



Sibusiso

A SUMMARY OF SIBUSISO FOUNDATION STRATEGIC PLAN

2026-2030





Message from our board chair

On behalf of the Sibusiso Foundation Board of Directors, we extend our sincere appreciation to the Management team for their technical leadership in developing the 2026–2030 Strategic Plan, and to all stakeholders whose insights were vital in shaping this important roadmap. The completion of this plan marks a major milestone for the Foundation and reflects the thoughtful engagement and collaboration invested throughout the process.

The 2026–2030 Strategic Plan positions Sibusiso for a transformative shift towards a deeper engagement with the communities that we serve. Over the next five years, the Foundation will focus on strengthening the Sibusiso Center as a leading rehabilitation hub for learning, expertise, and referrals, while expanding its outreach through the promotion and implementation of Community-Based Inclusive Development (CBID). This direction aligns with global development trends and is designed to enhance efficiency, expand access, and ensure long-term sustainability. This shift will get us close to our goal: an inclusive society in which all can participate.



The Board affirms its full commitment to supporting the implementation of this ambitious plan. Achieving its goals will require strong leadership, technical excellence, effective partnerships, sustainable financing, and a sound accountability framework. The Board will continue providing strategic guidance and oversight to ensure that implementation is cost-effective and delivers meaningful impact. The success of the implementation will depend on the dedication of technical teams, strengthened collaboration with stakeholders, diversified funding, and continuous monitoring and evaluation.

With the formal approval of the Strategic Plan, the Board reiterates its alignment with Sibusiso’s mission to improve the lives of children and youth with developmental disabilities. Together with Management, the Board will lead resource mobilization efforts and prioritize long-term financial sustainability to support the Foundation’s operations and strategic priorities.

We call upon all partners and stakeholders to support Sibusiso—morally and financially—as we work toward a future where every child and young person with developmental disabilities is valued, included, and empowered to thrive without discrimination.

Name of the Board Chairperson:

24 February 2026



Background and strategic approach

The Sibusiso Foundation Strategic Plan (2026–2030) presents a transformative agenda to improve the quality of life, inclusion, and empowerment of children and youth with developmental disabilities in Arusha Region, Tanzania. Building on over 20 years of experience, the Foundation is shifting from a predominantly institution-based rehabilitation model to an integrated and sustainable approach that combines high-quality rehabilitation services with Community-Based Inclusive Development (CBID).

Sibusiso's previous approach

Sibusiso has implemented an Institution-Based Rehabilitation (IBR) model focused on delivering specialized, centre-based rehabilitation services led by trained professionals, with a strong focus on clinical care and individualized support. While this approach supported over ten thousand beneficiaries, it however positioned families mainly as service recipients rather than active agents, limiting community ownership and long-term sustainability. It also created access barriers for children and families living far from the Centre and focused largely on therapy without sufficiently addressing broader social, economic, and systemic barriers. In addition, the growing emphasis on rights-based and inclusive development approaches highlighted the need to expand beyond a purely centre-based model.

Our shift to hybrid approach

Sibusiso is therefore, intentionally transitioning to a hybrid model that combines the technical strength of Institutional based rehabilitation with the inclusive, systems-based approach of Community-Based Inclusive Development (CBID). CBID adds a rights-based, inclusive approach aligned with the Convention on the Rights of Persons with disabilities, promoting full participation and equal rights for persons with disabilities. The foundation aims to work through community systems, strengthens local government ownership, encourages multi-sectoral collaboration, empowers families as active decision-makers, and addresses barriers such as stigma, discrimination, and exclusion.



Problem statement

Out of 61.7 million of Tanzania population, approximately 34.7% and 44.8% represent s young people and children respectively. Over 5.1. million people live with disabilities, including a growing number of children and youth with developmental disabilities. Despite national and global commitments, they face systemic exclusion, stigma, and limited access to health, education, and social services, particularly in rural and underserved areas. Gender and cultural norms, religions, poverty, and geographic isolation exacerbate these challenges, placing children- especially girls- and youth at higher risk of school exclusion, unemployment, and unmet health needs. Caregiving responsibilities disproportionately affect women, resulting in emotional stress and lost income.

