



TAF Africa

...Disability Inclusion Champion

STRATEGIC PLAN 2024 - 2028

Towards a Disability Inclusive Society





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TAF Africa, which was previously known as The Albino Foundation had focused on the rights of Persons with Albinism since its inception in 2006, before it became TAF Africa Foundation in 2023. TAF Africa Foundation implemented programs designed to include persons with disabilities in Governance, advocated for their rights, and created awareness of the rights of persons with disabilities.

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Transiting from the rights of Persons with Albinism to include the Rights of other disability clusters.

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EUROPEAN UNION



- Albinism Rights Project
- Enhancing political and electoral participation of persons with disabilities project
- Enhancing political and electoral participation of persons with disabilities project 2.
- COVID-19 response: Distribution of 3,000 palliative food packs

BRITISH COUNCIL

Active Citizen-Driven Transformation



- Enhancing the implementation of the Discrimination against Persons with Disabilities (prohibition) Act 2018
- Rule of Law and Anti-Corruption (RoLAC)
- ESPIN Project: Formulation of the First Inclusive education Policy

MacArthur Foundation



- Able to Serve Social and Mainstream Media Campaign

SIGHT SAVERS



- Inclusion works Project
- National Policy on Inclusive Education Revision Project
- Economic Empowerment Project.

NATIONAL DEMOCRATIC INSTITUTE



- Enhancing Participation of Persons with Disabilities in Grassroots Politics and Decision making in Sokoto State
- NDI Project 2
- ADIE Committee project

DISABILITY RIGHTS FUND



- Advocacy to the National Population Commission (NPC); and Enhancing the participation of Persons with Disabilities in Grassroots politics and Decision making in Cross River State
- Promoting Disability Inclusion in Justice, Education and Health Sector
- Promoting the rights of Persons with Albinism in Enugu State
- Promoting the rights of persons with Albinism in Plateau State

HM THE KING IN RIGHT OF CANADA*(through the Canadian Minister of Foreign Affairs)*

- Strengthening Institutions on Governance and Rule of Law for Disability Inclusion at the Grassroots in Kaduna State, Nigeria through Advocacy, Public Awareness and Capacity Building

HEAD OF SERVICE OF THE FEDERATION

- Pilot survey of PWDs in the Civil Service in the FCT

UNICEF GERMAN PROJECT

- KPI Survey
- First Albinism Policy

**MILLENNIUM DEVELOPMENT GOALS (MDGS)**

- Empowerment of Persons with Albinism

INSTITUTE OF HUMAN VIROLOGY OF NIGERIA

- Provision of Food packs for Children with Albinism in Orphanages in Abuja
- Scholarship to 250 Children with Albinism (co-funded with Total Corporation)
- Provision of medical packs for Children with Albinism

PETROLEUM TRUST FUND (PTF)

- Scholarship for one person with Albinism

FGN/TAF INTERVENTION

- FGN/TAF Intervention for Free Cancer Treatment (N18.5 Million paid to the National Hospital for Skin Cancer Treatment)

- b) Advocacy work - Bringing to our national consciousness, the concerns of persons with disabilities (PWDs), facilitating ongoing discourse, influencing policy, as well as the capacities of PWDs to contribute to nation building and development.
- c) Mobilisation of stakeholders – capacity to mobilise a variety of stakeholders to engage constructively with the issue of inclusivity particularly as it relates to Persons with disabilities (PWDs) and their commitments to act.
- d) Establishment of the first PWD election hub in Africa, which enhanced the participation of Persons with Disabilities in the electoral process in Nigeria.
- e) Data Management – deploying technology to document and track the participation of PWDs in the general elections, as candidates, voters, and observers.
- f) Increased awareness of the need for Persons with Disabilities (PWDs) and Internally Displaced Persons (IDPs) participation in political processes.
- g) Increased media engagement and disability coverage by 60%.
- h) Produced able-to-vote guide series, the first of its kind in Nigeria, which reduced voter apathy of persons with disabilities and enhanced their participation in the electoral process.
- i) Produced and distributed 1,000 copies of the abridged version of the Discrimination against Persons with Disabilities (Prohibition) Act 2018.

