AFUB UAFA
AFRICAN UNION OF THE BLIND
UNION AFRICAINE DES AVEUGLES

Revised STRATEGIC FRAMEWORK

2017-2021

Nairobi, September 11th 2019.

On behalf of the Board and staff of the African Union of the Blind (AFUB), I am pleased to present the revised AFUB Strategic Plan 2017-2021.

My Board was elected in October 2015 at the AFUB 8th General Assembly for a four-year term ending in 2019. Upon assumption of office the Board embarked on the successful completion of the implementation of the AFUB Strategic Plan 2013-2016 and of the 18-month Bridging Plan (July 2015 - December 2016) and on the development of a new Strategy for the organisation.

The 18-month Bridging Plan was developed by the previous Board as a supplement to the AFUB Strategic Plan 2013-2016 and focused on specific and emerging pertinent organizational issues; providing new impetus for their mitigation and for the successful implementation of the overall Strategic Plan.

During the period of implementation, AFUB realized that the strategic goal that was not fully achieved during the period of 2017-2019. Towards achieving this, an action plan for 2020-2021 was developed with the three key result areas and their corresponding strategies. The action plan was integrated to include the monitoring plan for ease of tracking progress of implementation of the strategies and activities.

The Plan recalls the mission, vision, values, principles and objectives of the organisation as well as its beneficiaries, stakeholders and areas of operation as primary organizational pillars upon which the Plan is set.

The Plan further reviews the operating internal and external environments within which the organisation operates and how these have evolved over the past four years. This review has enabled the organisation to make strategic choices that are contemporary and relevant towards achieving its mission.

The Plan outlines the strategic direction that AFUB will take over the next two years; building on the three strategic pillars of advocacy, membership strengthening and organizational development – each of which is enhanced by a single goal. Each goal is supported by a number of objectives which are achieved by successfully completing a number of defined activities.

A set of implementation strategies have also been defined. These broadly explain the underlying operational processes that complement the strategic activities and which catalyze the implementation of the overall Plan.

A Logical Framework Matrix has been provided at the end of the Plan to provide detailed analysis of the goal, purpose, results and activities. The Matrix provides specific interventions for each, indicators and targets, verification methods and assumptions. The Matrix will be an important tool in the detailed planning process, implementation and monitoring of activities and results.

This AFUB Strategic Plan does not seek to represent any significant shift in strategy or operation from the previous Plan. Rather, it builds on the programmatic and operational structure and infrastructure of the previous plan with a view to pushing the frontier for the successes realized in the last strategic period. Nevertheless, particular emphasis has been laid on AFUB's advocacy work with the African Union and other regional organisations; on building the capacity of national member organisations to participate in the implementation of the Sustainable Development Goals using the UN Convention on the Rights of Persons with Disabilities (CRPD) as an advocacy tool; on the ratification of the African Disability Protocol and Marrakesh Treaty by African states and on building AFUB's profile and financial sustainability.

Finally, this Strategic Plan addresses much of what AFUB proposes to undertake over the extended period of two years. Our staff will develop detailed action plans to achieve each of the strategic goals and define appropriate progress indicators in conformity with the Logical Framework Matrix.
The Board will continue to provide policy guidance, technical assistance and oversight to ensure successful implementation of this Strategic Plan.

My thanks go to all the people who contributed in diverse ways to this effort and to all whose input helped us shape this Plan. With the impetus generated by the implementation of our last strategic plan, our revised Strategic Plan and the action plan 2020-2021 will be a bold roadmap for taking AFUB to even higher levels of excellence in all we do.

Yaw Ofori Debra,

AFUB President.
September 2019.
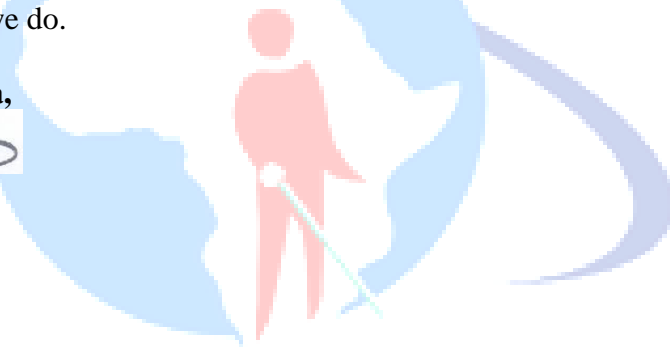
CHAPTER ONE: ORGANIZATIONAL BACKGROUND

1.1. Introduction
In planning for the next strategic cycle, we sought to create a shared understanding of our identity. This Chapter recalls our historical and constitutional mandate, the basis for our impetus as well as our geographical and beneficiary scope.

1.2. Background of AFUB
The African Union of the Blind (AFUB) was established in October 1987, in Tunis, Tunisia, under the auspices of the Organisation of African Unity (OAU), now African Union (AU). The founding assembly registered an initial membership of 23 member countries. Among its founding fathers was Ismail Konaté from Mali, who had worked tirelessly for many years towards AFUB's creation. Mr. Konaté was elected as the first president of AFUB.

The motivation for the formation of AFUB was the need to provide a collective voice for blind and partially sighted persons through advocacy and the creation of national organisations of blind and partially sighted persons in Africa. It was also to provide a regional umbrella for the World Blind Union (WBU).

The African Union of the Blind (AFUB) enjoys observer status in the African Union under Resolution CM/Res.944 (XL) and holds a semi consular status in Kenya, according to the 'Headquarters Agreement between the Government of the Republic of Kenya and the African Union of the Blind'.

Currently the numerical strength of AFUB's membership stands at 53 African countries.

1.3. Our Vision
Our vision is of a continent where blind and partially sighted persons enjoy equal rights, social inclusion and full participation in development.

1.4. Our Mission
Our mission is to strengthen member organizations and create unity of purpose among them through capacity building and advocacy in partnership with governments, international agencies and other stakeholders.

