

## **STRATEGIC PLAN 2010–2014 - COMMUNITY BASED REHABILITATION (CBR)**

### **AFRICA NETWORK (CAN)**

#### **Background**

Participants at the first CBR Africa conference held in Uganda in 2001 agreed that there was need for more documented evidence on CBR. Due to the oral tradition that dominates the communication process in Africa, there was very minimal evidence of documentation and sharing of CBR experiences. Besides relying on oral tradition, lack of resources and difficulties in communication between countries remained a very real barrier to communication in Africa. More so CBR practitioners often lacked the time, skills and will needed to be able to share their experiences and therefore rarely pursued activities that would promote documentation and sharing of these experiences. This further undermined the progress of CBR in the rehabilitation of disabled people as good practices were not shared and programmes remained unevaluated. This was a threat, especially in African countries which have embraced the CBR approach and yet lack the documented evidence to eloquently defend the strategy.

CAN (CBR Africa Network) as an organisation was set up in July 2002 as a result of the resolutions of participants at this conference targeting four areas of action. These were: (a) to initiate the formation of national CBR Associations; (b) to improve the capacity for sharing information about good CBR practice (c) to review CBR training programmes in order to promote their synchronisation; and (d) to organise regular CBR conferences in Africa starting with one in 2004. Through the formation of CAN it was hoped that CBR workers and beneficiaries would have a chance to share, and learn from each other's experiences of both good and bad practices. Encouraged interaction amongst those involved in CBR and the sharing of experiences and information would also lead to the development of better CBR practices with the end result of improved human rights and quality of life for disabled people in Africa.

CAN therefore emerged as an organisation that would ensure the deliberate investment of time and resources towards imparting skills necessary among CBR practitioners to document and share practice and experiences. CAN would also serve to further link CBR initiatives from different countries by providing opportunity for interaction and

reciprocated learning through meetings, workshops and conferences, all recorded and documented by practitioners themselves.

### **Status of CAN**

Having established CAN as an organisation that would create a conducive environment for CBR experience sharing in Africa, CAN begun its operations with a secretariat in Uganda. Its current state of development is:

### **Structure**

The internal organisation of CAN is defined in its Articles of Association and reflected in its organisational structure. CAN is a company limited by guarantee. The original Executive Committee had members from four countries – Zimbabwe, Kenya, Uganda and Tanzania. The current Executive Committee represents 8 countries – South Africa, Nigeria, Malawi, Ghana, Angola, Kenya, Uganda and Niger. All members are elected by the General Assembly. CAN's constitution, powers and operations are clearly spelt out in the Articles of Association.

### **Staff**

The administrative management of CAN is headed by the Executive Director who is a non voting member of the Executive Committee and is based at the secretariat in Uganda. The secretariat is also supported by an Accounts Assistant and a Website Administrator.

CAN has detailed Terms and Conditions of Service for existing employees, to which every employee signs upon entry into the organisation. Each member of staff also has a job description for the position he/she is recruited into. Terms of reference and conditions of service will continue to be developed as new positions are filled.

### **Targeted participants**

CAN targets sharing information with disabled people, their families and communities and all who work with them. These include health and education professionals, policy makers in relevant ministries, universities, tertiary institutions, Civil Society and other stakeholders. Users of CAN information serve the purpose of facilitating the mainstreaming of CBR into all national activities and contribute to informing related personnel about all national disability related activities.

### **Revenue Generation**

CAN's core funding comes predominantly from the CP Charitable Trust, UK, with a history of additional funding obtained from Berkeley Trust, World Health Organisation (WHO), Christian Blind Mission International (CBMI), International Labour Organisation (ILO), United Nations Children's Fund (UNICEF) and Norwegian Association of the Disabled (NAD).