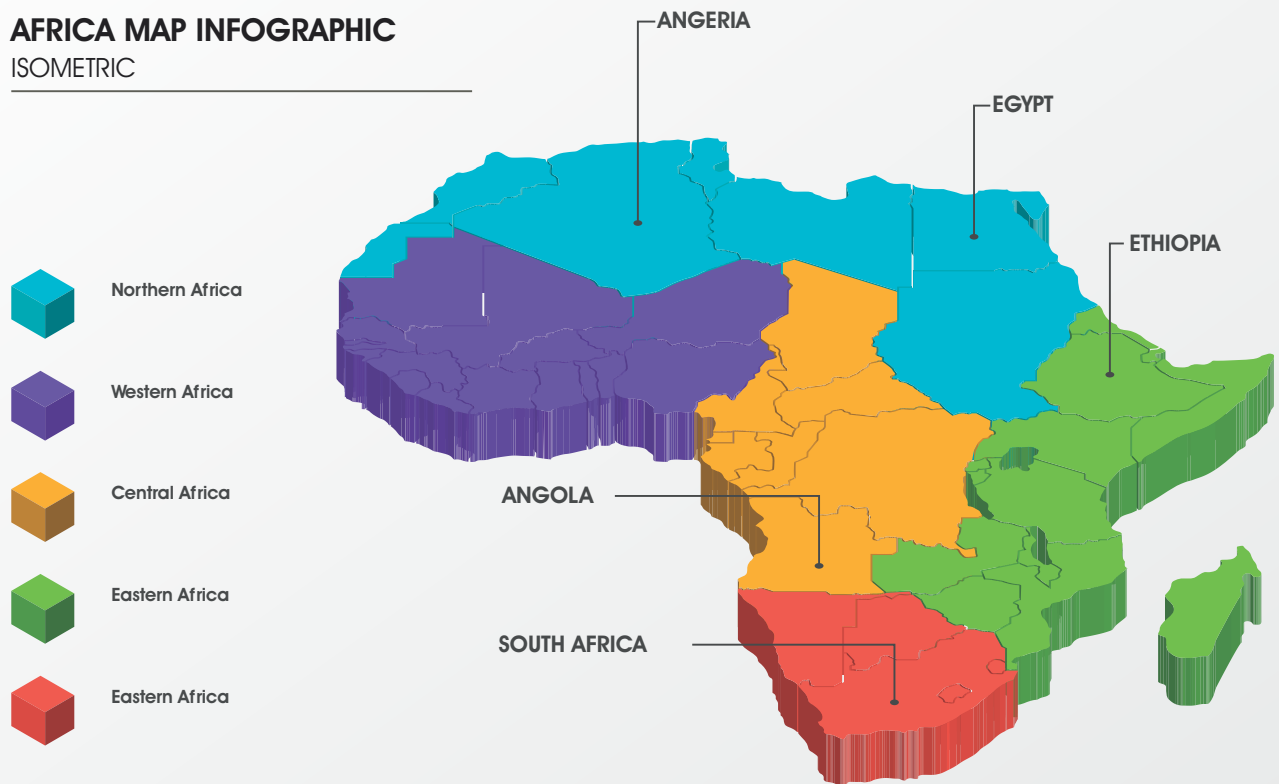
Following these achievements and engagement with beneficiaries and stakeholders, the bulk of TAF Africa Foundation's work was being appreciated and embraced, however, feedback was received encouraging the Foundation to expand its work to embrace the rights of Persons with Disabilities (PWDs) across Africa; especially because Persons with Albinism make a part of the community of PWDs.

Therefore, in 2023 following the approval of the Board of Trustees of TAF Africa Foundation and the encouragement of its stakeholders and beneficiaries, the Foundation was renamed TAF Africa Foundation. This change is aimed at deepening the reach of the foundation's interventions and opening up more inroads and opportunities for robust engagements with beneficiaries and stakeholders.

This strategy document is in response to the needs of Persons with Disabilities and the emerging dynamics of programming around their rights.

AFRICA MAP INFOGRAPHIC

ISOMETRIC



In West Africa, the African Charter on Human and Peoples' Rights relating to the Rights of Persons with Disabilities (known as the AfChHPR-PWDs) has only been ratified by 3 countries namely Mali, Burkina Faso, and Togo.

There is a need to popularize the Protocol in Nigeria and other African states so that there will be a better understanding of the legal document and the associated policy instruments, thereby promoting ratification and implementation.

However, as at 2023, a committee has been juxtaposed for the signing of the

protocol, calling on the Nigerian government for its ratification. An action plan and a comparative analysis where the disability law was put together with the Nigerian Constitution has been developed.

The comparative analysis was developed with stakeholders such as the Association of Lawyers with Disability in Nigeria, The Joint National Association of Persons with Disabilities (JONAPWD), and National Commission for Persons with Disabilities (NCPWD), and the Human Rights Commission. The protocol has been signed; ratification is being pushed by the International Law arm of the Federal Ministry of Justice.

DISABILITY IN AFRICA



B. Current Context

Disability in Africa

Across the world, about one billion people live with a disability and 80% of this population are living in developing countries. Statistics show that 16% of the world population has some form of disability, however, from the Africa region the percentage of persons with disabilities could be as low as 2-5%, but in some countries, it could be as high as 20-22%, due to the prevalence of conflict, forced displacement and a lack of access to adequate medical services.

The data from the 2018 Nigeria Demographic and Health survey revealed that an estimated 7% of household members above the age of 5 (as well as 9% of those 60 or older) experience some level of difficulty in at least one functional domain – seeing, hearing, communication, cognition, walking or self-care. Similarly, 1% either have a lot of difficulty or cannot function at all in at least one domain.