1.5. Our Objectives
a) To promote the human, civil, political, economic, social and cultural rights of blind and partially sighted people in Africa;
b) to strengthen national associations of the blind to enable them to promote the rights of blind people within their countries; and
c) to strengthen the self-awareness of blind and partially sighted persons, to develop their personality, self-respect and sense of responsibility.

1.6. Values
We believe in and practice the following values:
- Commitment and loyalty
- Transparency and accountability
- Gender equality and equity

- Unity in diversity
- Change and innovation
- Efficiency and effectiveness

1.7. Operational Principles

In pursuance of our vision, we operate against a background of the following operational principles:

- All persons are equal regardless of gender, age, race, religion and disability;
- All persons have a right to self-determination, representation, independence, social justice, primary health care, literacy, access to information and reasonable standards of living; and that;
- Every child has a right to quality and inclusive basic education, family and a life free of neglect and abuse.

1.8. Organisational Structure

AFUB is a membership organisation constituted primarily by ordinary members who are national member organisations of blind and partially sighted persons in Africa. The membership is currently organised into five regions namely, Central Africa, East Africa, North Africa, Southern Africa and West Africa. Other members include international members and honorary life members.

Each region has a regional assembly that meets at least six months before the Union's general assembly. Part of its agenda is to elect a regional chair that will later be a member of the AFUB Board.

A General Assembly consisting of delegates from the member organisations, the members of the outgoing board, international and honorary life members and observers meets every four years to review the policies and progress of the Union. In addition, the General Assembly elects and confirms the President, Vice President the Chairperson of the women's committee and other members of the board for a term of four years. A special General Assembly may be called upon for special purposes.

An eight-member Board of Officers meets regularly by tele-conference and at least once face-to-face every year to transact business on behalf of the General Assembly. These consist of 5 regional representatives and the chairperson of the women's committee out of whom a President and Vice President are elected, an Honorary Treasurer, and the Executive Director who serves as an ex-officio secretary to the Board. The board may establish subcommittees in accordance with the constitution or as it may deem expedient.

A Table of Officers consisting of the President, Vice President and the Executive Director meets and consults regularly to review progress in implementing the policies of the Board and to make executive decisions.

A Secretariat headed by the Executive Director implements the policies and programs of the union.

1.9.   Geographical Coverage

AFUB's work cuts across the whole of the African continent. Currently we have national organisations of and for the blind and partially sighted persons from 53 African countries and runs programs in all these countries indiscriminately.

1.10.   Target Beneficiaries

AFUB's programs principally target the millions of blind and partially sighted persons in Africa irrespective of gender, age, race, sex, religion and disability. In addition, AFUB provides technical assistance and advice to partners such as governments, international development organisations, disabled persons organisations, civil society organisations and other stakeholders in development work who share our vision.

1.11.   Affiliations

AFUB enjoys observer status with the AU and the African Commission on Human Rights (ACHPR). AFUB is affiliated to several other international agencies. AFUB is the regional member of the World Blind Union and plays an important role in the work of the WBU in Africa.

1.12.   Overview of the Last Strategic Period

During the last strategic period AFUB experienced a reduction in its income, which made it difficult to implement fully the 2013 – 2016 Strategic Plan. In addition, AFUB was faced with the challenge of meeting its operational costs. This necessitated the design of an 18-month Bridging Plan in early 2015 covering the remaining period of the 2013– 2016 Strategic Framework.

The Bridging Plan sought to address pertinent capacity challenges faced by AFUB with a view of making the organisation more operationally sustainable. These challenges were specifically related to human resource capacity, resource development and communication. In that view, the Bridging Plan that provided particular direction towards organization sustainability informed the design of resource mobilization strategies and this Strategic Framework, much needed to address the challenges in this strategic period going forward.

Notwithstanding these challenges, AFUB was still able to successfully implement the strategic plan 2013-2016 as well as the 18 months bridging action plan.

2.1.   Introduction

This Chapter considers the policy environment, related sectorial trends within which AFUB operates and their impact on the strategic direction of AFUB. The Chapter also highlights internal factors that will impact on AFUB's work in the next strategic period. The contextual analysis provides a background perspective against which strategic choices for the next strategic period are made.

2.2.   Overview of the Political Environment and Sector Trends

2.2.1.   Economic Environment

The Gross National Income per Capita report of 2018 (Atlas Method and PPP), indicates that 22 out of 50 African countries were ranked in the low income economy category; 20 in the lower middle income economy; 7 in the upper middle income economy while only 1 country was ranked in the high income economy. When compared to the 2015 GNI report, statistics show marginal progress in economic development among African countries. There was a slight improvement in the number of countries in the lower-income level, which reduced from 25 to 22 countries in the low income economy and an increase by 3 in the lower middle income economy.

Most of the African countries recorded in the lower middle-income and upper-middle income levels in 2018 compared to 2015. This serves both as an advantage and a disadvantage; the continent is getting dismally richer equally as it is getting poorer, which implies stagnation in economic growth.

Though statistics indicates that there is a slight improvement in GNI between 2012 and 2018 with countries like Kenya shifting from low income to lower middle income and Seychelles transiting to high income from upper middle income, the bulk of African countries representing over 70% of persons are earning below $4,035 per year or $ 336.25 per month. It is also important to note that it is only countries from the African continent that do not provide information on their economic status including GNI. These are notably Somalia and Eritrea in 2018. This situation is attributed to civic and political unrests that until today continue to be experienced especially in Somalia and Eritrea among other African countries that struggle to make submissions on economic progress. This demonstrates that AFUB works within a continent of among the poorest population in the world.

Faced with these challenges and in response to the growing economic globalization, Africa regional economic blocks are strengthening their operations and roles in promoting trade and economic growth within their member states. Such regional economic blocks like the East African Community, the Southern Africa Development Community, the Common Markets for Eastern and Southern Africa, and the Economic Community of West African States have gone further to establish legislative organs and to invest in social development. Therefore, this is an opportunity for AFUB to align its regional structures and to develop a working relationship with the economic blocks to strengthen its regional presence within countries in order to promote its advocacy for inclusion in respective legislative systems and frameworks.