### **Cooperation**

CAN is by nature a co-operation of CBR practitioners across Africa. Her success therefore relies heavily on collaboration and involvement of these practitioners. Additionally one of CAN's strongest points has been committed donors who have provided core funding to the organisation. In the past CAN funding was channelled through the Institute of Child Health (ICH) which also has one of the best information resource centres on disability in the world ([www.asksource.uk](http://www.asksource.uk)) - connection with which ensured a very strong foundation to the initiation of CAN. CAN funding was later administered/channelled through University of East Anglia (UEA). The proposal for the period of this strategic plan is that this administrative link will now be moved to Healthlink Worldwide, UK. Healthlink worldwide is a registered charitable UK based organization

that works to improve the health and wellbeing of disadvantaged and vulnerable communities in developing countries. It has a strong track record of work in Africa, with disabled people and their families and in information sharing. It is felt that it will provide a strong and relevant UK administrative base for CAN. Healthlink's experience in organisational development, knowledge management and sharing, and documentation and communications training strengthen's CAN's capacity to achieve the objectives outlined below. In addition, Healthlink will support CAN's income generation and fundraising activities in this period.

### **Vision**

The vision of CAN is 'Equalisation of opportunities, social integration and rehabilitation of people with disabilities in Africa'

### **Mission statement**

CAN exists to promote access to appropriate information on disability and development for all people in Africa

### **Objectives**

- To develop a strong CBR information management capacity
- To support a strong lobby for the promotion of Community Based Rehabilitation
- To promote an effective, efficient and professionally managed NGO

### **CAN ACTIVITIES**

All activities carried out by CAN as an organisation are geared towards promoting documentation, information and experience sharing of CBR practices on the African continent. In all its activities CAN is guided by the fact that it is an information sharing network in Africa made up of CBR practitioners, CBR programmes, disability related organisations, Government Ministries responsible for the affairs of disabled people, Disabled People's Organisations (DPOs) and disabled people themselves. What this

means is that, in meeting its objectives, CAN relies on its members for the generation, compilation and distribution of all CBR related material that is channelled through the organisation.

## **CAN ACTIVITIES BY OBJECTIVE**

### ***Main Objective 1: To develop a strong CBR information management capacity.***

This objective is achieved through strengthening the acquisition, analysis and distribution of information relevant to CBR. It requires investment in information management systems, procedures and knowledge and is guided by the following specific objectives:

#### **Specific Objective 1.1**

To collect, collate and disseminate information about disability services from all African countries

#### **Activities relating to specific objective 1.1**

- Development and maintenance of an interactive website

#### **CAN website [www.afri-can.org](http://www.afri-can.org): a hub for CBR and disability related information in Africa**

Among all other CAN activities, the website is the only way in which CAN information can be instantly accessed and shared. Continued website development and maintenance is therefore a very important component of CAN's work. Although there is currently a part time website administrator there is need for one on a full time basis within the organisation. This will ensure that the website is regularly updated with current information and provides even more opportunities for social networking between CBR practitioners worldwide.

#### **Research and Documentation projects**

CAN is involved in, and supports different research and documentation projects around CBR.

### **CBR Directory for Africa**

CAN has produced a CBR Directory for Africa put together with input from contributors from all over Africa. The CBR Directory currently features 272 programmes in 32 countries. Information about different CBR initiatives is gathered through a survey form available on the CAN website [www.afri-can.org/cbrdirectory](http://www.afri-can.org/cbrdirectory) and hard copies made available at CBR/disability related workshops and conferences. Entries to the Directory are also contributed by other stakeholders from their own compilations. For example WHO has developed a directory of CBR initiatives worldwide and have contributed their Africa findings for inclusion in the CAN directory.

The Directory is an ongoing project undertaken by the CAN secretariat and although it is constantly updated, within this strategic period, CAN will employ a research assistant for 6 months to help verify the data within the Directory. CAN will continue to make the Directory available online at [www.afri-can.org/cbrdirectory](http://www.afri-can.org/cbrdirectory) with hard copies produced once every two years for further dissemination.

