIVYAWATA MEL in Place 		
Output 1.5	<ul style="list-style-type: none"> • Output Indicators (1.5) 		
Updated statistics and other information are segregated to reflect disability and are made available (periodically).	<ul style="list-style-type: none"> • The statistics laws are amended to make mandatory reflection of disability in all statistics. • The National Bureau of Statistics (NBS)'s guidelines or plans on the national population census mainstream comprehensively disability segregated needs. • National based database on disability segregated data established, updated and maintained. • Number of SHIVYAWATA's members and individual PWDs with improved research, documenting, analysis and reporting of disability related rights. • Annual situational analysis report on disability welfare in Tanzania published. 		
Activities for Output 1.5	<ul style="list-style-type: none"> • Targets/ milestones for Activities of Output 1.5 		
1.5.1 conducting reflection meeting on statistics laws in adopting disability information in all statistics	<ul style="list-style-type: none"> • 1 session with 20 NBS Officials 		
1.5.2 develop and establish mechanism for mainstreaming disability segregated needs to the National Bureau of Statistics (NBS)'s guidelines or plans on the national population census.	<ul style="list-style-type: none"> • 1 working session with 20 NBS officials to establish mechanism for mainstreaming disability segregated needs to the National Bureau of Statistics annually. 		
1.5.3 Operationalize management, updating and maintaining the National based	<ul style="list-style-type: none"> • National based database on disability segregated data in place and regularly updated. 		

database on disability segregated data			
1.5.4 Conducting annual situational analysis report on disability welfare in Tanzania and publishing it nationally.	<ul style="list-style-type: none"> 1 session with 52 OPDs representatives annually 		
1.5.5 Conducting capacity training workshop to SHIVYAWATA's members and individual PWDs on research, documenting, analysis and reporting of disability related rights.	<ul style="list-style-type: none"> Training 20 OPDs representatives on action research skills for documentation analysis and reporting of disability related rights. 		
OUTCOME II	Outcome Indicators		
Practices of some of harmful cultural norms against disability decreased.	<ul style="list-style-type: none"> Number of actions taken by community members in promoting disability rights and responsibilities e.g equality and accountability. Trend of decreasing of disability-related violence and abuses of their rights at community levels. Number of perpetrators convicted and sentenced. <p><i>Baselines: OPDs & statistics of law enforcement organs.</i></p>	•	
Output 2.1	Output Indicators (2.1)		
Comprehensive community awareness and sensitization program on disability rights operationalized.	<ul style="list-style-type: none"> Strategy on alternative (social) and mainstream media engagement on disability developed. Strategy on digital/ technology on disability developed. SHIVYAWATA online TV operationalized. SHIVYAWATA's website, special <i>app</i> on disability rights and social media platforms updated maintained. Number of media programs coordinated by SHIVYAWATA's members and partners. Number of media-based institutions (e.g MOT, MCT, TEF, academics, etc)¹³ engaged and taking actions to responding to issues relating to disability. 	•	•

¹³ The academics include all academic institutions offering journalism and related courses. The MOAT is the Media Owners Association of Tanzania. The MCT means the Media Council of Tanzania; and, the TEF is the Tanzania Editors' Forum.

	<ul style="list-style-type: none"> • Number of community based and social media forms (e.g artistic works, <i>infographics</i>, etc) established and supported to address disability issues. • Presence of resource centers at national and grassroots levels packed with disability rights publications. 		
Activities for Output 2.1	Targets/ Milestones for Activities of Output 2.1		
2.1.1 Develop multimedia strategy for grassroots action.	<ul style="list-style-type: none"> • Media and communication strategy in place 		
2.1.2 Develop and Maintain SHIVYAWATA online website, special app on disability rights and social media platforms	<ul style="list-style-type: none"> • Monthly update of the SHIVYAWATA online website, on disability rights and update social media platforms 		
2.1.3 Coordinate media programs coordinated by SHIVYAWATA's members and partners	<ul style="list-style-type: none"> • Quarterly press release to share with Media. 		
2.1.4 Conducting meeting with media-based institutions (e.g MOT, MCT, TEF, academics, etc) engaged in addressing actions to responding to issues relating to disability.	<ul style="list-style-type: none"> • Bi annual meeting with 15 media-based institutions 		
2.1.5 Developing community based and social media IEC Materials (e.g artistic works, infographics, etc) established and supported to address disability issues.	<ul style="list-style-type: none"> • 10,000 Vipeperushi Annually • 1,000 Calendars annually • 20 Branners annually • 		
2.1.6 Establish fully equipped resource centers at national and grassroots levels packed with disability rights	<ul style="list-style-type: none"> • 1 resource center established at national level. 		