2.2.2. *Policy Environment*

Long-standing research programs of the World Bank show that good governance is key for political stability, growth and development. The rule of law is a key indicator of good governance. The *rule of law* is the *legal* principle that *law* should govern a nation, as opposed to being governed by arbitrary decisions of individual government officials.

According to the Worldwide Governance Indicators Reports of 2013-2015, out of 41 countries in Africa that reported on the rule of law in their respective countries, 10 were ranked in the lowest percentile of 0-10th while an equal number of countries were ranked in the 10-25th percentile. Also, 13 countries were ranked in the 25-50th percentile while only 8 countries ranked in the 50-75 percentile. This shows that more than 80% of African countries are not governed by law, but rather through arbitrary decisions.

Like in other parts of the world, terrorism has been a leading factor of violence in Africa in recent years. This has caused long-term social and economic damage in addition to immediate injury, death and destruction. Coupled with growing political instability and armed conflict, terrorism and related factors deter development. The Governance reports exemplify terrorism, violence and political instability as common trend in Africa where only 3 countries are in the 50-75th percentile while only one country is in the 75-90th percentile. These countries may be counted as being 'politically stable' owing to poor performance and strain in other areas of socio=economic development.

Corruption remains a huge challenge to development in Africa. This vice undermines democracy and good governance by flouting or even subverting formal processes. Corruption remains the single most important challenge to the eradication of poverty and general socio-economic development in Africa. The Worldwide Governance reports of 2013 -2015 places only one country from Africa as being in the 75-90th percentile, meaning that over 90% of countries in the continent are corrupt.

Government effectiveness and the quality of policy formulation and implementation, and the credibility of the government's commitment to such policies is key to creating a stable political environment for growth. The picture is also grim for Africa in this area. Only 4 countries out of the 40 that reported scored in the 50-75th percentile.

Going by these indicators, the overall governance picture for Africa is one of consistent failure, presenting a challenging situation that has a direct impact on the work of AFUB and that of its member organizations.

AFUB works with the AU and its agencies to advocate for inclusive programmes and processes at the regional level. We believe that the adoption of the African disability Protocol on the Rights of Persons with Disabilities by the Head of Member States in the African Union in January 2018 will guarantee equal protection of economic, social, cultural, civil, and political rights to persons with disabilities. This, we count as a recipe for good governance for all including blind and partially sighted persons in the continent.

The Africa Union Disability Strategic Policy Framework 0f 2019 has been drafted to succeed the Policy Framework to the Continental Plan of Action for the Second African Decade of Persons with Disabilities 2010-2019. It is aimed to catalyse action that shall accelerate the achievement of the continental vision of an inclusive society that ensures, promotes and upholds the rights of all persons with disabilities in Africa. It envisions a positive and sustainable change in the lives of all persons with disabilities and their families on the African continent, especially those living in poverty, through verifiable economic, social, cultural and political measures, which address social exclusion, and poverty, to enhance human rights, participation, empowerment and inclusion.

2.2.3. *Technological Environment*

The Networking Readiness Index (NRI) reports of 2012 and 2015 mirror a similar poor and declining performance of countries in Africa as projected in the GNI reports of the same years (also as analyzed under the Economic Environment pillar). Developed countries, which are ranked as high-income, are better at leveraging on Information Communication Technology (ICT). On the contrary, low and middle-income countries most of which are from Africa are performing dismally. Out of 142 countries, only 12 countries from Africa appeared among the top 100 in 2012 while the number decline by two to 10 in 2015. In both years, none of the African countries was ranked among the top 25 while only 1 made it to the top 50 in each of the years. The bulk of the countries in the continent are concentrated at the bottom of the lists. Among the bottom 30, 24 countries from Africa were registered in 2012 while the numbers increased to 28 in the 2015.

Though the International Telecommunication Union (ITU) and other professional bodies in ICT do not provide exclusive statistics and indicators on disability and ICT, minimal and slow inclusion of persons with disabilities in various sectors of development including health, education, accessibility and employment is an indication of slow consumption of ICT by persons with disabilities including the blind and partially sighted. Though numerous technology solutions have been developed for the blind and partially sighted, which is a positive aspect, the challenge lies in their reachability or accessibility as well as high acquisition and maintenance costs. With technology becoming increasingly central to the way people communicate, relate and access information AFUB and partners alike need to device mechanisms to increase ICT access and use among the blind and partially sighted in the continent.

2.2.4. *Social Environment*

The Human Development Index (HDI) report of 2017 indicates that human progress in Sub-Saharan Africa is the lowest standing at 0.537when compared to other regions; Arab States, East Asia and Pacific, Europe and Central Asia Latin America, the Caribbean and South Asia. Though a slight improvement from 0.475 in 2015, Sub-Saharan Africa is still classified as the least developed region. In both years, countries from Africa topped the list of least developed (34 out of 47) and they had the least scores in various parameters of development including life expectancy at birth, mean years of school, expected years in school and GNI Per Capita. This is the challenging human context within which the African Union of the Blind operates.

In the next three years, it is a key strategy of the Union to leverage on Sustainable Development Goals (SDGs) to promote human development among the blind and

partially sighted persons in Africa towards transforming their lives, as is the rallying call of the SDGs. Unlike the Millennium Development Goals (MDGs), which were influenced by top leaderships from governments, UN agencies and other diplomatic missions, the SDGs on the contrary were created through a multi-participatory approach involving contributions from millions of groups and individuals across the world. Disabled Persons Organisations, NGOs and CSOs in disability sector were at the forefront of pushing for inclusive goals, targets and indicators that 'would leave no one behind', an epithet that later became the riding motto of the SDGs. As a result, disability is highlighted 11 times in the Goals and 7 targets have a particular reference to disability.

According to World Bank and World Health Organisation (WHO) World Disability Report of 2011, 1 billion or 15% of the world population comprises persons with disabilities. 80% of persons with disabilities live in developing countries. Out of the global guesstimates, 20% or over 40 million people are blind, and over 120 million people have significant low vision conditions that cannot be corrected, cured or treated by conventional refraction, medicine or surgery. This number is expected to double by the year 2020. This disability community and the development world are optimistic of achievement of projected inclusive SDGs.

