



INTEGRATED DISABLED WOMEN ACTIVITIES

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FIVE-YEAR STRATEGIC PLAN 2020-2024



EMPOWERING GIRLS AND WOMEN WITH DISABILITIES IN UGANDA

LEAVING NO ONE BEHIND

Foreword

IDIWA has continued to grow and registered a number of achievements since the last strategic plan in advocating for rights of GWWDs and making helpful connections at different levels for their rights and inclusion.

The Integrated Disabled Women Activities (IDIWA) has developed this 5-year strategic plan through a participatory approach and as a follow up on the previous strategic plan. This is aimed at contributing to a society where disabled people are respected within their constituency. In the development of the new strategic plan, the guiding principle was to re-inviolate the success scored in the previous years and lessons learnt in the past performance period.

In line with IDIWA Mission “An inclusive prosperous society in which PWDs, other vulnerable groups, and their families are self-reliant, emancipated, and respected”, IDIWA will continue to advocate for the rights of Girls and women with disabilities in the country through the key strategic approaches including Lobbying and Advocacy, Capacity Building, Partnership and Networking, Research and Documentation, Direct Social Service Provision and livelihood.

We appreciate the guidance given to the process of developing this plan by Mr. George Katumba Sempangi for the technical guidance in developing the document. The strategic plan is anchored on the following key priorities for the coming 5 years.

I extend gratitude to IDIWA staff who diligently made their contribution as implementers of the plan. The ideas generated from the experiences of staff have enriched this plan and made it acceptable as implementable. I also take this opportunity to thank members of IDIWA at all levels.

I wish to thank the Board of Directors, Management and Staff of IDIWA for their resolve to steer the organization to greater heights.

Ann Aparo

Chairperson - IDIWA

Executive Summary

This strategic plan has been developed through a consultative process involving many stakeholders in the disability fraternity. I wish to thank the board of directors for supporting the development of this plan; and to acknowledge the interest and contribution to the entire process. Throughout the development of the plan, the board of directors played a key role and owning the strategic plan.

- ▶ **Priority#1:** Economic empowerment of girls and women with Disabilities in the Uganda
- ▶ **Priority #2:** Promote and support Education of Children with Disabilities in t Uganda
- ▶ **Priority #3:** Build the capacity of girls and women with Disabilities in their Rights (Both Rights and Duty bearers)
- ▶ **Priority #4:** Promote Reproductive Health Rights for Girls and women With Disabilities in the Region
- ▶ **Priority #5:** Innovatively Raise Resources to meet the demands of the present and future needs of Girls and women with Disabilities
- ▶ **Priority #6:** Build the Organisational Capacity of Board of Directors & Staff to deliver quality programmes

In the first year, it's projected that 943,445,000 Ugandan shillings will be required, while 616,500,000 will be needed in the following year, 655,315,000, 557,739,390, 517,989,000 and 588,169,000 will be mobilized for fifth year. The total cost for Uganda Shillings 3,223,842,390 over a period of 5 years.

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Acronyms and abbreviations

IDIWA	Integrated Disabled Women Activities
PWDs	Persons with Disabilities
DPOs	Disabled People’s Organizations
USAID	United States Agency for International Development
SWOT	Strengths Weaknesses Opportunities and Threats
KRA	Key Result Areas
CSOs	Civil Society Organizations
GA	General Assembly
BOD	Board of Directors
SACCO	Saving and Credit Cooperative Organization
CRPD	United Nations Convention on the Rights of Persons with Disabilities
YWDs	Youth with Disabilities
AWDF	African Women’s Development Fund
WWD	Women with Disabilities
IDAPD	Iganga District Action on Physical Disability
ANPPCAN	African Network for the Prevention and Protection Against Child Abuse and Neglect
SNE	Special Needs Education
SPIMC	Strategic Planning Implementation and Management Committee
ED	Executive Director
MEL	Monitoring, Evaluation and Learning Plan

CHAPTER ONE

Overview

1.0 Introduction

This strategic plan covers a period of five years from January 2020 to December 2024. It specifies the organization's medium-term strategic direction, interventional priorities and implementation strategies. In addition, it highlights the country's economic, political, cultural, NGO and CSO sectors. The plan further delineates the context in which IDIWA is operating. This plan contributes to the national objectives of Uganda through strengthening the capacity of members of IDIWA to advocate for the rights of G/WWDs.

The plan specifically focuses on, establishing IDIWA's knowledge management & utilization system, establishing and strengthening networks & partnership building with stakeholders. It also includes advocating for implementation of PWDs' centered existing disability frameworks for the benefit of people with disability, strengthening the socio-economic empowerment of PWDs, education for the child with Disabilities and strengthening Sexual Reproductive Health Rights for girls and women with disabilities in the country.

1.1 Strategic Plan Development Process

The process of developing this strategic plan involved a number of stages. The initial stage involved literature review by consultants who facilitated the strategic planning process. This was followed by development of data collection tools that guided the collection of stakeholders' views from selected district local governments. A participatory and multi-stakeholder strategic planning workshop was held at IDIWA Offices; through the workshop, participants reviewed the Vision, Mission, Values, strategic objectives, key result Areas and actions that the institution has to undertake in the next five years. During the workshop, IDIWA stakeholders guided by the consultants carried out a SWOT and stakeholder's analyses which provided inputs for the strategic plan. The process culminated into technical and consultative meetings and approval of the strategic plan by the IDIWA Board.

An organizational Capacity Assessment (OCA) was carried out. This included a review of the current organizational capacity in terms of governance, programs, finance, human resources management, as well as fund mobilization. The findings were used in the preparation of the Strategic Plan 2020-2024

The status of implementation of the Strategic Plan 2015-2019 was also assessed, and lessons learnt from the implementation documented and given consideration in the development of the new plan

1.2 Country Context

Uganda is a landlocked country in East Africa bordering Kenya, Tanzania, Rwanda, South Sudan and the Democratic Republic of Congo. The country's population is projected to stand at 37,588,915 million with a higher population of females (51%) compared to males (49%). Fifty-six per cent (56%) of the population is below 18 years of age, and over 78% is below 30 years of age. The life expectancy at birth is 53.1 years for male and 55.86 years for females. Suffice to note that Women and men, with or without disabilities, have different life experiences due to biological, psychological, economic, social, political and cultural attributes. Patterns of disadvantage are often associated with the differences in the social position of women and these gendered differences are even more pronounced in the life experiences of women and men with disabilities. Women with disabilities face multiple forms of discrimination and are often more disadvantaged than men with disabilities in similar circumstances.

Extreme poverty is the main problem faced by PWDs in Uganda. The majority of WWDs live below the poverty line and are often more vulnerable than people without disabilities. PWDs are faced with poor standards of living characterized by very poor health and living conditions including malnutrition, poor clothing, poor housing and poor access to medical care and necessary social services. The majority of PWDs are illiterate or semi illiterate. They are also discriminated and isolated at both family and community level. This denies them opportunities to exploit their abilities and talents. Besides, PWDs undermine themselves hence hindering the achievement of their full potential. The mainstream services such as education, health, anti-poverty programmes, and others still reach few PWDs.

The challenges faced by GWWDs include high levels of neglect, malnutrition, infectious diseases like HIV/AIDS infection, illiteracy, non-existence of inheritance rights, discrimination and stigmatization within the institutions of family and marriage, and exclusion from opportunities for education and employment. WWDs are largely excluded from leadership roles in the social, employment and political circles.

The above factors have also culminated into the marginalization of girls and women with disabilities from accessing financial and other economic resources, hence the perpetuation of chronic poverty among them.

1.3 Disability Laws in Uganda

Uganda has an enabling legal and policy environment in relation to disability. The Government of Uganda has developed policies and enacted laws intended to ensure the human rights of PWDs as well as their participation in development programs.