### **Research into information sharing practices of CBR practitioners in Africa**

A member of CAN staff was involved in a piece of research under Community Action Research on Disability in Uganda (CARD) - a project set up to build capacity for action research into disability in Uganda). The research project was to establish the effectiveness of information sharing practices among CBR practitioners in Uganda. The research revealed that information sharing is quite limited due to insufficient funds for documentation of information with many people depending on oral means to secure information and generally in rural areas people preferring radio as a source of information. To address this, within this strategic period CAN intends to produce regular radio programmes starting in Uganda and eventually having them in other African countries. The planned programmes will be based around the chapters of the CBR conference publications to get this information across to more people and to open up discussions on what the themes and topics covered mean to the local people.

### **CAN/WHO Documentation Project**

This documentation project was carried out by CAN and WHO to document CBR programmes in 5 African countries with the aim of producing a publication, 'CBR stories from around Africa: what can they teach us?' The countries included in the project are Uganda, South Africa, Niger, Egypt and Angola and so represent different regions including French and Portuguese speaking countries. The book will be produced in English but there is a plan to translate it into French and Portuguese depending on availability of funding.

### **Review and Synchronization of CBR trainings in Africa**

Among the suggestions from the first CBR Africa Conference in Uganda was the synchronization of CBR trainings on the continent. It was realised that there was little synchronisation of CBR training programmes among and within different countries resulting in the content of training being diverse and generally unknown to others carrying out similar training programmes.

The first review of training programmes was carried out in Uganda. It looked at the relevance of existing CBR training activities in relation to the needs of the beneficiaries. A resource report was produced and disseminated to other countries to use as a reference for guidance in carrying out their own evaluations.

### **Research on the application of WHO Guidelines in Africa**

In the last 5 years a WHO initiative has undertaken to generate new CBR guidelines and many CAN members have participated in this initiative. As a result CAN proposes within this strategic period, to help track usage of the WHO CBR guidelines, their impact, and

look into the establishment of mechanisms for the purpose, study or follow-up of the Guidelines.

### **Specific Objective 1.2**

To facilitate the development of record keeping and writing skills culture for the purpose of documenting community initiatives and good practice

#### **Activities relating to specific objective 1.2**

##### **Writing skills workshops**

CAN carries out a maximum of 2 writing and documentation skills workshops each year with the aim of building the capacity of CBR practitioners to document their experiences.

In this strategic period CAN intends to:

- carry out a review of the writing and documentation training materials including those for the training of trainers workshops.
- develop writing skills training course and materials into French to facilitate documentation and sharing of experiences among Francophone countries (these materials will eventually be developed into other international languages within other strategic periods)
- carry out writing projects to take oral histories from the community and other resource persons. As part of these projects CBR practitioners, disabled persons, their families, and CBR veterans will be identified and interviewed about their experiences so that these can be documented for posterity thus preserving knowledge long after the sources have expired
- hold writing workshops based on particular topics meant to develop comprehensive collections of accounts, practices and experiences on specific subjects e.g. CBR and Voluntarism in Africa.

To learn more about CAN writing skills workshops please visit our writing workshops page on [www.afri-can.org/writingworkshops](http://www.afri-can.org/writingworkshops)

### **Specific Objective 1.3**

To make information on CBR services accessible in electronic (internet, audio and video) and other formats (Braille, print, pictorial)

#### **Activities relating to specific objective 1.3**

- Audio versions of materials produced by CAN on tape and CD ROM
- Production of an annual CBR fact list on CD ROM that provides information on different aspects of CBR in Africa e.g. training courses available in different institutions worldwide, CBR professionals, organisations, existing projects, CBR resources including full text articles, books, evaluation reports, grey literature etc.

### ***Main Objective 2: To support a strong lobby for the promotion of Community Based Rehabilitation***

This is geared towards creating a strong local, regional and international network of CBR stakeholders. Its achievement will be facilitated through the following specific objectives:

#### **Specific Objective 2.1**

To organise regular forums to promote CBR as a developing field and advance the inclusion and empowerment of persons with disabilities in the community.