2.3. *Analysis of Strengths, Weaknesses, Opportunities and Threats*
2.3.1. Strengths
We are proud of a set of strengths that will be the foundational building blocks in planning and delivering our work over the next two years. Key among these include the following:

- AFUB was formulated through a resolution of the African Union. This is AFUB's source of strength to negotiate with the African Union, governments and other international agencies.
- AFUB draws its mandate from its membership. With a current membership of 53 out of 55 African states, AFUB enjoys unrivalled legitimacy and authority to represent and articulate issues relating to blind and partially sighted persons in Africa.
- AFUB has well-established governance and administrative structures defined within a stable constitution and tested over a period of more than thirty years. The democratic nature of AFUB's governance system is a testament of its members' ownership and involvement in the organisation.
- AFUB has a stable management system characterized by a secretariat that is hosted in a country where AFUB enjoys semi-consular status; the secretariat is endowed by personnel and other resources to facilitate program delivery and coordination.
- AFUB has a long and rich history with its development partners, which testifies to its credibility. This remains to be an important asset in negotiating for new partnerships and funding.
- AFUB possesses clearly defined vision, mission, goals, geographical coverage and target beneficiaries of its work all of which facilitate focused planning and delivery of programs and advocacy work.
- AFUB is strong in engaging with AU and its blocks to influence public policies and practices governing employment, education, health, sports and recreation and other related human rights of blind and partially sighted persons in Africa.

- AFUB has a track record in building the capacity of our member organisations in engaging with their governments to put systems in place/or enact laws in favour of blind and partially sighted persons in their respective countries.

2.3.2. Weaknesses

We also recognize a number of challenges that have, during the past strategic period, limited our ability to effectively deliver on our vision and which we shall seek to address during the upcoming period. They include the following:

- Today AFUB faces the challenge of facilitating and coordinating the flow of information between its Secretariat and national members as well as among the national members themselves. The lack of an appropriate communication mechanism makes it difficult for the Secretariat to take stock of the achievements and experiences of national members and to facilitate peer sharing of such information.
- AFUB still faces the challenge of securing stable sources for unrestricted incomes and building sufficient reserves to guarantee organisational sustainability and expansion. The current over-dependence on restricted incomes further limits its autonomy. Due to limited funds, AFUB has not been able to strengthen the operational capacity of its membership resulting in inadequate capacity among member organisations.
- In the recent times, AFUB has not been able to publicize itself within and outside the continent. Current publicity and communication materials mostly target AFUB members and are disseminated though AFUB's own communication media. This has reduced AFUB's visibility outside its membership.
- AFUB does not have mechanisms in place to document its lessons learnt and achievements and share with all her 60-member organisations and is unable to discuss in detail its achievements and success stories with its members.

2.3.3. Opportunities

We recognize a number of external factors relevant to our work and which offer us great opportunities to advance our mission over the next three years. They include the following:

- Through the national members, AFUB's penetration into African states provides it with great opportunities to work with African governments towards specific state-level advocacy or lobbying for continental-wide advocacy issues relating to blind and partially sighted persons.
- With a membership drawn from national member organisations of blind people in their respective countries, AFUB has a rich volunteer resource within these countries that would provide cost-effective opportunities to expand its work within the continent. Building the capacity of these member organisations will therefore be a major priority in seeking to harness this volunteer resource.
- There is an increasing trend towards corporate social responsibility, a trend through which profit-making companies are investing in non-profit work. With a clear mandate and target beneficiary, AFUB has a great opportunity to develop partnerships with corporate agencies to facilitate access to

- resources to undertake mutual initiatives. This further provides AFUB with the opportunities to diversify its sources of funding.
- Today, over 40 African states have ratified the Convention on the Rights of Persons with Disabilities. The Convention requires state parties to prepare and submit progress reports on its implementation while likewise providing civil society the opportunity to prepare parallel reports for consideration together with the state reports. Working with its national members, AFUB has a brilliant opportunity to contribute to the full implementation of the Convention through facilitating the involvement of its member organisation in the domestication of the Convention within their countries and in parallel reporting.
- Sustainable Development Goals (SDGs) adopted in 2015 present more open space and avenues of involvement for AFUB. Unlike the previous Millennium Development Goals (MDGs), the SDGs, 2030 whose rallying call is *'leave no one behind'* includes persons with disabilities into its context. The Agenda contains particular targets and indicators on disability. In order to achieve the intentions of the SDGs, similar to the CRPD, Civil Society Organizations (CSOs) in countries together with their governments are required to prepare voluntary reports to the UN. As a CSO, AFUB through its member organizations has a brilliant opportunity to present into the report needs and concerns on behalf of blind and partially sighted persons.
- The Diplomatic Conference of the World Intellectual Property Organisation (WIPO) sitting in Marrakesh, Morocco in 2013 adopted the Marrakesh Treaty. Ratification and implementation of the Treaty by African States presents an opportunity that will facilitate access to published works by visually impaired persons and persons with print disabilities.
- AFUB was established in October 1987, in Tunis, Tunisia, under the auspices OAU. Additionally, AFUB enjoys observer status in the AU under Resolution CM/Res.944 (XL) and holds a semi consular status in the Republic of Kenya, an AU Member State, where its secretariat sits. Furthermore, AFUB and the AU share a common geographical location. This provides a strategic opportunity to participate and contribute to the majority of key AU continental decisions, policies, and laws related to human rights and disability, including the African Disability Protocol.
- In recent years, new Pan-African disability organizations like the African Disability Alliance (ADA) and the African Disability Forum (ADF) have emerged. Working together with AFUB and other relevant players in the sector, the advocacy voice for articulation and representation of the disability agenda including that of blind and partially sighted persons on the continent is louder.
- As a result of our work around Africa, many blind and partially sighted persons have received access to education, employment and healthcare. We will use these beneficiaries as role models, advocates and resource persons in our work in the countries.