publications			
2.1.7	•		
Output 2.2	Output Indicators (2.2)		
Community-based pressure groups and other organs effectively operationalized.	<ul style="list-style-type: none"> • Number of disability committees operationalized at district, village and <i>mtaa</i> levels. • Number of disability rights school clubs established at primary and secondary school levels of education. • Number of community-based disability rights parents/ guardians' programs initiated – to propagate positive parenting at family level. • Number of community based legal and gender rights structures e.g paralegals, human rights monitors, fit persons and NPA-EVAWC engaged in disability issues. • Level of OPDs operations at the grassroots levels (See: SO # 4 below). 	•	•
Activities for Output 2.2	Targets/ Milestones for Activities of Output 2.2		
2.2.1 Advocate for Establishment and capacitate disability committees at district, village and <i>mtaa</i> levels.	<ul style="list-style-type: none"> • 133 Districts reached • 3,100 Villages • 5,000 Mitaa 		
2.2.2 Establish disability rights school clubs at primary and secondary school and university level.	<ul style="list-style-type: none"> • 1000 clubs established in 100 sample schools • 20 clubs established in 20 sample universities 		
2.2.3 Raise awareness on legal and gender rights	<ul style="list-style-type: none"> • Awareness raising sessions to 200 gender desks on issues about disability rights. 		
2.2.4	•		
Output 2.3	Output Indicators (2.3)		
Networks with likeminded and other strategic organizations enhanced.	<ul style="list-style-type: none"> • Presence of Stakeholders' Engagement and Communication Strategy. • Presence of partnership agreements between SHIVYAWATA and likeminded organizations (nationally and internationally). • Number of joint projects or programs or issues initiated and implemented by SHIVYAWATA in collaboration with its members and likeminded organizations. • Number of disability-related forums coordinated by SHIVYAWATA or its stakeholders (e.g commemoration of international disabilities' days). • Number of strategic issues jointly pursued. 	•	•
Activities for Output 2.3	Targets/ Milestones for Activities of Output 2.3		
2.3.1 Develop communication	<ul style="list-style-type: none"> • SHIVYAWATA communication and networking strategy is 		

and networking strategy	operationalized.		
2.3.2 Create networks, work linkages and partnership with like-minded organizations for funding sustainability	<ul style="list-style-type: none"> Developed 8 MOUs of partnership signed 		
2.3.3 Develop funding proposals or resource mobilization proposals	<ul style="list-style-type: none"> 8 fund raising proposals developed annually 		
2.3.4 Organize Conducting disability commemorations.	<ul style="list-style-type: none"> Disability commemorations conducted annually. 		
2.3.5 Updating and implement SHIVYAWATA joint advocacy strategy.	<ul style="list-style-type: none"> 1 meeting involving 29 people to Update and implement the SHIVYAWATA joint advocacy strategy annually 		
Output 2.4	<ul style="list-style-type: none"> Output Indicators (2.4) 		
Disability friendly access to justice initiatives adopted by the civil and criminal justice actors.	<ul style="list-style-type: none"> Partnerships with CHRAGG, TLS, TANLAP, TAPANET¹⁴ and other legal aid-related service providers (LASPs) operationalized. Number of PWDs pursuing their rights (seeking legal redress) in judicial-related organs.¹⁵ Institutionalization/ mainstreaming of disability friendly judicial procedures.¹⁶ Number of strategic or public interest litigations pursued. 		
<i>Activities for Output 2.4</i>	<ul style="list-style-type: none"> <i>Targets/ Milestones for Activities of Output 2.4</i> 		
2.4.1 Establish and operationalize partnership with CHRAGG, TLS, TANLAP, TAPANET and other legal aid-related service providers (LASPs) operationalized.	<ul style="list-style-type: none"> Signed partnerships with legal aid service providers 		
2.4.2 Establish 1 unit on Legal and justice affairs in SHIVYAWATA	<ul style="list-style-type: none"> Operational legal and justice Unit in SHIVYAWATA. 		