#### **Activities relating to specific objective 2.1**

- **CBR Africa Conferences**

CAN conferences held once every three years provide opportunity for members to meet and discuss pertinent issues around disability and CBR on the continent. To date CAN has held 3 CBR Africa Conferences: "***CBR A participatory strategy for Africa***" held at the Uganda National Institute for Special Needs Education in Uganda in 2001; "***CBR as part of community development, a poverty reduction strategy***" held in Malawi 2004;

**“CBR inclusive policy development and implementation”** held in South Africa in 2007.

In the spirit of information sharing, documentation and dissemination a great output from the first conference and all subsequent CAN conferences has been the post conference publications which are developed collaboratively between conference participants and the CAN team to capture the deliberations, discussions and presentations that came out of each conference. The post conference publications are something unique to CAN conferences and ensure that information reaches even those that did not participate in the conference. The publications are available for download from the CAN website, and are available in hard copies for sale from the CAN secretariat in Uganda and at TALC, UK. CAN has started translating the conference publications into other languages starting with the 2001 conference publication “CBR as part of community development: a poverty reduction strategy” that has been translated into French and is available online at [www.afri-can.org](http://www.afri-can.org).

Conferences have been a success and CAN is going to continue with this activity with two conferences within this strategic period, one in October 2010 in Nigeria and another in 2013. Although the costs of the conferences are primarily raised from other organizations and individual contributions there is need for a starter fund for the conferences, that has been budgeted for to cover the two conferences during this strategic period.

To learn more about CBR Africa conference please visit our conference page on [www.afri-can.org/conference](http://www.afri-can.org/conference)

### **Specific objective 2.2**

To increase lobbying capacity of CBR practitioners through increased capacity to generate, share and use relevant information to forward their agenda

#### **Activities relating to specific objective 2.2**

- **CBR National Networks**

One of the resolutions of the 2001 CBR Africa conference held in Uganda was to actively encourage the formation of National Networks of CBR workers in all African countries. The participants observed that such national networks, if well organised, could serve as a unified force, capable of influencing government policies and generally promoting and improving CBR services on the African continent.

The plan is that CBR National Networks will become a hub for CBR information in not only their own countries, but by sharing their information through CAN would have their information accessible to other countries and regions within the continent and world over. They would also be a channel for CAN information to spread within their own countries. Through these networks it would also be possible to promote the translation and distribution of materials into accessible formats for their members. In this strategic period CAN intends to redefine the baseline guidelines on CBR National Networks.

- **Moderation of an electronic discussion group [www.cbrafrika.blogspot.com](http://www.cbrafrika.blogspot.com)**

The CAN blog, 'cbrafrika.blogspot.com' provides an interactive forum through which those involved in CBR can contact each other and share information and experiences. Through this they can also post information that can be shared on the CAN site. Through the blog we are able to get feedback from readers who can react to certain articles and suggest ideas.

### **Specific Objective 2.3**

Creating links between different organisations in Africa

#### **Activities relating to specific objective 2.3**

##### **CAN Regional Centres**

CAN was set up for the purposes of sharing information to improve the lives of disabled people. It has since expanded beyond all expectation to such an extent that at the last conference people were calling for regional representation and regional centres for CAN.

The plan is to establish sub regional contact points of CAN in other countries in the

Southern, Northern, Eastern and Western regions of the continent. These will be managed by an ambassador in the region that would act as a link for CAN. He or she will receive a package that will include an honorarium allowance, a lap top to work with and facilitated Internet connectivity. The person will be responsible for collecting and collating CBR information in their particular country as well as creating linkages between the network and Government Departments responsible for CBR and Disability issues.

***Main Objective 3: To promote an effective, efficient and professionally managed NGO***

The major components of CAN are research, and information management, finance and administration.

**Specific Objective 3.1**

Maintenance of a functional secretariat

**Activities relating to specific objective 3.1**

- The collection and dissemination of information about CBR through the Internet, personal communications, conferences, workshops, liaison with Healthlink and SOURCE, reports and publications. Collection and dissemination would be an ongoing activity that is mostly facilitated and encouraged through writing workshops, organisation of conferences and Internet communications.
- Development and implementation of systems and procedures for the institution – National Social Security Fund – P.A.Y.E (Pay As You Earn) – Medical Insurance – Saving for the future – 13<sup>th</sup> Cheque – Annual Increment
- Procurement and management of equipment and stores.