The Constitution of Uganda (1995) prescribes affirmative action to address the existing imbalances affecting socially marginalized groups – including PWDs as it provides the basis for enactment of laws and policies that address their concerns. The Constitution enjoins fair representation of marginalized groups on all constitutional bodies and recognition of the rights of PWDs to respect and human dignity. Specifically, it has a provision for affirmative action to redress the imbalance faced by PWDs like sign language services for the deaf.

The rights of PWDs are also enshrined in a number of Acts in Uganda. Most importantly in the Persons with Disabilities Act from 2006 which prohibits discrimination of PWDs in terms of access to education, health and employment. In fact, the Act provides comprehensive legal protection for PWDs, aimed at eliminating all forms of discrimination as well as ensuring equal opportunities.

PWDs rights and concerns are also part of the international legal frameworks of which the most important is the CRPD which the Government of Uganda has signed and ratified. As previously elaborated, the Convention on the Rights of Persons with Disability declares that States Parties must ensure the rights of PWDs to the highest attainable standard of services without discrimination on the basis of disability.

Uganda is signatory to several other international conventions and instruments, including the Convention on the Elimination of Discrimination against Women, the Millennium Development Goals (MDG) and the goals of Universal Access to Reproductive Health adopted by the International Conference on Population and Development in Cairo.

The substantial body of legislation, regulations and international instruments indicate the commitment of both the Government of Uganda and the international community in protecting and uplifting the wellbeing and dignity of PWDs. However, the main challenge relates to the implementation and

enforcement of the same. From a broader perspective, this is a cross cutting challenge in the Ugandan society, however particularly problematic in the area of disability.

CHAPTER TWO

Background to IDWA

2.0 Background to Integrated Disabled Women Activities (IDIWA)

2.1 Introduction

Integrated Disabled Women Activities (IDIWA) like any other organization is constantly facing internal and external challenges. This is a five year- strategic plan is a product of a wide range of consultations of stakeholders whose contributions greatly informed the entire process. Therefore, last year (2014) the stakeholders of IDIWA resolved to mobilize their energies and efforts to remodel and revitalize our organization to become responsive to the real needs of its target group and the entire community of greater Iganga sub region. Accordingly, IDIWA requested for financial support from USAID to enable it develop a comprehensive strategic plan as the current one has just expired in December 2014. The strategic planning exercise was facilitated by the Monitoring and Evaluation Officer and the Executive Director in collaboration with the team.

2.2 Overview of IDIWA

Integrated Disabled Women Activities (IDIWA) is a non-Governmental Organization (Reg. no S.5914/4801) established in 2000 purposely to empower People with Disabilities to maximize their potential and improve their standard of living through human rights and policy advocacy, Economic Empowerment, Rehabilitative health care and Sustainable Livelihoods.

Since 2000, IDIWA has reached over 30,000 People with Disabilities (PWDs) in Eastern district with various activities including:

- i. **Human rights and Policy advocacy** where we successfully influenced the “*Local Government (Iganga District) (Persons with Disabilities) Ordinance, 2007*” providing for comprehensive legal protection to people with disabilities; to eliminate discrimination and ensure equal rights to people with disabilities in Iganga District; and for other related matters.
- ii. **Economic Empowerment for women with disabilities** covering training in business management skills and provides individual and group loans to women with Disabilities. A fully-fledged Cooperative Society was established and this was the first initiative to bring financial services to women with disabilities. These services were previously out of reach.
- iii. **Community Based Rehabilitation (CBR)** contributes to the prevention of disabilities and the rehabilitation and empowerment of People with Disabilities (PWDs) through disability Information Education and Communication, corrective surgery, agriculture and vocational skills training.

2.3 Scope

IDIWA is a National Organization registered to offer services in the entire country.

2.4 Goal

The Overall goal of IDIWA is to improve the quality of life of women and girls with disabilities, and their families.

2.5 Vision

An inclusive society in which Women and Girls with Disabilities and their families are self-reliant, emancipated, and respected.

2.6 Mission

To empower Women and Girls with Disabilities, and their families to maximize their potential and improve their standards of living through Livelihoods and economic empowerment, Preventive, curative and rehabilitative health care, Human rights policy and advocacy, and Education.

2.7 IDIWA Philosophy

IDIWA believes that all human beings are equal, endowed with gifts and that disability is not inability. Therefore, everyone should be given a chance to use those gifts for the wellbeing of society

2.8 Organizational Values

- Teamwork
- Transparency
- Integrity
- Unity in Diversity
- Honesty
- Non-discrimination

2.9 Principles of Engagement

- To enable the participation, engagement and inclusion of PWDs, Women and other vulnerable groups in their communities
- To address the underlying causes of vulnerability and strengthen existing capacities and invest in preventive solutions
- To address issues of stigmatization and marginalization among PWDs, Women and other vulnerable groups
- To meet the needs of PWDs through advocacy for effective community-based service-delivery and social protection mechanisms
- To develop community networks to provide care and support for PWDs, Women and other vulnerable groups
- To strengthen capacity and share learning with local CSOs, DPOs and local authorities
- To network with CSOs, DPOs and other development partners to inclusive community development

2.10 Structure of IDIWA

IDIWA structure is comprised of three organs namely:

General Assembly (GA): This General Assembly is the supreme policy making organ of IDIWA, and is comprised of delegates from member organizations of Women with and Girls Disabilities in target districts in Uganda, and performs the following functions:

- The General approve annual accounts and auditors, and ratify agreements made with other organizations and development partners.
- Approve the establishment of any institutions or bodies required for smooth running of the organization.

- Approve membership and subscription fees.
- Amend the constitution
- Elect the Board of Directors
- Receive, consider and approve reports of the Board and auditors
- Ratify any agreement made between IDIWA and other organizations
- Approve development plans and programs of the organization.

Board of Directors (BOD): This develops policies on behalf of the General Assembly and supervises the day-to-day operations. It recruits senior members of staff including the Executive Director. It is comprised of nine members including five Women with Disabilities, three non-disabled women and one man, in the positions of Chairperson, Vice Chairperson, Treasurer, Secretary and five members. The Executive Director is the Secretary to the BOD.

Secretariat: This is the executing organ responsible for program planning and policy implementation. The management is comprised of the Executive Director as the head, the Finance and Administration Manager and the Planning, Monitoring and Evaluation Officer. The field technical team has two project officers who are competent with degrees in Economics and Community Based Rehabilitation.

Past Programs, Projects and Accomplishments

At its inception, IDIWA s was operating within Iganga only, with time it attained the Regional status operating within Busoga Region. To date IDIWA has grown to attain a national mandate operating country wide. Since 2000, IDIWA has increased the visibility of issues of WWDs at District, regional and now National through advocacy, lobbying and capacity building of persons with disability. As a result, IDIWA has registered several achievements including successful advocacy for friendly disability laws in the Eastern region.