As of 2020, there are reportedly over 27 million Nigerians living with some form of disability. The five most common types of disabilities in Nigeria are visual impairment, hearing impairment, physical impairment, intellectual impairment, and communication impairment.

The major challenges faced by persons with disabilities revolve around societal stigmatization which creates a barrier to them living “normal” and productive lives. Stigma is the negative and prejudicial ways in which persons with disability are labelled. Stigma arises from factors such as superstition/ignorance, lack of knowledge and empathy, old belief systems, and a tendency to fear and exclude people who are perceived to be different.

enrolment rates of children with disabilities in developing countries are as low as 1 to 3 percent; implying that approximately 98 percent of children with disabilities do not go to school and are therefore illiterate (United Nations, 2007).

Persons with disabilities are also faced with the challenges of social exclusion which results in their inability and difficulty in participating meaningfully in activities in society that will earn or ensure them a good quality of life.

The United Nations estimates that the school

OPERATING ENVIRONMENT

The well-being of persons with disabilities has been impacted by the Political, Economic, Socio-Cultural, Technological and Legal landscape which has affected the business environment in Nigeria thereby impacting on the interventions for their inclusion. The multiple taxation laws passed by the government leading to inflation also impacts on the economic well-being of citizens, and impact on the ability of persons with disabilities to participate in activities that will ensure their economic empowerment for a decent and quality life.

Climate change has had its impact on the quality of life for persons with disabilities in decreasing food security resulting in malnutrition, reduced access to clean water, sanitation and hygiene (WASH), increasing emergencies due to extreme weather, displacement, human security, and protection issues (Christian Blind Mission, 2012).

The public perception of TAF Africa's (still considered as The Albino Foundation) advocacy remains limited to Persons with Albinism which might impede on the expansion of their advocacy work to include other forms of disability.

The Independent National Electoral Commission's (INEC) willingness to support electoral reforms to include persons with disabilities presents an opportunity for the organization to collaborate with electoral management bodies to include PWDs in electoral processes.

The European Union's shift to directly work with CSOs has provided the organization with an opportunity to collaborate as an institutional partner that considers inclusion as paramount to national development.

Disability inclusion in Africa, therefore, requires the need to increase the accessibility of persons with disabilities to legal instruments while also ensuring that all economic and socio-political barriers are dismantled for their active participation in decision-making.

C. THE STRATEGY DESIGN PROCESS

The development of the strategy was participatory and interactive, which gave the Board, management, staff, and other stakeholders of TAF Africa ownership of the strategy and the opportunity to create the future of the foundation.

The team took a cursory look at the journey from the inception of the Albino Foundation in 2006, taking into cognizance achievements, opportunities, challenges, and available resources. The objectives, key results, and tasks approach were employed in the process, which was preceded by a brainstorming session to decipher TAF's edge, value proposition and its vision/mission outlook vis-a-vis the programme designs and focuses going forward.

The achievements and insights from previous years, hinged on TAF's strengths and value proposition informed the new strategic objectives.

The development of the strategy had the input of relevant stakeholders such as the TAF Africa's board members and some partner organizations on the achievements of the organization, partnership with agencies of government and the future strategic objectives in the new strategy period. The feedback from these stakeholders provided insight into the previous interventions and the focus of the new strategy.