Services remain fragmented, centralized, and institution-focused, with few family- or community-centered models. Access to assistive devices remains critically low, reaching less than 3% of those in need, while specialized services for children with mental and intellectual impairments are extremely scarce, including in Arusha. These gaps hinder early intervention, rehabilitation, and meaningful inclusion, perpetuating lifelong social and economic exclusion eventually, a loss in quality of life and the chance of these children to make a meaningful contribution to society.



Strategy impact statement

Children and youth with developmental disabilities experience improved quality of life and holistic wellbeing.



Vision

A nation where every child and young person with developmental disabilities is valued, fully included, and empowered to thrive free from discrimination.



Overall objective

By 2030, Sibusiso aims to deliver high-quality, integrated rehabilitation services to 2,500 new children and young adults with developmental disabilities, alongside sustained advocacy to advance their rights and holistic wellbeing. This objective guides all strategic interventions.

Strategic alignment and rationale

The Strategic Plan is grounded in a human right-based approach and aligned with the Persons with Disabilities Act (2010), the UN Convention on the Rights of Persons with Disabilities (UNCRPD), the Sustainable Development Goals (SDGs), and relevant national, regional, and district frameworks. It bridges the gap between policy commitments and implementation through practical, context-driven interventions.

Mission

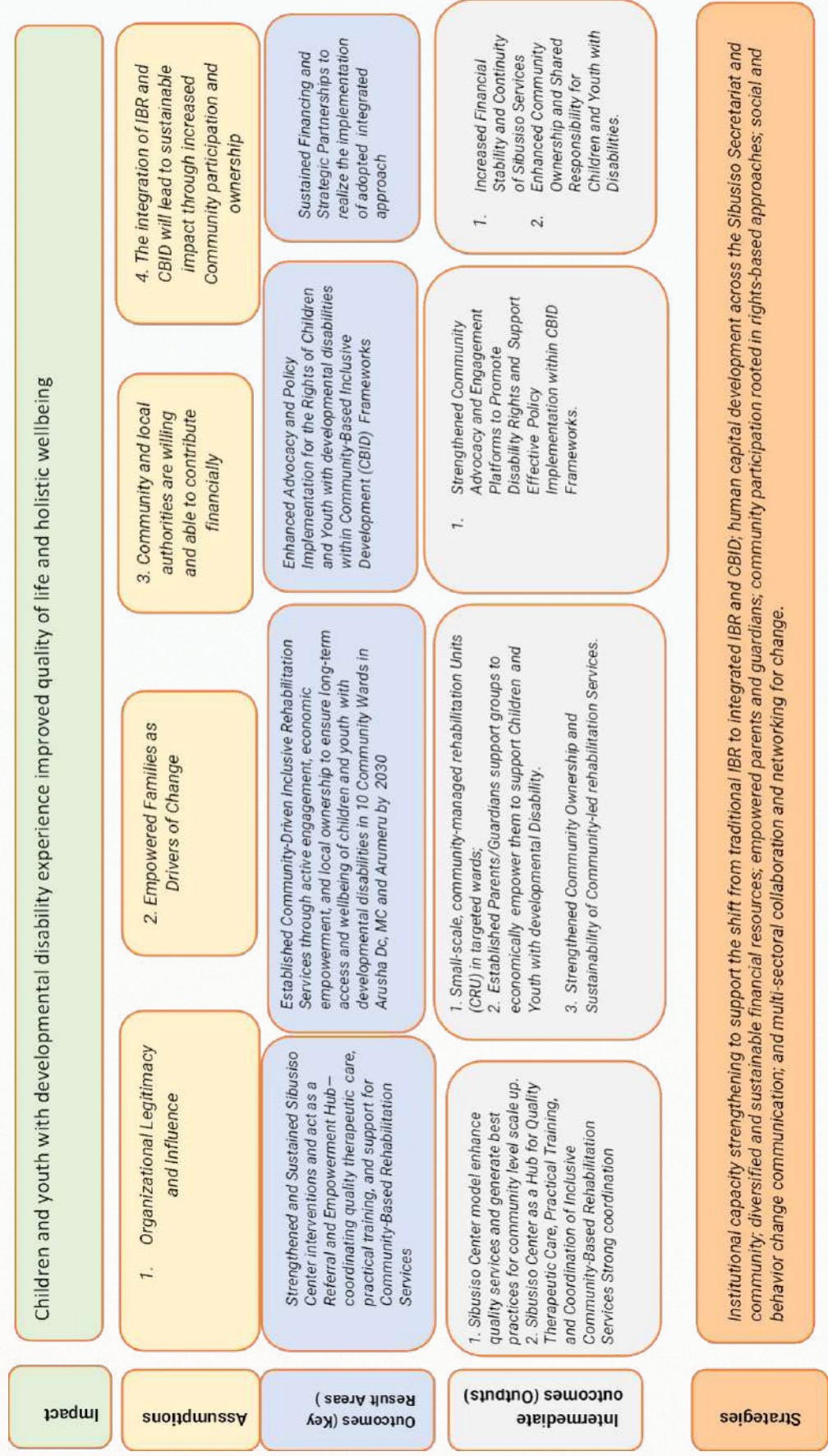


To partner with families, communities, government institutions, and stakeholders to deliver evidence-based, accessible rehabilitation services and advocate for the rights and wellbeing of children and young adults with developmental disabilities.