¹⁴ The CHRAGG is the Commission for Human Rights and Good Governance. It operates under the *CHRAGG Act of 2001*. The TLS is the Tanganyika Law Society, the bar association of Tanzania Mainland. The TANLAP is the Tanzania Network of Legal Aid Service Providers. The TAPANET is also a network of the paralegals. Both TANLA and TAPANET are non-governmental organizations (NGOs).

¹⁵ For instance, pursuant to the *Judicature and Application of Laws (Practices and Procedures of Cases Involving Vulnerable Groups) Rules of 2019* (Government Notice number 110 of 1/2/2019).

¹⁶ Including use of sign language and tactile signing for blind and deaf-blind persons respectively

2.4.3 Facilitate paralegals in grassroots action for case finding.	<ul style="list-style-type: none"> 50 paralegals trained and engaged in grassroots action for case finding Annually. 		
2.4.4 conducting analysis of the status of Access to justice for PWDs.	<ul style="list-style-type: none"> 1 analysis report of the status of Access to justice for PWDs. 		
2.4.5. Conducting accessibility audit to civil and criminal and justice actors.	<ul style="list-style-type: none"> 50 audits to civil and criminal and justice actor's premises 		
Awareness and advocacy for improved relation to access to justice.	<ul style="list-style-type: none"> 1 awareness and advocacy meeting with 50 civil and criminal and justice actors premises annually 		
Output 2.5	<ul style="list-style-type: none"> Output Indicators (2.5) 		
Disability friendly response to all disasters ¹⁷ like COVID-19 pandemics and climate change adopted.	<ul style="list-style-type: none"> Formulated safety and disasters' management policy at workplace (including COVID-19). Presence of disability sensitive public awareness and sensitization programs e.g on vaccinations against pandemics and climate change. Presence of disability friendly disaster management legal/ policy frameworks (e.g review of the <i>Disaster Management Act of 2015</i>). 		
Activities for Output 2.5	<ul style="list-style-type: none"> Targets/ Milestones for Activities of Output 2.5 		
2.5.1 Formulating and developing safety and disasters' management policy at workplace (including COVID-19).	<ul style="list-style-type: none"> 1 safety and disasters' management policy developed and adopted 		
2.5.2 Conducting of disability sensitive public awareness and sensitization programs e.g on vaccinations against pandemics and climate change.	<ul style="list-style-type: none"> 5 sessions involving 10 Participants to attend disability sensitive public awareness and sensitization program 		
2.5.3 Training to PWDs on safety and disaster management	<ul style="list-style-type: none"> 50 trained PWDs on safety and disaster management annually. 		
2.5.4	<ul style="list-style-type: none"> 		

¹⁷ Section 3 of the *Disaster Management Act of 2015* defines 'disaster' to mean an occurrence or series of occurrences, whether natural or man-made calamity that causes or poses a significant disruption or threat to the functioning of a community or caused widespread human, material, economic or environmental loss or impact which exceed the capacity of that community to cope with the disaster using its own resources. The pandemic like COVID-19 is therefore termed as one of the disasters.