OUR EDGE AND VALUE PROPOSITION

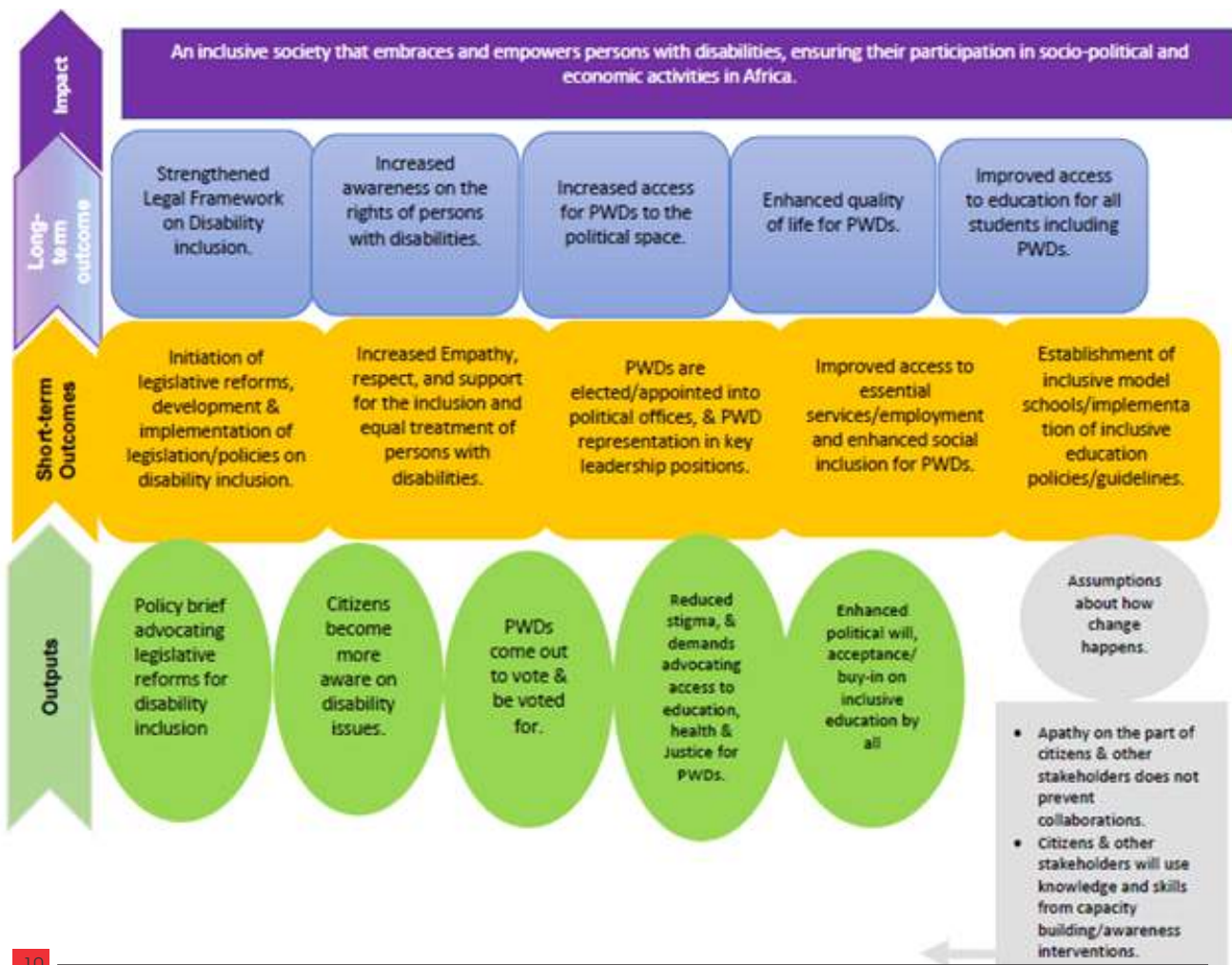
TAF Africa is known for the following which have become our advantage over other organizations working in the disability inclusion ecosystem:

- The willingness and passion to understand and challenge unpopular issues that are faced by Persons with Disabilities.
- Innovative ways of engaging the duty bearers on matters of disability inclusion.
- A learning organization that is agile and adapts to changes within the ecosystem.
- We value accountability and ensure value for money through an efficient and effective internal control system.

To our beneficiaries and stakeholders:

“We are a voice for persons with disabilities in advocacy for the implementation of laws, policies, and programmes that will enhance their participation in decision-making processes and improve their quality of life.”

THEORY OF CHANGE



D. Who we are

We are a non-governmental organization focused on disability inclusion through advocacy for the rights and dignity of persons with disabilities, disability mainstreaming, and effective public sector engagement.

OUR VISION

We envision an inclusive society that embraces and empowers persons with disabilities, ensuring their participation in socio-political and economic activities in Africa.