Theory of Change

Theory of Change | Theory of Change This strategic plan is guided by below Theory of Change

The Theory of Change of Sibusiso Foundation is grounded in the belief that lasting impact for children and youth with developmental disabilities is possible when empowered families, committed communities, and responsive government systems work together. At its core is the conviction that Sibusiso, through its legitimacy and deep community roots, can convene diverse stakeholders and inspire a shift from fragmented services to an integrated, inclusive approach. By strengthening parents as drivers of change, fostering collective action, diversifying resources, and sustaining advocacy, the Foundation seeks to unlock public investment, stronger policies, and accountable systems in Tanzania. With the right partnerships, community participation, and implementation of disability rights frameworks, this vision creates a powerful pathway toward sustainable inclusion and equal opportunities for every child.





Key Result Areas (KRAs) and expected outcomes

Sibusiso is committed to achieving four KRAs by 2030:

- **KRA 1:** Strengthen and sustain Sibusiso Center as a Referral and Empowerment Hub coordinating quality therapeutic care, practical training, and specialized support for both Centre-Based and Community-Based Rehabilitation services.
- **KRA 2:** Establish community-driven inclusive rehabilitation services in 10 wards in Arusha DC, MC, and Arumeru by 2030 through family empowerment, economic inclusion, and local ownership.
- **KRA 3:** Enhance advocacy and implementation of disability-inclusive policies within CBID frameworks to protect rights and promote full participation of children and youth with developmental disabilities.
- **KRA 4:** Secure sustained financing and strategic partnerships to support integrated Centre-Based and CBID interventions through diversified and reliable funding.