2.3.4. **Threats**

Notwithstanding the opportunities that we have, we also recognize a number of external situations that will pose challenges to our work and that we shall keep in view in the next strategic period. Among these, we shall priorities the following:

- With the current economic meltdown, AFUB has suffered a reduction in its income from her development partners. The progressive reduction of incomes from current partners has resulted in scaling down of the work of AFUB and will most likely continue to have similar effects in the next four years unless addressed.

- Development partners are diversifying their scope and working with other disabilities. AFUB as a blindness organisation is losing the monopoly it enjoyed with its traditional partners. This coupled with limited innovation in AFUB's ideas and work makes it difficult for the organisation to sustain its partnerships with the traditional blindness development partners and attract new ones.

- Recent terrorist attacks globally and emergence of new terrorist groups poses a security threat and countries are concerned with curbing terrorism and investing more in security for their countries than humanitarian or charity work. This may mean decreased funding for AFUB now and in future.

- Within AFUB membership, many national members face the challenge of promoting new leadership. This has an adverse effect on the dynamism of the organisation as well as its adaptability to changing times. As a major resource in the facilitation of AFUB work at national level, the diminishing dynamism poses a threat in the ability of the national member to facilitate AFUB's work as well as play its lead advocacy role in the country.

- The newly established Pan-African umbrella organizations pose a competition threat. Despite the fact their presence increases the advocacy voice and platform for articulation and representation of the disability agenda including that of blind and partially sighted persons, AFUB risks being outcompeted or bamboozled out of the advocacy market if correct strategic measures are not put in place.

3.1. Introduction

The AFUB 2017-2021 Strategic Framework was developed through a participatory process, which involved consultations between the AFUB Board, national members and partners. The process involved review of the 2013-2016 Strategic Period as well as the 18-month Bridging Plan. The process also included analysis of current AFUB strengths, weakness, opportunities and threats as well as a consideration of the political, economic, social and technological environments within which AFUB is working.

3.2. 2017-2021 Strategic Goal

Our goal for the next strategic period shall remain to be our vision, of a continent where blind and partially sighted persons enjoy equal rights, social inclusion and full participation in development.

3.3. 2017-2021 Strategic Objective

In conformity with our constitution, during the next strategic period, AFUB shall seek to protect and promote the human, civil, political, economic, social and cultural rights of blind and partially sighted people in Africa.

3.4. Expected Outcomes

As a result of our work, we project the following key outcomes:
a) Increased policies and practices that guarantee the rights and inclusion of blind and partially sighted persons in Africa at all levels.
b) Strengthened capacity and role of national member organisations in promoting the rights of blind and partially sighted persons in their countries.
c) Enhanced capacity of AFUB to effectively deliver on its advocacy and coordinative roles in Africa.

3.5. Key Result Areas

In order to realise our expected outcomes, over the next two years, we shall focus on three key result areas, namely;
a) Advocacy,
b) Membership Development, and
c) Organisational Strengthening.

3.5.1. Advocacy

Under this key result area, we shall advocate for policies and practices that guarantee the rights and promote inclusion of blind and partially sighted persons at national and international levels.

Specifically, we shall:
a) Increase our engagement with the African Union to prioritize issues of blind and partially sighted persons in the agenda of African governments.
b) Expand our membership in relevant organisations and networks to promote the priorities of blind and partially sighted persons in Africa.
c) Increase our involvement with regional, bilateral, international and corporate agencies for more inclusive developmental policies for blind and partially sighted persons in Africa.

3.5.2. Membership Development

During the period, we shall strengthen the capacity and role of national member organisations in promoting the rights of blind and partially sighted persons in their countries.

To realise this, we shall:

a) Work with national member organisations to strengthen their governance, management and operational capacity to effectively deliver on their programs.

b) Build the capacity of national member organisations to effectively use the CRPD as a tool to advocate for inclusive implementation of Sustainable Development Goals, (SDGs) in their countries.

c) Provide support to national member organisations to lobby for the ratification of the Marrakesh Treaty within their countries.

3.5.3. Organisational Strengthening

During the period, we shall seek to enhance our operational capacity to effectively deliver on our advocacy and coordinative roles in Africa.

To this end, we shall:

a) Strengthen our governance and management systems for improved coordination and oversight of the organisation's activities.

b) Increase the development, mobilisation and management of our resources towards financial sustainability.

c) Enhance our information management, communication and public relations in order to improve on our heritage, visibility and profile.

3.6. Cross-cutting Issues

We recognise certain issues that are pertinent in the promotion of our cause and which cut across the various areas and levels of our work. These issues shall not only be core to our work but will also serve as important performance indicators. They include the following:

3.6.1. Human Dignity and Integrity

During this strategic period, we shall lay emphasis on the promotion of the dignity of people who are blind and partially sighted in our work and relation with the various persons, agencies and institutions. We shall seek to ensure that all processes within which we are involved uphold the dignity and integrity of people who are blind or partially sighted.

3.6.2. Gender Equity

We believe that all men and women have equal rights and equal opportunities to services and self-development. We shall therefore promote appropriate provisions for gender equity within our advocacy work, provide gender equity guidelines in the implementation of projects initiated by AFUB with our national members and observe gender equity principles within our governance and management operations.

3.6.3. Inclusion

We recognise that enactment of policies and provision of services does not promote equity and dignity unless they are set within inclusive settings. We shall therefore promote non-segregation and inclusive approaches in policy formulation and provision of services to blind and partially sighted persons within our work at the regional as well as national levels.

CHAPTER FOUR: IMPLEMENTATION STRATEGIES

4.1. Introduction

In order to realise the objectives of this Strategic Framework, we propose to institute a number of infrastructural strategies:

4.2. Strengthening the functionality of AFUB regions

The AFUB constitution was revised and the amendments adopted during the AFUB General Assembly of 2012. One of the significant amendments is the reduction of AFUB regions from six to five. Pursuant to the amendment, we shall align the AFUB regions with the existing geo-economic and geo-political demarcations. This will facilitate our engagement with the agencies working within these geo-economic and geo-political blocks.