OUR MISSION

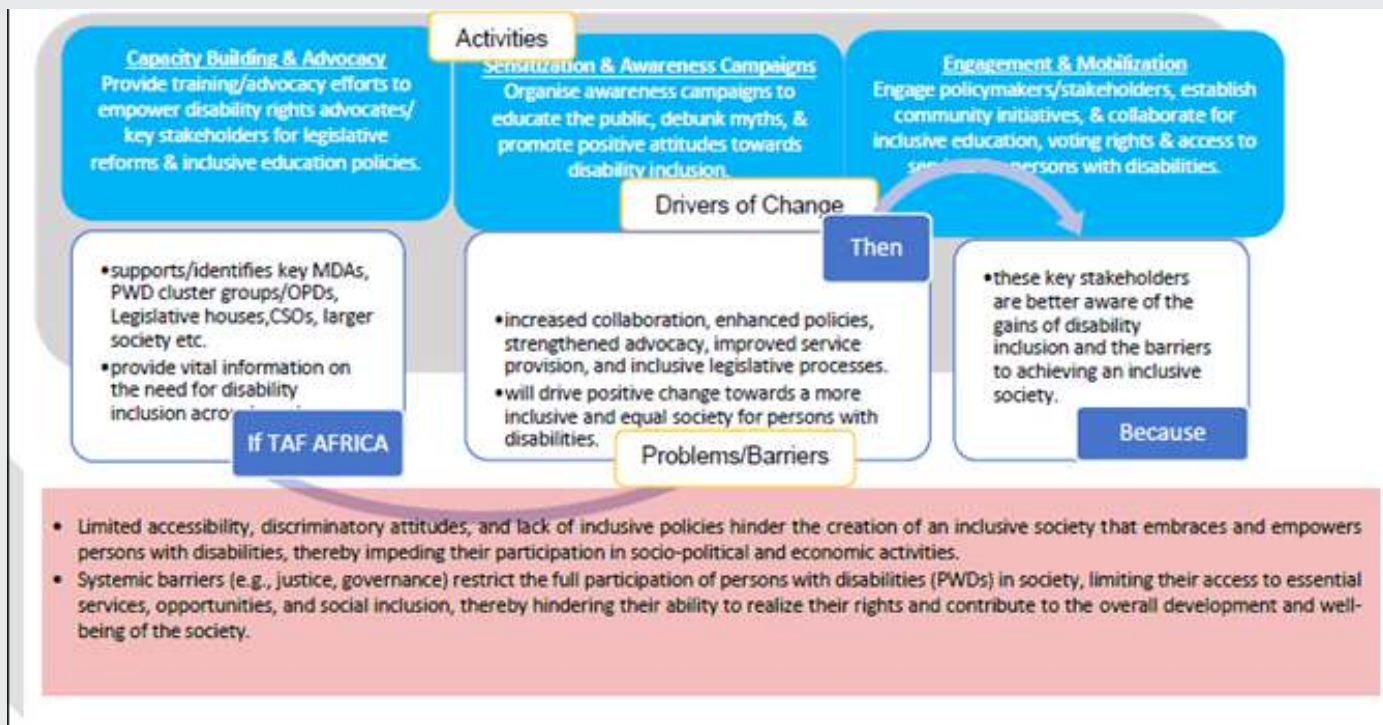
Our mission is to work with state and non-state actors in Africa to advocate for the rights and dignity of persons with disabilities by fostering inclusivity and empowerment through policy and legislative interventions and education.

OUR VALUES

The crux of our values are ingrained in the following seven tenets, which can be put in the following acronym - TEAMPIC:

- **TRANSPARENCY:** By promoting openness and accessibility of relevant information, we build trust with all our stakeholders (internal and external) and ensure effective decision-making.
- **EQUITY:** We strive to eliminate disparities and promote inclusive practices that provide equitable outcomes for all.
- **ACCOUNTABILITY:** We accept responsibility for the conduct of our business and activities to all relevant stakeholders.
- **MUTUAL RESPECT:** Recognizing and appreciating the inherent worth, dignity, and perspectives of every person we work with.
- **PROFESSIONALISM:** Relentlessly pursuing continuous improvement in projects, processes, and services by demonstrating competence, reliability, and ethical behaviour.
- **INTEGRITY:** Adhering to moral and ethical principles in our actions and decisions, having zero tolerance to corrupt practices.

COLLABORATION: To achieve greater outcomes for all our beneficiaries, we cooperate with relevant stakeholders fostering synergy and leveraging diverse perspectives.



Strategic Objectives

TAF Africa's work for the period of this strategy shall be focused on the following objectives:

1. To advocate and support the review, development, and implementation of inclusive laws and policies that protect the rights of persons with disabilities in Africa.
2. To increase public awareness about the rights of persons with disabilities and inclusion in all spheres of life in Africa.
3. To facilitate equal access and enhanced participation of persons with disabilities in the political space and decision-making processes in Africa.
4. To enhance the quality of life of persons with disabilities in Africa by facilitating access to skills, resources, and support systems.
5. To ensure equitable access and a supportive learning environment in Africa for all learners regardless of their disabilities.

These strategic objectives translate to the following thematic areas, which form the focus of TAF Africa's programme design and implementation for the next five years:

1. LEGAL FRAMEWORK

The Human Rights of a person is secured when it is entrenched in laws and acknowledged by the legal system of the nation where the person is domiciled.

A major crux of our work will be to implement programmes that will engage the custodians and duty-bearers of the legislative arm of the governments in the countries we would work with to advocate for the establishment and implementation of legal frameworks (laws, enforcement action, agencies, and so on) that secure and protect the rights of persons with disabilities (PWDs) in different spheres of life.

CHANGE WE WANT TO SEE

- Review, development, and enforcement of legal and policy frameworks on disability inclusion.
- Inclusion of persons with disabilities at the highest levels of Governance (National and Sub-national levels).
- Acceptance of PWDs as capable of leading governments and contributing to community development, good governance, and nation-building.
- Sign language becoming a formal language.

WHAT WE WOULD DO

- Engage the legislative arm of governments in Africa to strengthen and secure the rights of PWDs.
- We would partner with organizations that have footprints in the African countries we want to work in and have worked with the national government regarding the protection of the rights of PWDs with evidence of their work.
- Commit to evidence-based advocacy for the rights of PWDs to show the impact of our work.