### Specific Objective 3.2

Publicity and Promotion of CAN

#### Activities relating to specific objective 3.2

This will be done through release of press statements to the local newspapers by CAN contact persons in different countries, local radio stations and production and circulation of CAN brochures and posters as.

#### The strengths, weaknesses, opportunities and threats to CAN as an organisation

With the participation of key stakeholders, management and consultants CAN carried out a SWOT analysis of her operations and environment and the results are given in the table below

<b>Strengths</b> <ul style="list-style-type: none"><li>• Committed donors until 2014</li><li>• Committed and knowledgeable Executive Committee members</li><li>• Committed and knowledgeable international network membership</li><li>• Established Secretariat hosted free at UNISE</li><li>• Established web page</li><li>• Strong link with Healthlink Worldwide and ICH</li></ul>	<b>Weaknesses</b> <ul style="list-style-type: none"><li>• Limited Financing/Few Donors</li><li>• Oral Culture of members</li><li>• Lack of Systems and Procedures</li><li>• Little capacity to generate funds</li></ul>
<b>Opportunities</b> <ul style="list-style-type: none"><li>• Available Good Technology</li><li>• Conducive Environment for CBR</li><li>• Real demand to Share CBR Information</li><li>• Growing Government Adoption of CBR Strategy</li><li>• Link between CBR and poverty alleviation</li><li>• Create stronger link with SOURCE and other strategic partners</li></ul>	<b>Threats</b> <ul style="list-style-type: none"><li>• Wide Spread of Members</li><li>• Oral Culture of Members</li><li>• Limited Financing/Few Donors</li><li>• Unreliable internet connectivity on the continent including at the CAN Secretariat</li><li>• Continued participation of members and involvement of other partners</li></ul>

### Logical Frame work Analysis

A logical framework analysis has been carried out for the strategic plan. The framework for the overall goal (vision) and objectives (outcomes) is presented below.

Goal (General Objective)	Indicator	Verification	Assumptions
To become the leading organisation in the dissemination of information aimed at improving CBR practices in Africa.	The number of people registered with CAN in all the countries	500 member organisations registered with CAN in all 57 African countries	
<b>Objective 1</b> To develop a strong CBR information management capacity			
<b>Specific Objective 1.1</b> To collect, collate and disseminate information about disability services from all African countries	<p>The number of information items about CBR available on the CAN website</p> <p>The number of contacts on the CAN mailing list</p> <p>Research reports in place</p> <p>Number of hits on the website</p>	<p>Increase the number of from 93 to 186</p> <p>Increase number of contacts in mailing list from 777 to 1554</p> <p>3 CBR information research projects planned and implemented</p> <p>increase in the number of hits from 5,515 per year to 16,545 per year to be viewed from web counters and website usage reports</p>	<p>Interest and participation of CBR initiatives in survey to build directory</p> <p>Ability and interest of CBR practitioners to interact with each other and share information online</p> <p>Available of budget to support activities</p> <p>Availability of reliable internet connectivity</p> <p>Recruitment and retention of qualified staff</p>