Table showing IDIWA current projects and previous projects

Donor	Timeframe of project	Budget (UGX)	Short description/Outcome	Contact (phone and/or email)
Amplify Change	2019-20	450,000,000	Accelerated access to disability friendly Sexual Reproductive health Services for Women and Girls with Disabilities in Kamuli District	Mabel Kirabo Strategic Advisor mabel.amplifychange@gmail.com
African Women's Development	2017/19	178,528,912	Increasing access to employment opportunities for Women and Girls with Disabilities through advocacy for local legislation and policy, reasonable accommodation facilities for PWDs at the work place and capacity building for Women and Girls with to organize in formal and informal economies.	Madonna Kendona Program Officer –Special Initiatives Email: madonna@awdf.org

RECENTLY COMPLETED PROJECTS				
USAID Uganda	2014/17	554,910,315	To promote economic empowerment of 300 women with disabilities through micro credit support for agriculture and value-added processing of fruits and vegetables, and Entrepreneurship.	Ruth Sempa, Agreement Officer's Representative rsempa@usaid.gov
Independent Development Fund	2016/17	130,923,626	To promote Good Governance through advocacy for implementation of the Iganga PWD Ordinance, 2013	Sarah Kintu Program Manger psm@idf.co.uk
Disability Rights Fund	2016/17	62,299,265	To promote human rights through advocacy local legislation and policy, and inclusive planning, budgeting and service delivery, and advocacy skills training.	Diana Samarasan Executive Director, DRF dsamarasan@disabilityrightsfund.org
Positive Action for Children Fund	2015/17	39,000,000	Strengthening Retention of HIV positive mothers and Exposed Infants in Iganga District. There is active client follow up and referral of HIV positive mothers and infants by mentor mothers, expert clients, village health teams, HIV focal persons and health workers, which has improved health and productivity.	Dr. Jane Namugga Executive Director, PROWOCAVU jlnamugga@yahoo.com
Foundation for Sustainable Development	2008/2017	27,000,000	Promotion of sustainable livelihoods through organic farming methods, cooperatives and human rights.	Nassozi Margaret Executive Director, FSD margaret@fsdinternational.org
Catholic Relief Services, CRS	2015/17	62,218,015	Capacity building for maize and fruit production and financial services. The outcome is improved cooperative, and portfolio and delinquency management, and quality systems for natural juice processing.	George Ntibarikure Program Director, F2F Program george.ntibarikure@crs.org

MUCH EARLIER COMPLETED PROJECTS

Donor	Timeframe of project	Budget (UGX)	Short description/Outcome	Present Contact info (phone and/or email)
Disability Rights Fund	2014/16	200,000,000	Disability Budget Advocacy Project; increased prioritization of PWDs in national and local government policies and budgets. We documented the Local Government Budgeting process and trained PWDs, DPOs and CSOs in budget analysis with focus to the Public Finance Management Act, and social accountability.	Diana Samarasan Executive Director dsamarasan@disabilityrightsfund.org
Disability Rights Fund	2011/13	150,000,000	Human Rights and Good Governance Program; this saw the birth of the Iganga District Policy on Disability, and the Iganga PWD Ordinance amendment, both of 2013, Development of Human Rights training manual and creating a critical mass of human rights activists who constantly identify and follow up cases of human rights abuse.	Diana Samarasan Executive Director dsamarasan@disabilityrightsfund.org
African Women's Development Fund	2011	65,000,000	Economic Empowerment and Livelihoods Project; its increased household income of 90 Women with Disabilities through seed funding for Income Generating Activities, and small-scale businesses.	Madonna Kendona Program Officer –Special Initiatives Email: madonna@awdf.org
GOAL Uganda	2005/2011	1,574,506,000	Community Based Rehabilitation Program for People with Disabilities. The project increased mobility and participation of 150 children with disabilities through corrective surgery, and provision of hearing aids, improved household income, food security and nutrition for 17,000 PWDs through agriculture, entrepreneurship and vocational skills training.	Katumba George, Disability Support Program Manager GOAL Uganda.
Human Rights Network	2007/2008	40,000,000	To strengthen People with Disabilities with Human rights and influence the Local Government	Agnes Kajuni, then Program Officer HURINET-Uganda info@hurinet.org

(HURINET – Uganda)			(Iganga District) (Persons with Disabilities) Ordinance, 2007.	
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Source: Adopted from IDIWA annual report 2018

2.9. Organizational Analysis

During the strategic planning workshop, an environmental analysis of the Union was carried out using the Strengths, Weaknesses, Opportunities and Threats (SWOT) tool in order to build a firm foundation upon which the next five years will be based. The partnering of the different elements and the extensive data collected as a result of the analysis served as a spark for roundtable discussions and generation of new strategies. The tool was complemented by two consultative workshops which helped identify the core problem of the IDIWA will address in the coming five years

CHAPTER THREE

SWOT ANALYSIS

3.0. Introduction

During the consultative meeting, effort was taken to summarise the key factors that impact on IDIWA implementation of programmes and projects. These included the strengths, weaknesses, opportunities and threats that impede on IDWA effective implementation of its desired vision and Goal

3.1. Strengths

IDIWA has been at the forefront of advocating for the rights of girls and women with disabilities so as to have a strong voice within the Eastern Region. For instance, IDIWA was at the forefront of enacting the Iganga PWDs ordinance which guaranteed the right to services for PWDs in the District. IDIWA fully registered as a national organization, it democratically elects its governance and other members of the board, has a strong and firm foundation of membership who are girls and women with disabilities. Furthermore, in the region IDIWA has been recognized to have a strong track record for over 20 years, qualified and motivated staff, has internal controls and existence of SACCO

The policies and internal controls to guide operations are in place and the Board has been active in overseeing the aspirations.

3.2. Weaknesses

Since inception, IDIWA has been had inadequate financial resources and yet the needs of PWDs/GWWDs is growing day by day. IDIWA is depending on limited partners to execute her work. IDIWA has not yet tapped the potential of local fundraising and have a pool of partners to support her work like Kakira Sugar works. The continued stay in a rented premise undermines her ability to sustain the programme.

3.3. Opportunities

Working on aspects of empowering girl/woman with disabilities, IDIWA is working in an environment that supports advancement of gender and disability. At all levels, girls and women with disabilities receive political and technical goodwill and hence IDIWA needs to take advantage for instance existence of implementing Partners with capacity to support the GWDs /WWDs, the advocacy agenda gives a strong voice to girls and women with disabilities, existence of media outlets existence of partners willing to work with IDIWA and existence of District Programmes

3.4. Threats

Just like any other entity, IDIWA is challenged by limited funding and declining pot of funds from which it can draw to support the work. IDIWA will be competing with other emerging disabilities/DPOs for the limited funding portfolio that is available. In Uganda, we have been accredited for having good policies and laws however their implementation has remained low in the country and region as a whole.

3.5 Strategizing for 2020-2024

During the consultative workshop, members agreed to strategize for 2020-2024 in the following ways;

Table showing the strategic action for the SWOT

	<i>Strength</i>	<i>Strategic action</i>
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	Mandate to operate country wide	
	Existence of governing Board governing board	<ul style="list-style-type: none"> • Train Board members in policy formulation • Train Board members in Resource mobilization • Train them in policy advocacy • Train the board in advocacy and lobbying
	Existence of policy documents	<ul style="list-style-type: none"> • Review and Update the policies • Develop and approve missing policies • Train Board and staff in Policy documents
	Motivated staff	<ul style="list-style-type: none"> • Re-train the staff • Motivate the staff • Continuous professional development
	<i>Weaknesses</i>	<i>Strategic action</i>
	Donor dependency	<ul style="list-style-type: none"> • Recruit a Resource Mobiliser • Develop consultancy arm • Set up a center of excellence in Eastern Uganda • Local fundraising • Develop a fundraising strategy.
	Inadequate staff capacity	<ul style="list-style-type: none"> • Train staff in identified capacity gaps
	Lack of strong ME system	<ul style="list-style-type: none"> • Develop a result-based ME system • Build staff capacity in ME
	<i>Opportunities</i>	<i>Strategic action</i>
	Existence of District /government programs	<ul style="list-style-type: none"> • Organize WWDs to benefit from government programs • Develop position papers on Formal employment

	Goodwill of local government authorities, and local communities where IDIWA operates.	<ul style="list-style-type: none"> • Engage local communities and authorities to gain their support at grass-root programme level, and engage local volunteers and supporters. • Engage WWDs in Livelihood
	Recognition of IDIWA	<ul style="list-style-type: none"> • Have MOUs signed • Sign partnerships • IDIWA to share information • Establish strategic alliances • Draw joint actions plans.
	<i>Threats</i>	<i>Strategic action</i>
	Donor dependency	<ul style="list-style-type: none"> • Diversify resource mobilization • Develop a fundraising strategy
	IDIWA's visibility is inadequate.	<ul style="list-style-type: none"> • Establish a brand building plan through publicity campaigns with media events, etc. Also define roles of the BOD, management, etc.