OUTCOME III	Outcome Indicators		
Civic and economic empowerments of persons with disabilities increased.	<ul style="list-style-type: none"> • Percentage of PWDs's engagement in various levels of leadership positions in public and private sectors. • Presence of legal framework with specific provisions on disability inclusion in electoral processes and leadership positions – including special seats for PWDs. • Trends of PWDs' participation in electoral processes and leadership generally. • Percentage of PWDs' engagement and benefits from economic empowerment initiatives. • Trend of benefits gained from PWD's access to, ownership and control of land, houses and other productive resources or assets. • Nature and trend of PWDs' benefits from e-economic/ e-commerce opportunities. 		
Output 3.1	Output Indicators (3.1)		
PWDs sensitized and imparted knowledge on civic competencies.	<ul style="list-style-type: none"> • Presence of comprehensive disability-based national civic empowerment framework. • Number of PWDs acquired civic competence awareness knowledge. • Number of PWDs engaged and taking actions in the community-based on service delivery, accountability, etc on matters of disability interests. • Percentage of PWDs contestants nominated by political parties to compete for constituency elections. • Level of PWDs' involvement and participation in electoral processes. 		
Activities for Output 3.1	Targets/ Milestones for Activities of Output 3.1		
3.1.1 Creating/developing comprehensive disability-based national civic education Manual.	<ul style="list-style-type: none"> • 1 Manual developed 		
3.1.2 Conducting civic education and voters' education for PWDs	<ul style="list-style-type: none"> • 200 PWDs receiving civic education annually 		
3.1.3 Conducting social accountability monitoring	<ul style="list-style-type: none"> • 5 SHIVYAWATA regional branches conducting SAM social accountability Monitoring annually 		
3.1.4 Conducting awareness	<ul style="list-style-type: none"> • Awareness sessions with 4 political parties involving 8 participants 		

	program for inclusive political parties on leadership and manifesto	annually		
3.1.5	Training PWDs on social accountability monitoring.	<ul style="list-style-type: none"> Training conducted 7 PWDs in four regional branches 		
3.1.6	Conducting country political landscape analysis for disability awareness and inclusion.	<ul style="list-style-type: none"> 1 analysis report 		
3.1.7	Conduct PWDs mobilization and sensitization to participate in electoral process	<ul style="list-style-type: none"> 200 PWDs Trained annually to participate in electoral process 5 Awareness sessions involving 8 people from election actors annually 		
3.1.8	Develop 2025 disability general election manifesto	<ul style="list-style-type: none"> 1 Manifesto in plane 		
Output 3.2		Output Indicators (3.2)		
	Democratic and disability sensitivity in elections and leadership are promoted.	<ul style="list-style-type: none"> Number of decision makers sensitized on disability rights to leadership and other governance positions. Presence of electoral laws, rules and regulations reflecting need for disability consideration in electoral processes and leadership positions. Presence of special seats for PWDs in various political leadership positions (village, <i>mtaa</i>, councillorship, parliamentary, etc). Status or trend of PWDs' representation in non-political leadership positions of various levels (in public and private sectors). 		
Activities for Output 3.2		Targets/ Milestones for Activities of Output 3.2		
3.2.1	Conducting sensitization program to decision makers on disability rights	<ul style="list-style-type: none"> 4 sensitization sessions on disability rights involving 20 decision makers annually. 		
3.2.2	Conducting review of electoral laws in light of disability	<ul style="list-style-type: none"> 2 sessions with 10 DPOs to review electoral laws in light of disability one before Local Government elections and one year before general election. 		
3.2.3	Conduct advocacy meeting with relevant	<ul style="list-style-type: none"> 2 advocacy meetings involving 10 DPOs, 10 Government officials from relevant Ministries and 30 MPs from parliamentary 		

government ministry and parliamentary standing committee for constitutional and legal affairs for inclusive electoral process.	standing committee for constitutional and legal affairs every years preceding elections		
3.2.4 Develop electoral law amendment schedule	<ul style="list-style-type: none"> 4 consultative meetings involving 10 DPOs, 10 disability stakeholders and consultancy service each year preceding election 		
Output 3.3	Output Indicators (3.3)		
PWDs are capacitated and facilitated to engage in and benefit from economic empowerment initiatives.	<ul style="list-style-type: none"> Presence of comprehensive disability-based national economic empowerment awareness framework. Number of PWDs' income generating groups (IGAs) established and accessed economic empowerment opportunities e.g from LGAs, NEEC,¹⁸ financial institutions, etc. Number of PWDs owning land and related assets/ number of land rights titles granted to PWDs. Presence of national employability database for PWDs. Percentage of PWDs empowered to engage in digital economic opportunities including <i>e-commerce</i>. 		
Activities for Output 3.3	Targets/ Milestones for Activities of Output 3.3		
3.3.1 Comprehensive disability-based national economic empowerment framework Operationalized	<ul style="list-style-type: none"> 1 awareness framework on comprehensive disability-based national economic empowerment is designed and in place. 		
3.3.2 Conducting Financial and economic awareness workshop to PWDs on establishing and accessing economic empowerment opportunities (can be facilitated by LGAs, NEEC, financial institutions)	<ul style="list-style-type: none"> 2 Financial and economic awareness workshops in 10 districts each involving 200 PWDs annually. 		