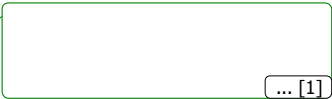
	Indicator	Verification	Assumption
<p><b>Specific Objective 1.2</b></p> <p>To facilitate the development of record keeping and writing skills culture for the purpose of documenting community initiatives and good practices</p>	<p>writing skills workshops held</p> <p>CBR practitioners trained in writing and documentation skills</p> <p>articles generated from documentation initiatives</p> <p>CBR veterans interviewed and their experiences documented</p> <p>Writing skills workshops training material reviewed</p> <p>Writing skills workshops materials translated and adopted into French</p>	<p>Reports of 10 writing workshops held</p> <p>110 CBR practitioners trained in writing and documentation skills</p> <p>110 Completed articles from writing workshops</p> <p>20 documented histories of CBR veterans from interviews carried out with them</p> <p>Training materials of writing and documentation skills workshops updated</p> <p>Training materials for writing and documentation skills workshops available in French</p>	<p>Members' interest and participation in the workshops</p> <p>Availability of funding</p> <p>Capacity to train other trainers</p> <p>Capacity of trained trainers</p> <p>Organizations will continue to support their members to document experiences</p> <p>Maintained interest of participants to write after the workshops</p> <p>Adequate budget to support activity</p> <p>CBR veterans will be available and willing to tell their stories</p> <p>Training can be effectively translated into French</p>

	<b>Indicator</b>	<b>Verification</b>	<b>Assumption</b>
<b>Specific Objective 1.3</b>			
To make information on CBR services accessible in electronic (internet, audio and video) and other formats	<p>CAN material available in formats that can be converted by different stakeholders for audiences with special needs or who speak different languages</p> <p>Audio books of CAN publications</p> <p>CD ROM of CBR information from different countries produced and reports of dissemination of CD ROM to all CAN membership</p> <p>Radio Programmes implemented and recordings of actual radio programme</p>	<p>3000 Audio books produced and disseminated on CDs and Cassette tapes</p> <p>3000 CD ROMs of CBR material produced and disseminated</p> <p>120 Radio Programmes aired</p>	<p>Availability of budget</p> <p>Willingness and ability of other organizations to translate and produce CAN materials in other formats accessible to their members</p> <p>Level of interest and participation in radio programmes</p>
<b>Objective 2</b>			
To support a strong lobby for the promotion of CBR			
<b>Specific Objective 2:1</b>			
To organize regular forums to promote CBR as a developing field and advance the inclusion and empowerment of PWDs in the community	<p>Pro CBR policies adopted in different countries</p> <p>CBR Africa conferences held</p> <p>Post conference publications produced</p>	<p>3 policy documents acquired</p> <p>2 CBR Africa conferences held</p> <p>Attendance lists of conference participants that become CAN members and are included in the mailing list to receive CAN info</p> <p>2 post conference publications produced</p>	

	<b>Indicator</b>	<b>Verification</b>	<b>Assumption</b>
<b>Specific Objective 2:2</b>			
To increase lobbying capacity of CBR practitioners through increased capacity to generate, share and use relevant information to forward their agenda	CBR National Networks formed and operational	10 CBR National Networks formed and operational  10 Reports of coalition meetings and activities	CBR practitioners will take the initiative to form and sustain coalitions
<b>Specific Objective 2:3</b>			
Creating links between different organizations in Africa	Regional contact points for CAN established in Africa	4 complete job descriptions and contracted positions filled up  Increased number of entries into CBR Directory from countries within these regions 4 progress reports of regional representatives	Regional contact points will take off and be sustainable
	<b>Indicators</b>	<b>Verification</b>	<b>Assumptions</b>
<b>Main Objective 3</b> <b>To promote an effective, efficient and professionally managed NGO</b>			
<b>Specific Objective 3:1</b>			
Maintenance of a functional secretariat	Qualified staff in place Policies and procedure for effective operation in place	Job descriptions Contracted positions filled up Annual reports Operational budgets Job descriptions Minutes of meetings – secretariat meetings and annual executive committee meetings Audit reports Staff report files Minutes of meetings complete with action points that are later followed up and evaluated	Attraction and retention of qualified staff  Availability of budget  Commitment and involvement of Executive Committee members

<b>Specific Objective 3:2</b>	<b>Indicators</b>	<b>Verification</b>	<b>Assumptions</b>
Publicity and promotion of CAN	Press statements on CAN activities released  Articles about CAN in publications of other organizations  Links to CAN website from other organisations' websites	CAN information available through other organisations	Availability of budget  Working relationships between CAN and other organisations

**CAN Strategic Plan – Total Costs**



**Organisational Chart**