4.3. Strengthening of Program Realignment

During the planning process we endeavored to cluster the various sectors of development that our work touches into larger thematic areas, which were further classified into three key result areas. We shall therefore reorganize our work into programs along the key result areas in order to enhance coordination and coherence towards achieving our broad strategic objectives.

4.4. Decentralise coordination

We shall enadeavour to devolve our project coordination to regions to reduce on overheads and increase our presence and relevance among our regional members. This will also help in enhancing coordination of regional activities. As part of the decentralization process, in harnessing members' contribution to our work, we shall seek the use of facilities and resources of our national members for the implementation and coordination of our programmes and activities at the regional level. This may include office space, utilities and human resource.

4.5. Re-Defining Organisational Structure

Taking into account the constitutional amendments, the changes in governance structures, the proposed reorganization of programmes as well as the intended decentralization process, we shall redefine our organogram to reflect a more coherent flow of authority and delegation.

4.6. Human Resourcing

We shall re-evaluate our current human resource to determine whether it fits within the new strategic programmatic and administrative requirements. This shall include areas of specialisation, skills requirement and general staffing portfolio and shall be linked to the decentralisation process. In addition, we shall prioritise staff professional development through short-term training, fellowships and other forms of knowledge and skills development to improve on their performance. We shall further seek to maintain and enhance staff motivation through appropriate compensations, conducive working environment and other professional incentives.

4.7. Partnership Strengthening and Networking

We shall endeavour to strengthen the relationship with our current development partners as well as develop new partnerships. Of particular importance shall be the

maintenance of high levels of trust and mutual complementarity through transparency and accountability mechanisms as well as appropriate communication and consultations. In addition, we shall seek to re-invigorate these partnerships through the development of innovative, sustainable and impacting partnership initiatives.

4.8. Use of Technical Resource Persons

We shall purpose to establish technical workgroups to consult and seek advice on specific strategic objectives. Members of such workgroups shall be experts drawn from the cadre of blind and partially sighted professionals within the continent as well as other non-visually impaired professionals with expertise in the various areas of our work.

4.9. Annual Planning and Resourcing Frameworks

Towards the end of each year, annual work plans and resource requirements for the following year will be prepared and adopted by the Board. The annual plans and resource requirements shall be drawn against the Strategic Logical Framework and shall take into consideration the performance of the previous year. This will facilitate proper program result forecasting, resource projections and planning as well as close monitoring of deliverables.

4.10. Increasing Use of Information and Communication Technology

Over the next four years, we shall harness the opportunities that ICT provides to enhance our work and operations. We shall integrate ICT in the management of program data and of financial and human resources, in our advocacy campaigns and public communication as well as in fostering communication with and among our national members and shall promote and support national members to integrate ICT in their operations and program work. In addition, we shall institute ICT solutions to improve communication and reduce costs relating to meetings of the Board.

4.11. Monitoring and Evaluation Mechanisms

We shall develop a strong monitoring and evaluation mechanism to track our performance against the projected annual and overall two year targets. This will involve enacting a Monitoring and Evaluation Policy, developing Monitoring and Evaluation Plans for specific programs and projects, training personnel on program and project monitoring and evaluation and facilitating the participation and involvement of the various organs of the Union in monitoring and evaluation processes.

4.12. Logical Framework

This Strategic Framework consists of a Logical Framework, which provides a detailed interpretation of our Goal, Purpose, Outcomes and Activities against projected statistical indicators and assumptions. The Logical Framework shall be the primary planning document for annual work plans and shall be the basis for monitoring and evaluation of our performance over the next two years.

STRATEGIC FRAMEWORK 2017 – 2019(2021)

	Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks
Goal	A continent where blind and partially sighted persons enjoy equal rights, social inclusion and full participation in development.	Quality of life of blind and partially sighted persons in Africa	Socio-economic indices in Africa	Overall socio-economic improvement in Africa
Purpose	To protect and promote the human, civil, political, economic, social and cultural rights of blind and partially sighted people.	70% (7 out of 10) of all the policies that were successfully negotiated by AFUB are being implemented.	• Policy documents • Resolutions • Implementation Plans and Reports	Appreciation of the need for inclusive development by the AU, regional networks and consortia as well as regional bilateral, development and corporate agencies
Result Area 1:	1.1. Increase AFUB engagement with the African Union to prioritize issues of blind and partially sighted persons in the agenda of African governments.	AFUB attends and contributes to 6 specialized technical committee on social development, labour and employment by end of 2021	• Trip reports • Reports of engagement Sessions • Position papers developed	AU continues to recognise AFUB's Observer Status
	1.2. Strengthen AFUB membership in relevant organisations and networks to promote the priorities of blind and partially sighted persons in Africa	6 new networks/consortia joined by AFUB by the end of 2021 Board members and secretariat are invited and participate in at least 4 national, regional or international events 2 countries sign and ratify the protocol on rights of persons with disability in Africa and/or protocol on rights of older persons in Africa.	• Letters of request for membership • Certificate of membership • Subscription fees • Formal Letters of Invitation • Minutes of meetings	Membership to networks of relevance to remains open AFUB will have the relevant resources to participate in invited events
	1.3. Increase AFUB's involvement with regional, bilateral, international and corporate agencies for more inclusive	5 national member organizations trained on how to engage with bilateral, international and corporate agencies	• Training session reports • Training manual	Willingness and availability of members for

	Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks
	developmental policies for blind and partially sighted persons in Africa.			training
Result Area 2	2.1. Work with national member organisations to strengthen their governance, management and operational capacity to effectively deliver on their programmes	4 national members supported to strengthen their governance, programs and operational capacity by end of 2021	• Grant agreements • Proposals- from member organisations • Reports from activity • Financial records	AFUB national members recognise the need for good governance and organisational strengthening
	2.2. Build the capacity of national member organisations to effectively use the CRPD as a tool to advocate for inclusive implementation of Sustainable Development Goals, (SDGs) in their countries	15 member organisations supported to undertake national initiatives for the ratification and domestication of the Africa disability protocol, agenda 2063 and other continental instruments by end of 2021	• Project documents • MOUs and Reports	AFUB national members recognise the importance of African legal instruments
		At least 2 shadow reports on CRPD prepared by national members as a demonstration of their participation in campaigning for disability inclusive SDGs in their countries by end 2021	• Reports from members • Reports from Country Visits	Members recognise their leadership roles in national advocacy
	2.3. Provide support to national member organisations to lobby for the ratification of the Marrakesh Treaty and the African Disability Protocol within their countries	10 beneficiary national members initiate campaigns for the ratification of the Marrakesh Treaty by their governments by end 2021	• Reports from members • Reports from Country visits	Members recognise the importance of the Marrakesh Treaty and prioritise it
		10 beneficiary national members develop and implement national advocacy plans on African and international legal instruments by end of 2021	• National Plans • Minutes of Adoption and resolutions	Leadership of national members prioritise advocacy as a key role of their organisations

	Intervention Logic	Objectively Verifiable Indicators	Means of Verification	Assumptions and Risks
		10 AFUB members organizations trained on use of toolkit on advocating for ratification and implementation of the Marrakesh Treaty.	• Training reports • Copy of toolkit used	Members recognise importance of Marakesh Treaty and prioritise it
Result Area 3	3.1. Strengthen AFUB's governance and management systems for improved coordination	4 substantive meetings of all constitutional governance organs convened by end of 2021	Minutes of Meetings	Commitment of elected officers of the Union to participate in meetings
	and oversight of the organisation's activities	3 substantive governance, management or program policies developed and implemented by end of 2021 9 new board members inducted A performance management and appraisal system developed	• Policy documents • Minutes of the Board • Performance Appraisal tools	Sufficient time and technical capacity for the secretariat to prepare policy documents
	3.2. Increase the development, mobilisation and management of AFUB resources towards financial sustainability	10 substantive resource mobilisation proposals submitted by end of 2021 5 submitted resource mobilisation proposals yield financial results by end of 2021 53 member organizations are paying up for membership	• Project proposals and grant applications • Partnership and signed grant agreements • Payment record	Sufficient capacity among AFUB staff to develop competent applications
	3.3. Enhance AFUB's information management, communication and public relations in order to improve on AFUB's, visibility and profile	9 public information broadcasts/press releases sent out through various media by end of 2021 3 features /video produced and disseminated to national members and general public 4 e-newsletters produced	Copy of information packs	AFUB's ability to generate new content for public interest

AFUB Action plan for 2020-2021

AFUB will continue her programme implementation up to 2021 in order to meet the strategic objectives that were not fully achieved during the period of 2017-2019. From the analysis, it was found out that key result area 1(Advocacy) and key result area 2 (Membership Development) did not perform well. This plan identifies key challenges contributing to this , which include: low resource flow; decline in AFUB's reserve fund; low staffing at the secretariat cumbered with lack of substantive executive director and declining revenue from membership dues.

AFUB has been experiencing constraint in availability of funds to run the planned activities. This is majorly due to increasing competition from organizations undertaking similar interventions. Another setback is low staffing at the secretariat with no substantial executive director and resource mobilization officer. There exist a few members of staff due to constrained resources. It becomes challenging to undertake some technical work due to limitation of their specialization. There is a proposal to recruit a staff in charge of resource mobilization as part of an action to address resource constraint. AFUB is a membership organization that heavily relies on timely payment of membership dues from its members. It was observed that timely contributions would strengthen the organization's work and help it become a true voice of the blind and the partially sighted. However, this has not been the case as some members were not fulfilling their membership obligation.

Towards achieving this, an action plan for 2020-2021 has been developed with the three key result areas and their corresponding actions. The action plan has been integrated to include the action, output, activity, timeline and responsible party for each action.

KEY RESULT AREAS:

1. Advocacy: To promote the human, civil, political, economic, social and cultural rights of blind and partially sighted people in Africa

  a) Increase AFUB engagement with the African Union to prioritize issues of blind and partially sighted persons in the agenda of African governments
  b) Expand AFUB membership in relevant organisations and networks to promote the priorities of blind and partially sighted persons in Africa
  c) Increase AFUB's involvement with regional, bilateral, international and corporate agencies for more inclusive developmental policies for blind and partially sighted persons in Africa

2. Membership Development: To strengthen national member organisations/ associations of AFUB to promote the rights of blind and partially sighted persons within their countries

a) Work with national member organisations to strengthen their governance, management and operational capacity to effectively deliver on their programs.
b) Build the capacity of national member organisations to effectively use the CRPD as a tool to advocate for inclusive implementation of Sustainable Development Goals, (SDGs) in their countries
c) Provide support to national member organisations to lobby for the ratification of the Marrakesh Treaty and the African Disability Protocol within their countries

3. Organisational Strengthening: To Improve governance, resources and profile within AFUB for sustainable coordination, implementation and oversight of the organisation's work.

a) Strengthen AFUB governance and management systems for improved coordination and oversight of the organisation's activities
b) Increase the development, mobilisation and management of AFUB resources towards financial sustainability
c) Enhance AFUB's information management, communication and public relations in order to improve on AFUB's heritage, visibility and profile