CHAPTER FOUR

Investment case for IDIWA Strategic plan 2020-2024

4.0 Introduction

According to the World Health Organization World Report on Disability, World Health Organization and World Bank. (2011), reported that more than 1 billion people worldwide (15% of the world's population) have a disability. More than half are female. Women and Girls with Disabilities are subject to double discrimination. Marginalized both on account of their disability and their gender, they face social isolation and rejection, and are taught that they are inferior to their peers. This has a clear impact on both their own aspirations and their family's aspirations for them in the future (Leonard Cheshire Disability, 2014).

Uganda has an enabling legal and policy environment in relation to disability. The Government of Uganda has developed policies and enacted laws intended to ensure the human rights of PWDs as well as their participation in development programmes.

The Constitution of Uganda (1995) prescribes affirmative action to address the existing imbalances affecting socially marginalised groups – including PWDs as it provides the basis for enactment of laws and policies that address their concerns. The Constitution enjoins fair representation of marginalised groups on all constitutional bodies and recognition of the rights of PWDs to respect and human dignity. Specifically, it has a provision for affirmative action to redress the imbalance faced by PWDs like sign language services for the deaf.

The rights of PWDs are also enshrined in a number of Acts in Uganda. Most importantly in the Persons with Disabilities Act from 2006 which prohibits discrimination of PWDs in terms of access to education, health and employment. In fact, the Act provides comprehensive legal protection for PWDs, aimed at eliminating all forms of discrimination as well as ensuring equal opportunities.

PWDs rights and concerns are also part of the international legal frameworks of which the most important is the CRPD which the Government of Uganda has signed and ratified. As previously elaborated, the Convention on the Rights of Persons with Disability declares that States Parties must ensure the rights of PWDs to the highest attainable standard of services without discrimination on the basis of disability.

Uganda is signatory to several other international conventions and instruments, including the Convention on the Elimination of Discrimination against Women, the Millennium Development Goals (MDG) and the goals of Universal Access to Reproductive Health adopted by the International Conference on Population and Development in Cairo.

The substantial body of legislation, regulations and international instruments indicate the commitment of both the Government of Uganda and the international community in protecting and uplifting the wellbeing and dignity of PWDs. However, the main challenge relates to the implementation and enforcement of the same. From a broader perspective, this is a cross cutting challenge in the Ugandan society, however particularly problematic in the area of disability.

Over the years the Government of Uganda has taken measure to eradicate poverty. Initiatives include the Universal Primary Education (UPE), the National Minimum Health Care Package (UNMHCP), and the Community Mobilisation and Empowerment Projects. Despite these policies, the socio-economic situation of most PWDs is still characterised by abject poverty, majorly due to poor implementation, lack of knowledge and negative attitudes among service providers and the community at large.

Although the legal framework looks comprehensive in addressing disability issues, it has not yet been translated into concrete programmes for PWDs. There are huge gaps requiring robust advocacy and networking at implementation level. The gaps are in the areas of popularizing and disseminating the laws and policies, monitoring and enforcing redress mechanisms. There are also limited financial resources to implement laws and policies. The Acts provide a good basis for the actors in the disability fraternity to promote the rights of PWDs and advocate for budgetary allocations.

4.1 Poverty and Disability

Despite IDIWA investment in building the livelihood capacity of girls and women with disabilities in the districts of Iganga and other eastern region Districts, poverty persists among this segment of population. The majority of PWDs live below the poverty line and are often more vulnerable than people without disabilities. Additionally, according to the Uganda Poverty Assessment Report 2016, 19.7% of the people live below the poverty line. It is estimated that 80% of PWDs live in conditions of long-term poverty. Additionally, WGDs are discriminated and excluded from employment and economic opportunities, and are among the poorest in their communities. Women and Girls with Disabilities do not own what they produce because the land belongs to their family members and spouses. They also lack the required collateral to enable them secure credit for investment, and the majority are single mothers without any source of income. In addition, employers are hesitant to hire WGDs, even when they qualify for the positions, because they equate disability to inability to perform.

The Iganga Baseline study noted that 68% of the WGDs are never involved in Government programs like WEP, OWC, YLP, etc. yet Government and other development partners claim that their programs are participatory in nature which is not the case on ground. For instance, there is a Special Grant for PWDs which is very irregular and inadequate. In the same way, there is Women Empowerment Program (WEP), Youth Livelihood Program (YLP); WGDs are not beneficiaries of the same. The guidelines require WGDs to join mainstream women groups; this has proved difficult due to stigma attached to disability. This calls for vigorous lobbying and advocacy for full inclusion, change of policies to address WGDs' economic empowerment.

During the stakeholder conference, it was agreed that IDIWA should continue to empower girls and women with disabilities to end poverty.

4.2. Education of Children with Disabilities

During the consultations, Stakeholders revealed that Education of Children with Disabilities leaves a lot to be desired. It was noted that higher levels of illiteracy are more prevalent among girls and women with disabilities than among those without disabilities due to stigmatization. The United Nations Educational, Scientific and Cultural Organization Report (2010) argues that, "disability is one of the least visible but most potent factors in educational marginalization. Beyond the immediate health-related effects, physical and mental impairment carries a stigma that is often a basis for exclusion from society and school". This focal area is not only intended to uplift basic literacy among GWWDs, but also to enhance their admission, retention and completion of educational programs. IDIWA in the period 2020-2024 will invest in supporting efforts aimed at education children with disabilities and building the leadership abilities for female youth with disabilities.

4.3. Human Rights for girls and women with Disabilities

During the strategic planning process, the stakeholders noted that girls and women with disabilities rights need to be protected. Overall, Girls and women with disabilities lack access to several economic and social rights Economic, social, and cultural rights include the human right to work, the right to an

adequate standard of living, including food, clothing, and housing, the right to physical and mental health, the right to social security, the right to a healthy environment, and the right to education. Economic, social and cultural rights are part of the body of human rights that govern life. Human rights law includes all economic and social rights, as well as civil and political rights like the right to free speech and the right to a fair trial. These rights are deeply intertwined: for example, the right to speak freely means little without a basic education, the right to vote means little if you are suffering from starvation. Similarly, the right to work means little if you are not allowed to meet and assemble in groups to discuss work conditions.

The strategic plan 2020-2024 will aim at advocating for the human rights for girls and women with disabilities from the human rights-based approach through advocacy.

4.4. Reproductive Health Rights for girls and women with Disabilities

Studies have showed that girls/ women with disability confirm to be in a difficult economic situation. And they generally don't go to the health clinic; instead they buy their medicine at the local drugstore, without being diagnosed. According to the women no health workers come to the village for outreach sensitization. The knowledge they have on sexual and reproductive health is passed on to them by their mothers and peers.

Women and girls living with disability are described by the health practitioners to be in a weak position when negotiating sex with men. With no regular income the women are financially dependent on the men coming to them for sex. And while men have the "right" to have sex, the disabled women must accept sex by "chance" not by "choice".