¹⁸ The National Economic Empowerment Council (NEEC) is established and operates under the National Economic Empowerment Act of 2004. The NEEC coordinates at least 50 economic empowerment schemes – all of which could benefit PWDs if this community is being guided to access the same.

3.3.3	Facilitating legal training on land ownership rights to PWDs.	<ul style="list-style-type: none"> 5 regional level sessions involving 20 PWDs and 10 land officers on land ownership rights annually. 		
3.3.4	Develop and maintain national employability database for PWDs.	<ul style="list-style-type: none"> National employability database for PWDs in Place 		
3.3.5	Conducting comprehensive online business training to PWDs to engage in digital economic opportunities including e-commerce.	<ul style="list-style-type: none"> 2 trainings session involving 20 PWDs facilitated by 1 online business expert of digital economic opportunities to PWDs annually. 		
Output 3.4		Output Indicators (3.4)		
	Archetypical economic empowerment scheme for PWDs established and operationalized.	<ul style="list-style-type: none"> Vocational training learning curriculum/ programs mainstreamed disability specific needs. Presence of SHIVYAWATA's resource center [<i>See: Output 4.6 below</i>]. Number of economic projects (e.g in farming, mining and fishery value chains) managed by SHIVYAWATA's members. 		
Activities for Output 3.4		Targets/ Milestones for Activities of Output 3.4		
3.4.1	Conducting Vocational training learning curriculum/ programs adaptation	<ul style="list-style-type: none"> 4 consultative meeting on model Vocational curriculum development involving 30 stakeholder and one consultant. 		
3.4.2	Develop and establish all-inclusive SHIVYAWATA's resource center	<ul style="list-style-type: none"> SHIVYAWATA's national level resource center in place 		
3.4.3	Develop and executing economic projects (e.g in farming, mining and fishery value chains) managed by SHIVYAWATA's members.	<ul style="list-style-type: none"> 1 economic project annually. 		
3.4.4		<ul style="list-style-type: none"> 		
OUTCOME IV		Outcome Indicators		
	SHIVYAWATA's and its members' institutional capacities and sustainability enhanced.	<ul style="list-style-type: none"> Quality of decisions and actions by the governing organs. Trend and amount of financial resources mobilized by secretariat and members. 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none">

	<ul style="list-style-type: none"> • Level of members' operational coverage to the grassroots (members' outreach capacities). • Level of members' satisfaction and technical benefits from secretariat. 		
Output 4.1	Output Indicators (4.1)		
Human resource's capacities increased and motivated.	<ul style="list-style-type: none"> • Updated human resource policy. • Number of qualified staffs recruited and maintained by secretariat per needs-assessments. • Number and nature of capacity building trainings offered to secretariat and members. • Developed leadership succession plan and institutional sustainability policy. • Quality of other supports offered by secretariat to members. 	•	•
Activities for Output 4.1	Targets/ Milestones for Activities of Output 4.1		
4.1.1 Updated and reviewed SHIVYAWATA human resource policy.	<ul style="list-style-type: none"> • SHIVYAWATA human resource policy is review and updated. 		
4.1.2 Recruiting qualified staffs engaged and maintained by secretariat per needs-assessments.	<ul style="list-style-type: none"> • 5 Qualified staffs recruited, engaged and maintained 		
4.1.3 Conducting Organizational development capacity building trainings to secretariat and SHIVYAWATA members.	<ul style="list-style-type: none"> • 1 Organizational development capacity building trainings to secretariat and SHIVYAWATA members annually. 		
4.1.4 Developing SHIVYAWATA leadership succession plan and institutional sustainability policy.	<ul style="list-style-type: none"> • SHIVYAWATA leadership succession plan and institutional sustainability policy in place. 		
Output 4.2	Output Indicators (4.2)		
Financial resources capacity increased.	<ul style="list-style-type: none"> • Developed resource mobilization and investment strategy (social enterprises framework). • Presence of disability funding service facility (DFSF) or/and endowment funding scheme (EFS) to support OPDs. • Amended financial management policy. • Formulated procurement policy. • Installed modern accounting systems. • Number of audited reports qualifying expenditures. 	•	•