WHO WE WOULD WORK WITH:

- Legislative houses
- Legislators
- Ministries, Departments and Agencies of Government (MDAs)
- Partner Civil Society Organizations (CSOs) and Organizations of Persons with Disabilities (OPDs).



2.AWARENESS

A critical aspect of our work is to deepen the awareness of the rights of persons with disabilities. TAF Africa will make awareness a core area of programming to ingrain disability-consciousness leading to widespread behavioral and attitudinal change towards the embracing and inclusion of PWDs in cultural, economic, and socio-political spheres of life.

Within the purview of this strategy, awareness goes beyond the normal belief that it is 'advertisement', rather it becomes a system of change and transformation of belief systems, cultures, and values through intricately designed programs to foster the embracing and acceptance of PWDs in society.

CHANGE WE WANT TO SEE

- PWDs will no longer be seen as liabilities but as equals
- PWDs will be included in the highest decision-making bodies
- Structural changes in offices and business premises
- Diversity and Inclusion policies in organizations

WHAT WE WOULD DO

- Disability Inclusion Campaigns in target countries.
- Disability inclusion campaigns in communities
- Nationwide campaign on disability inclusion
- Disability inclusion campaigns on traditional and new media platforms

WHO WE WOULD WORK WITH

- Organization of PWDs (OPDs)
- Communities
- Community leaders/Traditional rulers
- Religious leaders
- Public and social media influencers
- Similar organizations in the awareness space



1. GOVERNANCE

(ACCESS TO POLITICAL SPACE)

The political space in Africa still needs to catch up in the inclusion of PWDs in active positions in government. Since TAF Africa began its work in 2006, we have witnessed a gradual acceptance of PWDs in governance and today we have about 36 PWDs who contested in the just concluded 2023 Presidential and Gubernatorial elections in Nigeria.

Our aim is to facilitate equal access and enhance participation of persons with disabilities in the political space and decision-making processes in Africa.

CHANGE WE WANT TO SEE

- Equal access of PWDs in political spaces
- Enhanced participation of PWDs in decision-making processes in Africa
- More PWDs in leadership positions at governance levels

WHAT WE WOULD DO

- Programmes to enable PWDs to participate in electoral processes
- Advocacy on PWDs inclusion in governance positions all over Africa.

WHO WE WOULD WORK WITH

- Legislative houses
- Legislators
- Ministries, Departments and Agencies (MDAs)
- Partner Civil Society Organizations (CSOs)/Organizations of Persons with Disabilities (OPDs)
- Community leaders
- Larger society
- Political parties
- Election Management Bodies (EMBs)

4. EMPOWERMENT

The empowerment of persons with disabilities is a critical aspect of enhancing their quality of life and fostering their dignity in the societies they belong to.

TAF Africa has been able to position itself as a platform that projects the voices and capabilities of PWDs over the last seventeen years. The focus for the next five years will be to curate programmes that enhance the quality of life of persons with disabilities in Africa by facilitating access to skills, resources, and support systems.

CHANGE WE WANT TO SEE

- Technical skills development for PWDs
- Vocational skills development for PWDs
- PWD access to finance (A2F) interventions.

WHAT WE WOULD DO

- Build Partnerships for Talent Acquisition: engage with disability-focused organizations, educational institutions, and vocational training centers to tap into talent pools of individuals with disabilities.
- Facilitate PWD-centered access to finance

interventions.

- Design and rollout the TAF Africa PWD Fellowship Programme

WHO WE WOULD WORK WITH

- UNDP
- Microsoft
- Mastercard Foundation
- Donors with similar interests.
- Vocational institutions
- National Association of Cooperatives

6. STRENGTHENING STRUCTURES AND SYSTEMS, EMPOWERING PEOPLE

The structure and systems of organizations are supported by the people that implement the systems and processes. Human resources have been regarded as the most critical assets of any organization. TAF Africa over the years has worked to strengthen the systems and structures of the organization, while also investing in building the capacity of employees to be able to deliver on the strategic objectives of the organization.

CHANGE WE WANT TO SEE:

- Competent and committed staff: Recruitment will focus on attracting the right staff into the organization with competency to deliver on their roles. We will create a work environment that ensure the staff are motivated to carry out their duties without any form of bias or harassment.
- -Improved and sustainable systems and structure: The work environment is changing, and we will ensure that policies and procedures are in place that can support the continuity of work in both virtual and physical workspaces. We will deploy the use of technology for operational effectiveness and efficiency, to support the inclusive work environment while expanding to other African countries.
- Innovation across various departments and units: Innovation will cut across the various segments of the organization, and it will require upskilling for employees to be able to navigate the changes in the business environment and work effectively with colleagues in other African countries.
- Improved welfare benefits for TAF Africa Staff: We will ensure competitive welfare benefits for TAF Africa staff in line with industry best practices.