However, the women with disability confirmed that they have the same feelings and sexual desire as their non-disabled peer and the health workers agrees to this. But disabled women have more challenges! The majority are single parents who find it hard to provide for and educate their children. In regard to reproductively it is the impression of IDIWA that the women with disability deliberately choose to get pregnant, expecting their children to support them in the future, though most men refuse to accept father-hood and disown the children. The large majority of the women have experienced men exploiting them; however, they keep accepting new men coming at night, hoping that this man will be the one loving and providing for her and her children. According to the women, women and girls with mental disability are the most vulnerable to severe sexual abuse including rape. The key issues to be addressed include;

- Wrong and harmful cultural believes and attitudes are discriminating girls and women with disability: Disability is believed to be a result of witch craft – the family has been cursed; disability is considered to be contagious; a disabled girl is believed not to possess the same value as a non-disabled women/girl – parents won't get a bride price as she is not expected to marry; the disabled women/girl is considered useless and is more likely to be excluded from the informal education in the family, etc.
- Stigma and discrimination in terms of sexuality - people think that disabled girls and women don't have sexual feelings (they are a-sexual).
- Women and girls with disability have less control over their sexual and reproductive rights and are more likely to be victims of sexual exploitation: for many women with disability sex is by chance not by choice; women with disability are easy targets for men who will not engage in a long term, official partnership; women with disability have less sexual bargaining power to negotiate on sex and protection against unwanted pregnancies and STIs.

- There seems to be more cases of unwanted pregnancies, HIV/AIDS and STI among girls and women with disability due to rape and defilement which was increased by poverty levels.
- Less knowledge of and access to sexual and reproductive health services (health centres') for women and girls with disability due to being illiteracy, no assistive devices and long distances.
- Disabled girls are more likely to be victim of parental/caretaker negligence and abuse due to their status in society and due to broken family structures.
- Peer pressure towards men who fall in love with a disabled woman/girl – a man cannot be associated with a disabled woman or young girl in public.
- Women with disability experience sex/love “starvation”; they long for care, intimacy and sex with loving partners who respect them for who they are.
- Low self-esteem amongst women and girls with disability.
- Existing policies, laws and regulations on SRHR are not implemented to an extent where they cater for the special SRH needs of girls and women with disability.
- Women and girls with disability are more likely to be victims of rape and defilement partly due to the belief that a virgin can cure HIV/AIDS and the expectation that disabled women are not sexually active, and partly due to the belief that disabled women are easy targets who cannot/will not speak up about sexual abuse.

In the 5 years IDIWA will invest in supporting girls and women with disabilities to access better health services in the country.

4.5. Resource Mobilization

During the consultative meeting, it was noted that IDIWA as an organizational lack's institutional financial sustainability, it heavily depends on donors. It was noted that this is not a sustainable approach because of the increasing donor fatigue across the globe. The organization lacks a policy on fundraising and resource mobilization neither has built the capacity of the staff to support in this function. It was further noted that there is lack of an organization mechanism/policy on re-investment to ensure continuity. In the strategic plan period 2020-2024, IDIWA has proposed key activities which will be the basis for ensuring sustainability of the activities.

4.6. Organisational Capacity of Board of Directors & Staff to deliver quality programmes

During the second consultative meeting with the selected members of IDIWA it was discovered that IDIWA has institutional capacity gaps as were identified in the organizational capacity assessment, including: absence of a membership charter for directing all matters of membership; absence of key functions like Communications, Human Resource management and Fundraising.

Therefore, it is essential that IDIWA builds its own internal capacity that includes the development of new structures and policies, as well as enhancing the functions of the Board of Directors, management and staff; and the capacities of its member associations.

4.7 Strategies/Implementation Methodology for the Strategic plan 2020-2024

Overall, IDIWA's programme is implemented through the following crosscutting strategies that also constitute the organization's major programme approach:

- i). Lobbying and Advocacy
- ii). Direct Service provision
- iii). Capacity Building

- iv). Partnership and Networking
- v). Research and Documentation

Needless to say, therefore, that the five overriding strategies (approaches) bring life to the objectives and activities within the strategic plan, and will be applied invariably across all the five strategic focus areas.

Therefore, the following strategic Objectives will be pursued in the coming 5 years;

- ▶ **Priority#1:** Economic empowerment of girls and women with Disabilities in the Uganda
- ▶ **Priority #2:** Promote and support Education of Children with Disabilities in the Uganda
- ▶ **Priority #3:** Build the capacity of girls and women with Disabilities in their Rights (Both Rights and Duty bearers)
- ▶ **Priority #4:** Promote Reproductive Health Rights for Girls and women With Disabilities in the Region
- ▶ **Priority #5:** Innovatively Raise Resources to meet the demands of the present and future needs of Girls and women with Disabilities
- ▶ **Priority #6:** Build the Organisational Capacity of Board of Directors & Staff to deliver quality programmes

4.8 Theory of Change

IDIWA theory of change articulates the desired change that IDIWA wants to see in the period 2020-2024. The strategic plan clearly lays out our vision and mission, these are the big picture changes we want to see among girls and women with disabilities in Eastern Uganda. In the coming five years we will actively work to *achieve* our mission; this goal is the benchmark we will use to measure our progress and impact.

Our aim is to empower PWDs, Women and other vulnerable groups to maximize their potential and improve their standards of living through economic empowerment, Preventive, curative and rehabilitative health care, Human rights policy and advocacy, and Education. IDIWA seeks to contribute to sustainable improvements in the socio- economic wellbeing of girls and women with disabilities, as a basis for ensuring the dignity and rights of people with disabilities in the country.

IDIWA believes that for this to happen, the following conditions are necessary:

- a) Girls and women with disabilities are income secure.
- b) Girls and women with disabilities acquire necessary skills, knowledge and education.
- c) The human rights of girls and women with disabilities are upheld
- d) Improved access to and utilization of quality Sexual and Reproductive Health services

IDIWA will actively invest in documentation and knowledge sharing about the expected results, outcomes and impact in publications, success stories regularly updating the website and using the other social media platforms for purpose of sharing knowledge within a broad stakeholder.

IDIWA will use the human rights-based approach in the delivery of strategic plan 2020-2024, Women and Girls with Disabilities will be at the center of implementation, duty bearers will be supported to understand the unique needs that cause discrimination among girls and women with disabilities in the Districts.

These interventions are premised on a number of principles and approaches. Amongst these, interventions have to be holistic, integrated and based on systems approach. Actions will be based on multi-dimensional approaches, women with disabilities focused, participatory and inclusive development, policy influence/advocacy, documentation and knowledge sharing, partnerships, collaboration and networking and human rights approaches

Actions will target the individual Girl and women with disability, their household and many parameters of human development and dignity. All interventions will build models that can be scaled up. In doing all these, IDIWA will work with partners (Government agencies, CSOs, UN Agencies and the Private Sector, donors), to implement disability sensitive projects, evidence-based and tested actions.