	<ul style="list-style-type: none"> • Level of compliance to government's regulatory authorities. 		
Activities for Output 4.2	Targets/ Milestones for Activities of Output 5.4		
4.2.1 Developing and operationalize resource mobilization and investment strategy (social enterprises framework).	<ul style="list-style-type: none"> • A framework on resource mobilization and investment strategy in place. 	•	•
4.2.2 developing disability funding service facility (DFSF) or/and endowment funding scheme (EFS) to support OPDs.	<ul style="list-style-type: none"> • 1 disability funding scheme developed quarterly to support DPOs. 	•	•
4.2.3 Updating and reviewing financial management policy and installing modern accounting systems.	<ul style="list-style-type: none"> • Reviewed financial policy in place • Installed modern accounting systems. 	•	•
4.2.4 establishing and maintaining systematic financial reporting Procedures	<ul style="list-style-type: none"> • Established systematic financial reporting Procedures. 	•	•
Output 4.3	Output Indicators (4.3)		
Board of Directors (BODs) of secretariat and member organizations capacitated on managerial and other skills.	<ul style="list-style-type: none"> • Developed board of directors and AGM charters – reflecting also conflict of interest requirements. • Number of BODs of SHIVYAWATA head office empowered. • Number of BODs of SHIVYAWATA's member organizations empowered. • Quality of strategic decisions made by BODs. 	•	•
Activities for Output 4.3	Targets/ Milestones for Activities of Output 4.3		
4.3.1 Developing board of directors and AGM charters – reflecting also conflict of interest requirements.	<ul style="list-style-type: none"> • board of directors and AGM charters I place. 		
4.3.2 Establishing a permanent head office for BODs of SHIVYAWATA Members.	<ul style="list-style-type: none"> • Permanent head office for BODs of SHIVYAWATA Members. 		
4.3.3 Conducting Monitoring and evaluation for quality strategic decisions made by BODs.	<ul style="list-style-type: none"> • 1 Monitoring and evaluation Session for quality strategic decisions made by BODs annually. 		
4.3.4 BODs of	<ul style="list-style-type: none"> • 		

SHIVYAWATA's member organizations empowered.			
Output 4.4	Output Indicators (4.4)		
Office working facilities increased.	<ul style="list-style-type: none"> • Presence of office space rented. • Presence of SHIVYAWATA's own plot of land purchased. • Presence of four-wheel drive vehicle purchased. • Presence of office equipment per facility needs assessment purchased. 		
Activities for Output 4.4	Targets/ Milestones for Activities of Output 4.4		
4.4.1 Establishing SHIVYAWATA permanent office space and land ownership	<ul style="list-style-type: none"> • SHIVYAWATA permanent office space and land ownership in place 		
4.4.2 Purchasing four-wheel drive vehicle for official obligations.	<ul style="list-style-type: none"> • 1 four-wheel drive vehicle for official obligations. 		
4.4.3 Purchasing office equipment per facility needs assessment.	<ul style="list-style-type: none"> • 5 laptops, 2 scanners, 7 office Tables, 1 conference table, 25 office chairs. 		
4.4.4	<ul style="list-style-type: none"> • 		
Output 4.5	Output Indicators (4.5)		
SHIVYAWATA's other policies, guidelines, strategies, regulations developed/ updated, and being implemented.	<ul style="list-style-type: none"> • Formulated digital security policy. • Formulated election of leaders rules for secretariat and branch offices. • Formulated networking and communication strategy. • Formulated branding and visibility policy. • Developed risk management framework. • Amended constitution of SHIVYAWATA. 		
Activities for Output 4.5	Targets/ Milestones for Activities of Output 4.5		
4.5.1 Developing and adopting digital security policy.	<ul style="list-style-type: none"> • digital security policy in place 		
4.5.2 Formulating rules for election of secretariat leaders and branch offices.	<ul style="list-style-type: none"> • rules for election of secretariat leaders and branch offices are in place 		
4.5.3 development and adaptation of networking and communication strategy.	<ul style="list-style-type: none"> • networking and communication strategy in place 		
4.5.4 Developing and adaptation of risk management framework.	<ul style="list-style-type: none"> • risk management framework established 		
4.5.5 Updating and amending of	<ul style="list-style-type: none"> • Updated and amended SHIVYAWATA's constitution. 		