WHAT WE WOULD DO

- Regular capacity building for employees: We recognize that employees are the greatest asset of an organization and building their capacity for effective performance will enhance the organizational performance. Therefore, we will invest in the capacity building of employees to further enhance their technical skills and behavioral competencies for maximum productivity and performance. This will also improve the motivation and retention of competent and qualified employees.
- Strengthen the performance management systems: Performance management systems will ensure employees are able to set smart targets and objectives, while also improving their productivity. We will invest in a good performance management system with customized tools that will enable employees to draw their objectives from the strategic goals of the organization and see how they are contributing to the overall performance of the organization.

WHO WE WOULD WORK WITH

- Board
- Management
- Employees
- Training institutions and Consultants

5. INCLUSIVE EDUCATION

Influencing the educational systems for inclusivity in mainstream education, without the barriers or visible lines of differences in educational options for PWDs. PWDs should be able to access education and learn side by side with no segregation, this behooves the need to review the educational systems in Africa and advocate for infrastructure that enables equity in access to quality education for PWDs.

CHANGE WE WANT TO SEE:

- Establishment of Public Model Inclusive Schools at both National and State levels
- Sign language becoming a formal language
- Schools having diversity and inclusive policies in place.

WHAT WE WOULD DO

- Capacity building for teachers/facilitators on inclusive teaching skills
- Curriculum review for inclusive education
- Advocacy to key stakeholders in the education sector to ensure implementation of the inclusive education policies.

WHO WE WOULD WORK WITH

- Ministries of Education
- Disability commission and agencies
- Organizations of Persons with Disabilities (OPDs)
- Donor organizations
- Teachers' Unions
- Academic Staff Union of Universities (ASUU)
- Non-Academic Staff Union (NASU)
- School Based Management Committees (SBMCs)/Parent Teacher Associations (PTAs)
- Students and learners with disabilities



K. PROGRAMME APPROACH.

TAF Africa adopts Human Rights Based Approach (HRBA) in its programming towards ensuring a more inclusive society devoid of discrimination, stigmatization, and human rights violation, and importantly the recognition and respect for the rights, dignity, and abilities of persons with disabilities in Nigeria and Africa at large. Our HRBA takes into consideration continuous sensitization and empowerment of the rights holders to demand their human rights as enshrined in extant international, regional, and national human rights standards and legal framework; and the engagement and capacity strengthening of duty bearers in fulfilling their obligations of protecting the holders' rights. This strategic approach cuts across TAF Africa's thematic areas, namely: education, healthcare, and access to justice, electoral reforms, governance, economic empowerment, and others.

Our HRBA aims to promote human rights through the development and implementation of policies and programmes sustained by participation, consensus-oriented, accountability and transparency, rule of law, responsiveness, impartiality, equity, and inclusiveness. The HRBA is driven by research, policy advocacy, strategic engagement, capacity building, awareness campaign, institutional support, and collaborative partnership with civil society organizations and





L. WHERE WE WILL WORK

In Nigeria, we have worked in 22 states including the Federal Capital Territory (FCT). We will be expanding to East Africa -Kenya, West Africa - Tanzania, Liberia, and Ghana. Our major reason for expanding is:

- To influence project and programme design to replicate success stories in Nigeria.
- To create intervention projects
- To build the capacity of Organizations of Persons with Disabilities

In the first two years, we will focus on West Africa and then extend our reach to East Africa subsequently.

M. RESOURCING OUR WORK (HUMAN RESOURCES)

Human Resources plays a critical role in the success of any organization, especially when it comes to fostering inclusivity and diversity. In the case of a disability-inclusive organization, HR's contribution is even more vital in ensuring that the organization has the right personnel with the necessary skills and competencies to drive the implementation of a 5-year strategy. This outlines the key areas where HR can contribute to personnel resourcing.

ESTABLISH AN INCLUSIVE WORKFORCE:

TAF Africa will promote an inclusive workforce that prioritizes the attraction, retention, and development of employees who are passionate about the vision and mission of the organization. This will include the implementation of policies that provide an enabling work environment that fosters the inclusion of persons with disabilities, learning, mentorship, and leadership opportunities, and promotes an environment where everyone can realize their potential.

2. MONITOR AND REPORT ON INCLUSION METRICS:

Establish mechanisms to track and report on key inclusion metrics related to disability representation, retention rates, employee satisfaction, and career advancement.

N. MEASURING OUR WORK

In measuring the impact of our work, we will:

- Measure our work using Most Significant Change (MSC) with the beneficiaries.
- We would also use the case study methodology to report on the impact of our intervention.
- Use Management Information Systems (Excel and SPSS tools) to measure the impact of our work.
- Use monitoring, evaluation, research, and learning systems to enhance our Monitoring

and Evaluation framework within the organization. We will work with our board, donors, partners and consultants, and other stakeholders.

- Set up a Monitoring and Evaluation unit within the organization that will drive the implementation of the Monitoring and Evaluation framework. This involves deploying M&E tools in each of TAF Africa's work across the organization to enhance organizational performance.
- Work with Monitoring and Evaluation Consultants to support in capturing the impact of our work.
- Use a monthly, quarterly, and yearly reporting template that captures and records programme progress report in line with the strategic objectives.