CHAPTER FIVE

STRATEGIC AREAS, OBJECTIVES AND ACTIVITIES

5.1 Strategic Objectives, Strategies, Activities and Performance Indicators

Thematic Area 1: Economic empowerment of girls and women with Disabilities in the Uganda
Purpose: Reduce poverty levels among girls and women with Disabilities in Uganda.
Strategic Objective: To promote economic independence of girls and women with disabilities in Uganda through microcredit support for improved agricultural productivity, value addition, and non-farm income activities.
Key Activities: <ol style="list-style-type: none">1.1 Train 1000 WGDs in Eastern Uganda with entrepreneurship skills by 20241.2 Support 50 groups of WGDs in Eastern Uganda to access government development programs at district level by 20241.3 Train 50 groups of WGDs in Eastern Uganda with skills in agriculture value chain improvement by 20241.4 Conduct 10 advocacy sessions with 10 district local government service commissions in Eastern Uganda to implement inclusive employment policies by 20241.5 Conduct a meeting of 50 private employers in Eastern Uganda on inclusive employment policies by 20241.6 Link 25 WGDs in Eastern Uganda empowered in the labour market by 2024.1.7 Support 1000 WGDs from selected districts in Eastern with vocational and apprenticeship skills by 20241.8 Sensitize 2000 PWDs to join IDP SACCO by 20241.9 5 new functional products introduced in the IDP SACCO by 2024
Key Strategies <ol style="list-style-type: none">1 Capacity building of WGDs through training, mobilization, exposure, seed grants, loan funds, mentoring and coaching2 Sensitization/awareness raising through media campaigns and community dialogues/meeting, dissemination of IEC materials.3 Evidenced based Advocacy and lobbying through research, engagement with policy makers/duty bearers, demonstrations, policy influence, petitions, position papers and policy briefs.4 Collaboration and networking with like-minded organizations, state actors and community structures

Thematic Area 2: Education for Children with Disabilities

Purpose: To promote inclusive education for Children with Disabilities in the Uganda

Strategic Objective: To create an enabling environment for education of Children with disabilities in selected primary schools in Eastern Uganda.

Key Activities

- 2.1 Conduct 40 sensitization meetings targeting 4000 parents and community members
- 2.2 Sensitize 4500 education stakeholders on inclusive education
- 2.3 Provide 500 CWDs with scholarships

- 2.4 Support 5 schools with scholastic materials
- 2.5 Provide mobility appliances with 500 CWDs
- 2.6 Support 100 schools with accessibility standards
- 2.7 Conduct advocacy meeting with Districts to recruit SNE teachers
- 2.8 Conduct annual inter-district sports gala for CWDS

Key Strategies

- 1. Capacity building of schools through training, provision of mobility and learning aids for CWDs
- 2. Sensitization/awareness raising through media campaigns and community dialogues/meeting, dissemination of IEC materials.
- 3. Evidenced based Advocacy and lobbying through research, engagement with policy makers/duty bearers, demonstrations, policy influence, petitions, position papers and policy briefs.
- 4. Collaboration and networking with like-minded organizations, state actors and community structure

Thematic Area 3: Reproductive Health

Improved access to and utilization of quality Sexual and Reproductive Health services

Strategic Objective: To promote access to disability friendly SRH services to WGDs in selected districts of Eastern Uganda by 2024. (Indicators; percentage change in budget allocation to SRH services for WGDs, Number of WGDs utilizing SRH services, etc.)

Key Activities

- 1.1 Train 400 health workers from selected HC III and IV in Eastern Uganda in sign language and handling of WGDs by 2024.
- 1.2 Conduct accessibility standards for 100 health centres in selected districts of Eastern Uganda
- 1.3 Sensitize 1500 WGDs in selected on SRH.
- 1.4 Sensitize 1000 men in selected sensitized on male engagement on SRHR by 2024
- 1.5 Conduct meetings to enact disability SRH ordinances passed by councils in selected districts of Eastern Uganda by 2024
- 1.6 400 WGDs in selected districts of Eastern Uganda trained as SRH peer educators by 2024
- 1.7 Conduct Radio Talk shows
- 1.8 Develop SRH Ordinance
- 1.9 Develop IEC materials
- 1.10 Conduct Trainings for Senior women teachers

Key strategies:

- 1. Capacity building through training, mentoring, coaching and support supervision
- 2) Sensitization/awareness raising through media campaigns and community dialogues/meeting, dissemination of IEC materials.
- 3) Evidenced based Advocacy and lobbying through research, engagement with policy makers/duty bearers, demonstrations, policy influence, petitions, position papers and policy briefs.
- 4) Collaboration and networking with like-minded organizations, state actors and community structures

Thematic Area 4: Human Rights for girls and women with disabilities

Purpose: Promote equal rights and elimination of all forms of discrimination against WGDs

Promoting the rights of WWDs in Uganda to enhance access to and inclusion in socio-economic development programmes and services at national and local levels by 2024

Strategic Objective: To enhance the capacity of WGDs in selected districts of Eastern Uganda to demand for their rights

Key Activities

- 4.1 Train 1000 WGDs from selected districts of Eastern Uganda on Human rights and SGBV by 2024
- 4.2 Train 400 WGDs from selected districts of Eastern Uganda as paralegals by 2024
- 4.3 Sensitize 1000 duty bearers and community members from selected districts of Eastern Uganda on rights of PWDs by 2024.
- 4.4 Conduct training for IDIWA staff, Board members and partner women organizations on the National and International frameworks for Gender Equality and Women Empowerment and disability by 2024
- 4.5 Establish 2 Sub-Regional SGBV referral mechanisms in Eastern Uganda and functional by 2024
- 4.6 Translate, simplify and transcribe into braille at least 4 key National and International laws and policies¹ into braille by 2024.
- 4.7 Review and Disseminate IDIWA Human Rights training manual by 2024
- 4.8 Develop Guidelines for mainstreaming disability in district local government service delivery system by 2024
- 4.9** Train and engage at least 1000 duty bearers from selected districts of Eastern Uganda on effective implementation of the disability and SGBV laws and policies by 2024.

Key Strategies

1. Capacity building through training, mentoring and coaching
2. Sensitization/awareness raising through media campaigns and community dialogues/meeting, dissemination of IEC materials.
3. Evidenced based Advocacy and lobbying through research, engagement with policy makers/duty bearers, demonstrations, policy influence, petitions, position papers and policy briefs.
4. Collaboration and networking with like-minded organizations, state actors and community structures

Thematic Area 5: Resource Mobilization

Purpose: Innovatively Raise Resources to meet the demands of the present and future needs of Girls and women with Disabilities

Strategic Objective: IDIWA is a sustainable organization meeting the needs of its stakeholders

Activities

- i. Recruit Resource Mobiliser

¹ Convention on the rights of PWD, PWD act 2006, National Disability Policy 2006, Domestic Violence Act 2010

- ii. Develop a fundraising strategy
- iii. Sign MOUs with Partners
- iv. Develop a consultancy arm of the organization
- v. Train BOD and staff in Resource Mobilization
- vi. Hold Annual Donors conferences
- vii. Establish a center of excellence (20Years)
- viii. Procure Land
- ix. Grow the Fruit Factory as a model
- x. Update the Website/Twitter
- xi. Build a strong Brand of IDIWA

Thematic Area 5: Organizational capacity

Purpose: IDIWA effectively and efficiently deliver its mandate.

Strategic Objective: To strengthen the institutional capacity of IDIWA to effectively and efficiently achieve its Goals and objectives.

Key Activities

- 5.1 Develop an online M&E system built and functional by 2024
- 5.2 Resource mobilization institutionalized within IDIWA organs by 2024
- 5.3 Hire a consultant to develop and operationalize IDIWA business plan by 2024
- 5.4 Hire a consultant to establish and develop IDIWA information and communication systems by 2024
- 5.5 Train IDIWA staff and Board members in M&E, Resource Mobilization, communication and evidence-based advocacy by 2024.
- 5.6 Develop IDIWA Board operational manual for effective corporate governance by 2024
- 5.7 Train IDIWA and IDP SACCO Board members trained corporate governance by 2024
- 5.8 IDIWA management structures reviewed by 2024
- 5.9 3 billion UGX mobilized for effective implementation of IDIWA strategic plan by 2024
- 5.10 IDIWA financial management information system reviewed and operational by 2024
- 5.11 15 IDIWA staff trained in finance management by 2024
- 5.12 Two Double Cabin Pick-up vehicles procured for effective program implementation and monitoring by 2024
- 5.13 Two acres of land procured for establishment of a centre of excellence on disability
- 5.14 One annual donors' conference conducted by 2024.
- 5.15 IDIWA website and social media platforms reviewed and more dynamic

Key strategies

- 1. Capacity building through training, coaching and mentoring, provision of equipment, software
- 2. Evidenced based Advocacy and lobbying through national, regional and international conferences
- 3. Strategic networking and collaboration with key development partners
- 4. Internal and external resource mobilization campaigns

CHAPTER SIX

Monitoring and Evaluation

6.0. Introduction

Strategic plans with strong Monitoring and evaluation components tend to stay on track. This facilitates early detection of problems and reducing the likelihood of having major costs overruns or time delays later. Good planning combined with effective monitoring and evaluation can play a major role in enhancing the effectiveness and efficiency of the development Programmes and projects. Good planning helps us to focus on the results that matter while Monitoring and evaluation help us to learn from past success and challenges and inform decision making so that current and future initiatives are better able to improve people's lives and expand their choices.