SHIVYAWATA's constitution.			
4.5.6 • Formulated branding and visibility policy	<ul style="list-style-type: none"> branding and visibility policy/ Organizational sustainability policy in place. 		
Output 4.6	<ul style="list-style-type: none"> Output Indicators (4.6) 		
Gender-related units within SHIVYAWATA operationalized and scaled up.	<ul style="list-style-type: none"> Formulated SHIVYAWATA's gender policy. Youth-wing within SHIVYAWATA institutionalized at secretariat and branches' levels. Women-wing within SHIVYAWATA institutionalized at secretariat and branches' levels. 		
<i>Activities for Output 4.6</i>	<ul style="list-style-type: none"> <i>Targets/ Milestones for Activities of Output 4.6</i> 		
4.6.1 Developing and adopting of SHIVYAWATA's gender policy.	<ul style="list-style-type: none"> SHIVYAWATA's gender policy in place 		
4.6.2 Operationalize and maintaining youth-wing and Women-wing within SHIVYAWATA at secretariat and branches' levels.	<ul style="list-style-type: none"> Youth-wing and Women-wing within SHIVYAWATA at secretariat and branches' levels are maintained while obligations are identified. 		
4.6.3	<ul style="list-style-type: none"> 		
4.6.4	<ul style="list-style-type: none"> 		
Output 4.7	<ul style="list-style-type: none"> Output Indicators (4.7) 		
SHIVYAWATA's disability resource center initiated and operationalized.	<ul style="list-style-type: none"> Presence of physical structure of the resource center. Presence of documents, technologies and other resources stocked in the resource center. Number of visitors/ beneficiaries accessing the resource center. Nature and types of capacity building and disability-related advocacy issues emanating from the resource center. Types and nature of short courses offered by disability resource center. Amount of revenues generated from the resource center e.g through short courses' fees and users' subscription fees. Presence of linkages of this resource center with high learning institutions' libraries. 		
<i>Activities for Output 4.7</i>	<ul style="list-style-type: none"> <i>Targets/ Milestones for Activities of Output 4.7</i> 		
4.7.1 Establishing and maintaining all-inclusive Disability resource center.	<ul style="list-style-type: none"> 1 all-inclusive Disability resource center in place 		
4.7.2	<ul style="list-style-type: none"> 		

4.7.3	•		
4.7.4	•		
Output 4.8	• Output Indicators (4.8)		
SHIVYAWATA members' capacity and affairs improved.	<ul style="list-style-type: none"> • Presence of specific portfolio within SHIVYAWATA's secretariat which will be managing membership affairs. • Presence of designated zonal coordinating units.¹⁹ • Presence of sub-grantee service facility (SSF) being part of DFSF (Output 4.2 above). • Presence of Membership Code of Conduct and Management Strategy. • Presence of membership database which is updated periodically. • Presence of periodical reports on members' capacity needs on professionalism/ Presence of members' capacity development manual. • Number of members with strategic and other operational plans supported by SHIVYAWATA's secretariat. • Presence of professional mentorship and fellowship programs including technical supports like strategic plans. • Presence of periodical membership satisfaction surveys and reports. • Number of members and non-members (allies) joined disability movements. • Presence of annual awards of excellence for well performed members and other actors in disability issues. • Presence of members' professional and social welfare strategies including establishment of SHIVYAWATA members' saving and credit related schemes (e.g SACCOS). 		
Activities for Output 4.8	• Targets/ Milestones for Activities of Output 4.8		
4.8.1 Organizing specific portfolio within SHIVYAWATA's secretariat which will be managing membership affairs.	• 1 SHIVYAWATA Membership portfolio to manage membership affairs.		
4.8.2 develop and maintain designated zonal coordinating units	• 5 zonal coordinating units developed		
4.8.3 develop and maintain	• Membership Code of Conduct, and Management of Strategy		

¹⁹ Note: These are not registered offices. Rather, one of the regional branch members will be designated as zonal liaison office – on rotational basis. The SHIVYAWATA's Guideline on this will be developed.