Key results	Outputs	Activity	When	Who is responsible
1.1. Increase AFUB engagement with the African Union to prioritize issues of blind and partially sighted persons in the agenda of African	10 countries in member organizations trained on ADP	1.1.1. Train at least 10 countries on ADP to influence their governments to support AU initiatives on policies.	December 2021	Programme Office (PO) Human Rights
	10 position papers developed to AU and its blocks	1.1.2 Develop and present position papers to AU and its blocks on Human rights situation of BPS	December 2021	PO- Human Rights / ED

governments.	AFUB attends and contributes to 6 specialized technical committee on social development, labour and employment	1.1.3	Participate and contribute in a meeting of AU specialized technical committee on social development, labour and employment	December 2021	PO- Human Rights / ED
	1 training held for AFUB secretariat and board on ADP, AU system, ratification process and advocacy at AU level	1.1.4	Hold a training for AFUB secretariat and board on ADP, AU system, the ratification process and doing advocacy at the AU level.	December 2021	Executive Director (ED)
	10 countries receive tool kits and IEC materials	1.1.5	Develop tool kits and IEC materials to guide 10 member countries in the ratification of the ADP in their countries.	December 2020	PO-Communications
1.2. Strengthen AFUB membership in relevant organisations and networks to promote the priorities of blind and partially sighted persons in Africa	AFUB actively participates in five existing network	1.2.1.	Actively participate in the existing AFUB networks	December 2021	ED
	2 countries sign and ratify the protocol on rights of persons with disability in Africa and/or protocol on rights of older persons in Africa.	1.2.2.	Lobby member countries for signing and ratification of the protocol on rights of persons with disability in Africa and protocol on rights of older persons in Africa	December 2021	PO - Human Rights
	AFUB Board and members participate in 4 regional international and regional conferences	1.2.3.	Actively participate in at least 4 regional and international conferences on disability - UN, AU, WBU.	December 2021	ED
	AFUB showcases activities of	1.2.4.	Participate in corporate/private	December	PO- Human

	BPS in 2 corporate events		sector events to showcase activities of BPS and advocate for blind and BPS	2021	Rights
1.3. Increase AFUB's involvement with regional, bilateral, international and corporate agencies for more inclusive developmental policies for blind and partially sighted persons in Africa.	5 national member organizations trained on engagement	1.3.1. Train 5 member organisations on engagement with regional blocks (SADC, ADB, EAC, ECOWAS) for inclusive development	December 2021	PO- Human Rights
	A manual on inclusive development is in place	1.3.2. Develop a manual to guide members on inclusive development	December 2020	PO Communication
2.1. Work with national member organisations to strengthen their governance, management and operational capacity to effectively deliver on their programmes	Capacity of four member countries built	2.1.1. Conduct training workshops for national board members of member countries in leadership and governance, program cycle management, resource mobilization, gender issues, project partnership etc.	December 2020	PO-Capacity Building
2.2. Build the capacity of national member organisations to effectively use the CRPD as a tool to advocate for inclusive implementation of Sustainable	15 member organizations (Program officers /technical board members) trained on UNCRPD and SDGs	2.2.1. Link member organizations to the forums on the UNCRPD and the agenda 2030 framework (SDGS)	December 2021	PO-Capacity Building
	2 shadow reports on CRPD prepared	2.2.2. Work closely with the national associations to prepare shadow reports to the CRPD reporting process.	December 2021	PO-Capacity Building

Development Goals, (SDGs) in their countries				
2.3. Provide support to national member organisations to lobby for the ratification of the Marrakesh Treaty and the African Disability Protocol within their countries	A report documenting lessons learnt from countries that have ratified the Marrakesh Treaty	2.3.1. Document lessons learnt from countries that have ratified the Marrakesh Treaty with its member countries.	December 2020.	PO-Communications / Capacity Building
	A monitoring on progress of Marakesh Treaty ratification is developed	2.3.2. Monitor the ratification of the Marrakesh Treaty and update members on the status/progress.	December 2021	PO-Capacity Building
	10 AFUB members organizations trained on use of toolkit on advocating for ratification and implementation of the Marrakesh Treaty.	2.3.3. Train AFUB members using the tool kit on advocating for the ratification and implementation of the Marrakesh Treaty.	December 2021	PO-Capacity Building
	1 regional forum for blind lawyers held from member countries to share experiences on legal frameworks and policies on persons with disabilities	2.3.4. Hold a regional forum for the blind lawyers from member countries to share experiences on legal frameworks and policies on persons with disabilities.	December 2021	PO-Capacity Building

3.1. Strengthen AFUB's governance and management systems for improved coordination and oversight of the organisation's activities	4 governance forums held	3.1.1. Conduct governance forums including annual board meetings (4 board meetings per year)	December 2021	ED and Board
	3 policies/guidelines developed	3.1.2. Develop relevant policies and guidelines to guide AFUB work. (Notably the Gender policy, anticorruption policy, procurement policy)	December 2021	ED
	9 new board members inducted	3.1.3. Conduct induction meetings/sessions for new board members	December 2021	ED
	A performance management and appraisal system developed	3.1.4. Develop a performance management and appraisal system to strengthen the HR management at the secretariat.	December 2020	ED and Board
3.2. Increase the development, mobilisation and management of AFUB resources towards financial sustainability	10 proposals developed and submitted	3.2.1. Develop and submit individual/joint funding proposals to relevant donors/development partners	December 2021	PO- Resource Mobilization
	A lead resource mobilization staff recruited	3.2.2. Recruit a lead resource mobilisation staff to develop and coordinate resource mobilisation at the secretariat.	March 2020	ED

	53 member organizations are paying up for membership	3.2.3. Streamline and implement quarterly follow up on membership fee payment to grow AFUB's reserve fund	December 2021	PO-Communication, Finance
	5 AFUB staff are trained on fundraising, report writing and financial management	3.2.4. Train AFUB staff on fundraising, report writing and financial management	December 2021	PO-Resource Mobilization
3.3. Enhance AFUB's information management, communication and public relations in order to improve on AFUB's , visibility and profile	4 e-newsletters produced	3.3.1. Produce an online newsletter and impact stories/case stories for dissemination to members and external audience.	Bi-annually	PO Communication
	9 press releases made targeting the public and BPS members	3.3.2. Produce press releases targeted around key international days	During international days	PO Communication
	IEC and visibility materials produced targeting the public and BPS members	3.3.3. Produce IEC and visibility materials such as stickers, banners, project briefs/profiles e.t.c	December 2021	PO Communication
	AFUB email list, website and social media handles updated quarterly	3.3.4. Update AFUB email list, website and social media handles on a quarterly basis	Quarterly	PO Communication
	3 features /video produced and disseminated to national members and general public	3.3.5. Engage media to support in production of features /video materials for dissemination to National members and general public.	Annually	PO Communication