6.1. Monitoring

Monitoring involves the provision of regular feedback on the progress of program implementation, and the problems faced during implementation. Monitoring consists of operational and administrative activities that track acquisition and allocation, production or the delivery of services and cost records. In this plan a log frame is attached. The staff of IDIWA, will conduct regular field visits to provide technical support to the members of the management of services. Review meetings will be held on quarterly basis to measure progress towards the achievement of the agreed results. IDIWA ED and the Team will be required to provide a narrative and financial forms for analysis and discussion by the Board of Directors. The quarterly reports will focus on progress made against planned inputs and outcomes and use of resources.

6.2. Evaluation

In contrast evaluation will be conducted within the organization or by an outside facilitator. It will be used to assess the implementation and improve the performance of IDIWA ongoing programs and estimate the impacts and evaluate the impacts of completed projects and programs. These activities are known as impact and efficiency evaluation. (Log frame is annexed)

6.3. Sustainability

This section of the plan is how IDIWA will work to ensure the long-term functionality and sustainability of the positive effects it is providing to its members. This document focuses on four plausible dimensions of sustainability: financial, institutional, social and political.

6.4. Institutional Dimension

An institution is deemed sustainable if it is sustainable. Consequently, evaluation should take place either continuously or has the strength to survive and develop to fulfill its functions with decreasing levels of external support. IDIWA will thus put in place a strong governance framework to include:

Definition of roles and responsibilities of its staff

A clear description of roles and specification of different jobs will be developed and staff will be oriented to the same. In addition, job descriptions will form part of the new staff induction kit.

IDIWA will thus put in place a strong governance framework to

Include:

- ✓ Definition of roles and responsibilities of staff
- ✓ Review and make operational the HRM policy;
- ✓ Establish a standard financial & procurement management policy;
- ✓ Strengthen the performance of the Board;

- ✓ Develop an organizational structure to streamline hierarchical roles
- ✓ Develop a partnership framework to strengthen partnerships with stakeholder organizations
- ✓ Advocate for mainstreaming of disability issues across all levels, starting with the grass-root levels;
- ✓ Share resources including financial, material and expertise with CSO's in advocating for WWD
- ✓ Develop an integrated system to influence policy and legislation on disability

6.5. Financial Sustainability

Financial sustainability involves IDIWA fiscally sustaining its core work during and beyond, the period guaranteed for support by donors. IDIWA will achieve financial sustainability through a number of strategies, some of which are listed below:

- ✓ Engage in consultancy services including policy development, training, research, appraisal of programs and projects.
- ✓ Partnering with likeminded institutions for cost leverage purposes
- ✓ Developing proposals for funding IDIWA programs
- ✓ Implementing programs commissioned by stakeholders including donor agencies
- ✓ Establishing a resource centre and Physiotherapy center
- ✓ Developing and own patents for documents and tools as models;
- ✓ Have programs be “picked up” by other organizations and members;
- ✓ Introducing a supplier’s contribution fund
- ✓ Establishing platforms to demonstrate Value for money and Accountability (Joint performance feedback)
- ✓ Establish a reserve fund to which every project contributes;
- ✓ Establish a mechanism for all IDIWA project to contribute to indirect costs.
- ✓ Explore corporate financing options for some key activities;
- ✓ Undertaking ad hoc fundraising for specific items of equipment such as computers, vehicles as opportunities arise.
- ✓ Develop and selling bid documents for all
- ✓ Develop and selling bid documents for all

6.6. Social Sustainability

Social sustainability occurs when the formal and informal, processes; systems; structures; and relationships of interventions actively support the capacity of current and future generations to create healthy and functional communities. For IDIWA this implies:

- ✓ Develop a client’s satisfaction charter;
- ✓ Develop community Barraza’s on disability
- ✓ Scheduling of community
- ✓ Partner meeting
- ✓ Establish community structures to popularize mainstreaming disability in Uganda;
- ✓ Establish and Maintain a System of Community Volunteers.

CHAPTER SEVEN

IDIWA INSTITUTIONAL ARRANGEMENTS FOR IMPLEMENTATION OF THE PLAN

7.1. General Assembly

The General Assembly (GA), being the supreme body of the organization will require the Board of Directors to take overall responsibility for quality implementation of the Strategic Plan, and to provide strong leadership and support to the management team in the implementation process. The GA will evaluate the proposals of Board of Directors (BOD) for the implementation of the Plan, and the associated budget. The GA will not only review progress made in implementation of the plan, but will also seek any needed clarifications from the BOD, and provide any required advice. The GA will review and approve any changes required in the course of the implementation of the Plan.

7.2. Board of Directors

The BOD is the policy making organ of IDIWA and has the power to conduct its affairs in reference to the provisions of the Constitution and the directives of GA. The Board of Directors will prepare the Annual Plans based on the Strategic Plan in coordination with management and submit the same to the GA for its review and approval. The Annual Plans will clearly spell out the activities planned, the resource requirements and the expected outcomes. The BOD will ensure meticulous implementation of the Annual Plans, and make periodic reports on progress made to the GA, and provide sufficient explanation on any unachieved objectives.

7.3. The Secretariat

Headed by the Executive Director (ED), will prepare detailed Annual Plans and submit the same to the BOD for approval. The Annual Plans will consist of the details of both programme and administration, specifying detailed activities, work plans, resource requirements and expected outputs under each strategic focal area.

The Secretariat will take responsibility for the day-to-day implementation of Strategic Plan, as approved in the Annual Plan by the Board of Directors. The Secretariat will evaluate the progress and prepare periodic reports and submit the same to the BOD. The Secretariat will present any challenges in the process, and provide sufficient explanations for any objectives not achieved, as well as propose any corrective measures for the consideration and approval of BOD

CHAPTER EIGHT

BUDGET FOR THE STRATEGIC PLAN

This chapter outlines the financial projections for implementing the Strategic Plan 2020-2024

The financial projections summarized in **Table 5** elaborate both operational and implementation costs of the Strategic Plan.