Membership Code of Conduct, and Management of Strategy membership database	membership database in place.		
4.8.4 Conducting periodical membership satisfaction surveys and reports	<ul style="list-style-type: none"> 2 periodical membership satisfaction surveys and reports annually. 		
4.8.5 Organizing professional mentorship and fellowship programs including technical supports like strategic plans.	<ul style="list-style-type: none"> 1 professional mentorship and fellowship program including technical supports like strategic plans annually. 		
4.8.6 Conducting annual awards of excellence for well performed members and other actors in disability issues.	<ul style="list-style-type: none"> 1 session involving DPOs, 5 government officials and 10 stakeholders to attend award of excellence for well performed members and other actors in disability issues annually. 		
4.8.6 Establishing and maintaining of SHIVYAWATA members' saving and credit related schemes (e.g SACCOS).	<ul style="list-style-type: none"> 1 SHIVYAWATA members' saving and credit related schemes (SACOS) in place. 		
Output 4.9	<ul style="list-style-type: none"> Output Indicators (4.9) 		
Monitoring, Evaluation, Learning and Quality Assurance strengthened.	<ul style="list-style-type: none"> Presence of baseline assessments conducted. Existence of joint M&E plans (secretariat, zonal, regional offices, district offices and members). Mid-term evaluation of this strategic plan 2022-2027. Level of secretariat's and members' capacity to implement this and other plans. Quality of reports from management team to BODs/ other oversight bodies within SHIVYAWATA. Quality of reports from secretariat and members to funding partners and others. Mid-term evaluation of this strategic plan 2022-2027. Final evaluation of this strategic plan 2022 – 2027. Level of compliance to government's regulatory authorities. 		
Activities for Output 4.9	<ul style="list-style-type: none"> Targets/ Milestones for Activities of Output 4.9 		
4.9.1 Conducting baseline assessments to strengthen Monitoring, Evaluation, and Learning	<ul style="list-style-type: none"> 1 baseline assessments to strengthen Monitoring, Evaluation, and Learning annually. 		

4.9.2 develop and operationalize joint M&E plans (secretariat, zonal, regional offices, district offices and members).	<ul style="list-style-type: none"> 1 joint M&E involving SHIVYAWATA Secretariat, 5 zonal representatives, 20 regional officers, 10 district officers annually. 		
4.9.3 Conducting Mid-term evaluation of this strategic plan 2022-2027.	<ul style="list-style-type: none"> 4 Mid-term evaluation of this strategic plan 2022-2027 annually. 		
4.9.4 Organizing capacity training to secretariats and members to implement the Strategic plan 2022-2027	<ul style="list-style-type: none"> 1 session involving SHIVYAWATA Secretariat and 10 DPOs to oversee implementation of the Strategic Plan annually. 		
4.9.5 Conducting training management team, secretariat and members on quality reporting to funding partners	<ul style="list-style-type: none"> 1 session involving SHIVYAWATA Secretariat and 10 DPO on quality reporting to funding partners. 		
4.5.6 Execution of the Final evaluation of this strategic plan 2022 – 2027.	<ul style="list-style-type: none"> 1 facilitator to validate this strategic plan 2022 – 2027 involving 10 DPOs, SHIVYAWATA Secretariat, 6 SHIVYAWATA Staff, and executive committee. 		

=END OF RESULTS MATRIX 2022-2027=

ANNEX II: COORDINATION STRUCTURE

Figure 3: SP's Coordination Structure of SHIVYAWATA

[To be completed and inserted ...]

ANNEX III: FIVE YEARS BUDGET ESTIMATES OF 2022-2027 PLAN

Table 12: SHIVYAWATA's Five-Year Budget Estimates

[To be completed and inserted ...]

.....**END**.....