RISK	PROBABILITY	IMPACT	MITIGATING ACTIONS	RISK OWNER
Socio -political instability i.e. strikes, protests, riots and demonstrations	Medium	Low	<ul style="list-style-type: none"> Conduct risk assessments, develop contingency plans, maintain open communication, diversify implementation strategies, and collaborate with local organizations. Train and empower community facilitators to carry out programme activities. 	Programme Manager
Resistance from project beneficiaries to participate in project interventions	Low	Low	<ul style="list-style-type: none"> Involvement of project beneficiaries in the design, implementation, and monitoring of project activities in line with HRBA approach. 	Programme Manager
Sustainability of project interventions	Low	Low	<ul style="list-style-type: none"> Mapping and engagement of stakeholders and beneficiaries with a keen interest in disability inclusion. 	Programme Manager
FINANCIAL RISK				
Loss of funds or Fraud	Low	High	<ul style="list-style-type: none"> Implementation of Financial policy and internal control systems. 	Finance Lead, CEO
PEOPLE RELATED RISK				
High staff attrition	Low	Medium	<ul style="list-style-type: none"> Implementation of staff policy. Improved remuneration and welfare benefits. Continuous capacity development initiatives. Succession planning in place. Continuous team bonding activities 	HR Officer, CEO

0. RISK MATRIX

RISK	PROBABILITY	IMPACT	MITIGATING ACTIONS	RISK OWNER
EXTERNAL RISK				
Insecurity, conflict, kidnapping, robbery etc	High	High	<ul style="list-style-type: none"> Conduct security situation analysis, track the situation, and ensure project activities are not scheduled and implemented in the crisis-prone areas. Work with security agencies, staff to comply with security advice. Life insurance for all employees in case of any incident. 	CEO
Changing donor priorities	High	High	<ul style="list-style-type: none"> Diversification of funding sources 	CEO
Rising inflation and exchange rate	High	High	<ul style="list-style-type: none"> Factor inflation in proposal budget, conduct periodic research on inflationary trends. Strategic planning of project activities to reduce cost. 	CEO, Finance Lead
PROGRAMME RISK				
Regulatory and Legal barriers	Medium	Medium	<ul style="list-style-type: none"> Advocacy and lobbying to influence policy changes for disability inclusion through collaboration and partnerships with policymakers, disability inclusion experts, and other stakeholders. 	Programme Manager, CEO

TAF Africa



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P. FINANCING OUR WORK

Strategic Objectives	Source of Income	2024 Projected Figure (year 1)	2025 Projected Figure (year 2)	2026 Projected Figure (year 3)	2027 Projected Figure (year 4)	2028 Projected Figure (year 5)	TOTAL (5 years) Projected Figure
SO1: Legal Framework: To advocate and support the review, development, and implementation of inclusive laws and policies that protect the rights of Persons with Disabilities in Africa.	Restricted	40,935,716.80	53,216,431.83	69,181,361.39	89,935,769.80	116,916,500.74	447,104,241.65
	Unrestricted	8,505,762.53	11,057,491.28	14,374,738.67	18,687,160.27	24,293,308.35	
SO2: Awareness: To increase public awareness about persons with disability rights and inclusion in all spheres of life in Africa.	Restricted	27,290,477.86	35,477,621.22	46,120,907.59	59,957,179.87	77,944,333.83	528,824,877.70
	Unrestricted	31,187,795.93	40,544,134.70	52,707,375.11	68,519,587.65	89,075,463.94	
SO3: Governance (Access to political space): To facilitate equal access and enhanced participation of persons with disabilities in the political space and decision-making processes in Africa.	Restricted	187,622,035.32	243,908,645.91	317,081,239.68	412,205,611.59	535,867,295.06	1,696,684,827.56
	Unrestricted	-	-	-	-	-	
SO4: Empowerment: To enhance the quality of life of persons with disabilities in Africa by facilitating access to skills, resources, and support systems.	Restricted	34,113,097.33	44,347,026.53	57,651,134.49	74,946,474.83	97,430,417.28	436,685,585.61
	Unrestricted	14,176,270.88	18,429,152.14	23,957,897.78	31,145,267.11	40,488,847.25	
SO5: Inclusive Education: To ensure equitable access and a supportive learning environment in Africa for all learners regardless of their disabilities.	Restricted	51,169,646.00	66,520,539.79	86,476,701.73	112,419,712.25	146,145,625.93	488,371,712.73
	Unrestricted	2,835,254.18	3,685,830.43	4,791,579.56	6,229,053.42	8,097,769.45	
TOTAL PER YEAR		397,836,056.80	517,186,873.84	672,342,935.99	874,045,816.79	1,136,259,561.83	3,597,671,245.25