Table 5: Financial Budget for the Strategic Plan 2020-2024

IDIWA Strategic Plan 2020-2024		(Ugx '000')			
	2020	2021	2022	2023	2024
Total Revenue		2,025,000	3,037,500	4,556,250	6,834,375
Personel and Administration Expenses	495,668	570,018	598,519	628,445	659,867
Available for Programme Activities	854,332	1,454,982	2,438,981	3,927,805	6,174,508
Budget for Programme Activities					
Thematic Area 1: Economic empowerment of girls and women with Disabilities in the Uganda	2020	2021	2022	2023	2024
Train 1000 WGDs in Eastern Uganda with entrepreneurship skills by 2024	40,000	50,000	70,000	90,000	90,000
Train 1000 Girls and women with disabilities in VSLA	35,000	60,000	80,000	100,000	100,000
Support 50 groups of WGDs in Eastern Uganda to access government development programs at district level by 2024	25,000	40,000	60,000	90,000	100,000
Train 50 groups of WGDs in Eastern Uganda with skills in agriculture value chain improvement by 2024	45,000	70,000	105,000	165,000	300,000
Conduct 10 advocacy sessions with 10 district local government service commissions in Eastern Uganda to implement inclusive employment policies by 2024	25,000	60,000	100,000	160,000	285,000
Conduct a meeting of 50 private employers in Eastern Uganda on inclusive employment policies by 2024	15,000	25,000	40,000	75,000	105,000
Link 25 WGDs in Eastern Uganda empowered in the labour market by 2024.	15,000	29,994	57,994	105,268	165,157
Support 1000 WGDs from selected districts in Eastern with vocational and apprenticeship skills by 2024	30,000	55,000	110,000	195,000	345,000
Train 200 girls and women with disability entrepreneurs in marketing, branding, packaging and quality management.	36,777	55,000	110,000	189,000	341,565
Sensitize 2000 PWDs to join IDP SACCO by 2024	10,000	10,000	10,000	10,000	10,000

5 new functional products introduced in the IDP SACCO by 2024	5000	5000	5000	5000	
Conduct PHH training in Fruit growing for girls and women with disabilities	15,000	15,000	15000	15000	15000
Establish a database for girls and women with disabilities in Income generating activities	3000	3000	3000	3000	3000
Total	266,777	444,994	732,994	1,169,268	1,831,722
Thematic Area 2: Education					
Conduct 40 sensitization meetings targeting 4000 parents and community members	35,000	60,000	80,000	100,000	100,000
Sensitize 4500 education stakeholders on inclusive education	25,000	40,000	60,000	90,000	100,000
Provide 500 CWDs with scholarships	45,000	70,000	105,000	165,000	300,000
Support 5 schools with scholastic materials	25,000	60,000	100,000	160,000	285,000
Conduct advocacy meeting with Districts to recruit SNE teachers	10,000	10000	10000	10000	10000
Provide mobility appliances with 500 CWDs	15,000	25,000	40,000	75,000	105,000
Conduct annual inter-district sports gala for CWDS	1000	1000	1000	1000	1000
Support 100 schools with accessibility standards	15,000	29,994	57,994	105,268	165,157
Provide incentives to CWDs to stay in school	30,000	55,000	110,000	195,000	345,000
Conduct annual sessions with Head teachers on education of CWD	15,000	29,994	57,994	105,268	165,157
Provide incentives to CWDs to stay in school	30,000	55,000	110,000	195,000	345,000

Thematic Area 3: Reproductive Health	2020	2021	2022	2023	2024
Train 400 health workers from selected HC III and IV in Eastern Uganda in sign language and handling of WGDs by 2024.	55,000	85,000	125,000	209,415	301,752
Conduct accessibility standards for 100 health centres in selected districts of Eastern Uganda	62,258	95,000	160,000	228,000	325,876
Sensitize 1500 WGDs in selected on SRH.	35,564	57,995	95,395	170,000	293,032
Sensitize 1000 men in selected sensitized on male engagement on SRHR by 2024	20000	20000	20000	20000	20000
Conduct meetings to enact disability SRH ordinances passed by councils in selected districts of Eastern Uganda by 2024	35,000	35000	35000	35000	35000
400 WGDs in selected districts of Eastern Uganda trained as SRH peer educators by 2024	20000	20000	20000	20000	20000
Conduct Radio Talk shows	5000	5000	5000	5000	5000
Develop SRH Ordinance	5000	5000	5000		
Develop IEC materials	1000	1000	1000	1000	
Conduct Trainings for Senior women teachers	2000	2000			2000
Total	266,777	444,994	732,994	1,169,268	1,831,722
Thematic Area 4: Human Rights	2020	2021	2022	2023	2024
4.1 Train 1000 WGDs from selected districts of Eastern Uganda on Human rights and SGBV by 2024	50000	50000	50000	50000	50000
Train 400 WGDs from selected districts of Eastern Uganda as paralegals by 2024	10000	10000	10000	10000	10000

Sensitize 1000 duty bearers and community members from selected districts of Eastern Uganda on rights of PWDs by 2024.	70000	70000	70000	70000	70000
Conduct training for IDIWA staff, Board members and partner women organizations on the National and International frameworks for Gender Equality and Women Empowerment and disability by 2024	3000	3000	3000	3000	3000
Establish 2 Sub-Regional SGBV referral mechanisms in Eastern Uganda and functional by 2024	15000	15000	15000	15000	15000
Translate, simplify and transcribe into braille at least 4 key National and International laws and policies into braille by 2024.	15000				15000
Review and Disseminate IDIWA Human Rights training manual by 2024		10000			10000
Develop Guidelines for mainstreaming disability in district local government service delivery system by 2024	10000				
Conduct 20 meetings with service providers to promote the rights of girls and women with disabilities.	6000	6000	6000	6000	6000
Develop Mainstreaming guidelines for social service providers	8000	8000	8000	8000	8000
Train and engage at least 1000 duty bearers from selected districts of Eastern on effective implementation of the disability and SGBV laws and policies by 2024.	10000		10000		10000
Total	150000	180000	180000	200000	356000
Thematic Area 5: Resource Mobilization	2020	2021	2022	2023	2024
Recruit Resource Mobiliser	40000	40000	40000	40000	40000
Develop a fundraising strategy	50000				
Sign MOUs with Partners	1500	1500	1500	1500	1500
Develop a consultancy arm of the organization	28,000	16000	12000		

Train BOD and staff in Resource Mobilization	10000	10000	10000	10000	10000
Hold Annual Donors conferences	15000	15000	15000	15000	15000
Establish a center of excellence (20Years		100,000,000			
Procure Land	30,000,000				
Grow the Fruit Factory as a model	10,000	10,000	7000		
Update the Website/Twitter	7000	7000	7000		
Build a strong Brand of IDIWA	8000	8000	8000		60000
Total	45000	60000	90000	55000	
Thematic Area 6: Organizational Capacity Development	2020	2021	2022	2023	2024
Develop an online M&E system built and functional by 2024	13000	13000	13000	13000	13000
Resource mobilization institutionalized within IDIWA organs by 2024	10000	10000	10000	10000	10000
Hire a consultant to develop and operationalize IDIWA business plan by 2024	2000	2000	2000	2000	2000
Hire a consultant to establish and develop IDIWA information and communication systems by 2024	22000	22000	22000	22000	22000
Train IDIWA staff and Board members in M&E, Resource Mobilization, communication and evidence-based advocacy by 2024.	10000	10000	10000	10000	10000
Develop IDIWA Board operational manual for effective corporate governance by 2024	9000		9000		
Train IDIWA and IDP SACCO Board members trained corporate governance by 2024	1000	1000	1000	1000	1000

3 billion UGX mobilized for effective implementation of IDIWA strategic plan by 2024	10000	30000			40000
IDIWA financial management information system reviewed and operational by 2024	1000	1000	1000	1000	5000
15 IDIWA staff trained in finance management by 2024	35000			35000	35000
Two Double Cabin Pick-up vehicles procured for effective program implementation and monitoring by 2024	100,000		100,000		
Two acres of land procured for establishment of a centre of excellence on disability	Covered				
Train staff in identified skill gaps	5000	5000	5000	5000	5000
One annual donors' conference conducted by 2024.			10,000		
IDIWA website and social media platforms reviewed and more dynamic	5000	5000	5000	5000	
Total	175000	180000	190,000	220000	256.000
GRAND TOTAL	854,331	1,454,982	2,438,982	3,927,804	6,204,508