Governance, risk management, and ethical safeguards

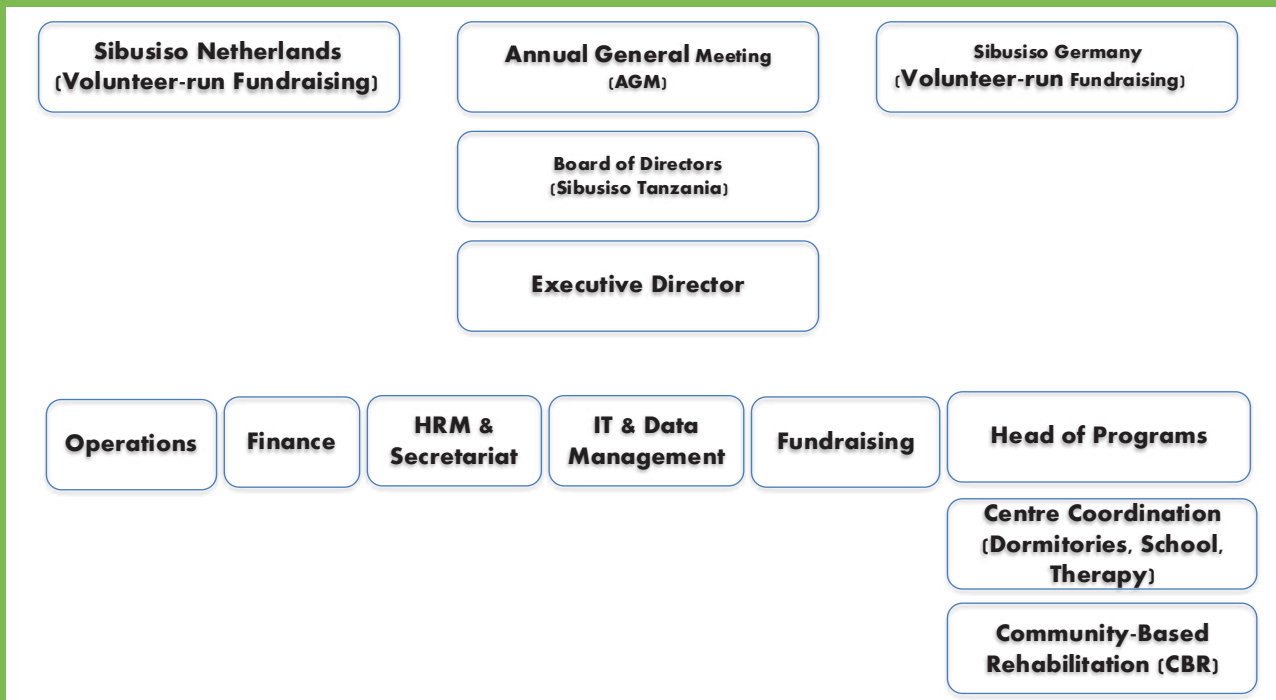
An integrated risk management approach is embedded in the Strategic Plan to identify and mitigate potential risks, particularly reliance on a narrow donor base. Mitigation measures include diversified funding and the establishment of a reserve fund to cushion funding shortfalls.

Sibusiso upholds strong ethical Organizational

standards, including transparency, donor accountability, and zero tolerance for corruption or fraud. Risk mitigation prioritizes feasible, high-impact interventions and quick wins to strengthen implementation and resilience.

Management and operational structure

To ensure the effective operationalization of Sibusiso's Five-Year Strategy (2026–2030), the following management and operational structure has been adopted.



Sibusiso's core values

Collaboration

We co-create inclusive solutions with government, communities, caregivers, persons with disabilities, civil society, and private partners through open communication and shared responsibility.

Reliability

We honour commitments and deliver consistent, dependable services.

Respect

We uphold dignity, empathy, inclusion, and appreciation of diversity.

Ethics & Honesty

We act with transparency, integrity, and accountability.

Responsibility & Social Engagement

We actively contribute to an inclusive society and engage communities in supporting children and youth with developmental disabilities.

Safety

We prioritize physical, emotional, and psychological safety.

Equity & Justice

We promote fairness, equal opportunity, and challenge discrimination.

Quality

We pursue excellence through continuous improvement and evidence-based practice.

Empowerment

We build confidence, agency, and skills so children and youth can reach their full potential.

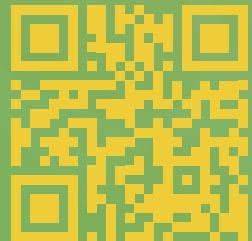


Conclusion

The 2026–2030 Strategic Plan positions Sibusiso for a shift toward stronger, community-led rehabilitation service delivery. Over five years, the Foundation will strengthen the Sibusiso Center as a rehabilitation hub while expanding CBID approaches to increase access, quality, and sustainability. Through this strategy, Sibusiso aims to reach more children and youth with developmental disabilities, deepen community engagement, and promote inclusive participation.



Sibusiso



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