



Community Based Rehabilitation (CBR) Africa Network



STRATEGIC PLAN FOR 2015 - 2019

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1. Glossary

ADF	African Disability Forum
CAN	CBR Africa Network
CBID	Community Based Inclusive Development
CBR	Community Based Rehabilitation
CRPD	United Nations Convention on the Rights of Persons with Disabilities
DPI	Disabled People International
EC	Executive Committee
IDDC	International Disability and Development Consortium
IDA	International Disability Alliance
LOA	Letter of Agreement
MOU	Memorandum of Understanding
NAD	Norwegian Association of Disabled
TOR	Terms of Reference
PAFOD	Pan African Federation of Disabled
UNISE	Uganda National Institute of Special Education
WHO	World Health Organisation

2. Executive Summary

CAN was founded in 2001 and exists to promote access to appropriate information on disability and development for all people in Africa. Historically there has been a lack of information sharing on CBR that has undermined the progress of CBR in the rehabilitation of people with disabilities.

CAN organises regular CBR conferences and publishes CBR books covering the conference proceedings. CAN also holds regular writing skills workshops and shares information through its website and social media channels. It has members in 41 African countries. It is run by an Executive Committee (EC) appointed by its membership at its conferences and has a small secretariat based in Kampala, Uganda.

An external evaluation of CAN completed in January 2014 highlighted strengths and weaknesses of the organisation that have been addressed in this strategic plan. The CAN EC also participated in a strategic planning process in January 2014 to prioritise the strategic objectives for the next period. These have been defined as to:

- Develop a strong CBR information management and sharing capacity
- Establish a strong lobby for promoting effective CBR
- Strengthen CAN's organizational capacity.

CAN intend to work through partnerships with other development agencies to implement a range of activities to achieve these objectives. The WHO CBR Guidelines and the CRPD will remain guiding documents for CAN's work. CAN is generously supported by the CP Trust UK and will also work closely with partners including the Norwegian Association of Disabled and the World Health Organisation in the realisation of this strategic plan.

3. Introduction

CAN exists to promote access to appropriate information on disability and development for all people in Africa. We realise CBR practitioners don't always have the time or skills needed to be able to share their experiences and often do not see the need. However, we recognize that greater sharing will benefit disabled people at the heart of all CBR and inclusive development programmes.

The African 'oral tradition' dominates the communication process and has been used to pass information from generation to generation for centuries. This tradition does not encourage people to document their activities. Besides relying on the oral tradition, a lack of resources and difficulties in communication between countries remains a very real barrier in Africa.

As a result, there is minimal evidence of documentation and sharing of CBR experiences on the continent. This undermines the progress of CBR in the rehabilitation of people with disabilities. Many African countries have embraced the approach and yet lack the documented evidence to eloquently defend or share their strategy. The same applies to CBR training in Africa, with many training programmes remaining unknown to those running similar trainings, or to those who would benefit from attending training.

Through CAN, CBR workers and persons with disabilities have an opportunity to voice their experiences and learning on how CBR has impacted their lives. We anticipate interaction amongst those involved in CBR through sharing of experiences and information, which will lead to the development of better CBR practice resulting in improved quality of life for disabled people in Africa.

4. History

CAN as an organisation was born out of the resolutions of the first Africa CBR conference, which took place in Uganda in 2001 at the Uganda National Institute of Special Education (UNISE). At this conference members felt that there were four areas for action: (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. Subsequently these members met to form an organisation that would promote the sharing of information on CBR practice and other pertinent issues in this field. It was agreed CAN would support CBR initiatives to document and share information on good practices.

Since its founding conference in 2001, CAN has organised CBR Africa conferences held in Malawi in 2004, South Africa in 2007, and Nigeria in 2010, and has produced and disseminated CBR books covering proceedings of the conferences. It has also facilitated 13 writing workshops in different African countries where 153 CBR workers, including 30 persons with disabilities, have been trained in documentation and their articles published in a book and on the CAN website. CAN has also compiled a CBR directory for Africa which currently features 41 countries and 280 CBR programmes.

CAN has had four Executive Committees with the current one having members from; Egypt, Niger, Nigeria, Burkina Faso, South Africa, Swaziland, Sierra Leone and Uganda.

The UK based CP Trust has been CAN's major donor throughout its history and has played a vital role in the achievements of CAN to date. CAN are extremely grateful to the CP Trust for their significant support.

5. Developing this Plan

This is the third strategic plan since CAN registered as a non-governmental organisation in Uganda in June 2002. The plan has been developed over the past year and incorporates the lessons learnt since 2001 of working with CBR practitioners in Africa.

We are proud of the strides we have made and we believe that other networks working in the area of community-based inclusive development in Asia-Pacific and Latin America can benefit from our experience as their own more newly established networks develop, as we in turn benefit from their experiences.

We consulted with members, donors, and partners during an external organisational evaluation that was concluded in January 2014. Their ideas fed into the basis for this plan as part of a two day strategic planning meeting of the CAN EC held in Nairobi in January 2014 and facilitated by the external consultant.

Following this meeting different aspects of the plan were developed and reviewed by the EC as well as key development partners who have helped us shape the direction for CAN to follow in the next five years.

6. The Environment: CBR Global Context

CBR was developed in the 1980s to give disabled people access to rehabilitation in their own communities using predominantly local resources. A 2004 joint ILO, UNESCO and WHO paper repositioned CBR as a strategy for rehabilitation, equalization of opportunity, poverty reduction and social inclusion of disabled people.

The increasingly strong voice of the disability movement has been a positive and major contributor to the huge shifts in the concept of how CBR should look as an effective strategy to address the needs of people with disabilities. A major landmark of this evolution has been the development, publication and early-stage promotion of the WHO CBR Guidelines. The evolution is set to continue as the Guidelines are tested globally and as the debates on strategies for inclusive development evolve.

CBR – often now also called CBID – Community Based Inclusive Development - focuses on enhancing the quality of life for disabled people and their families, meeting basic needs and ensuring inclusion and participation in their families and communities. The CBR Guidelines have provided a powerful and valuable global framework and guiding document for CBR.

Within the Guidelines, CBR is defined as a multi-sectoral approach with five major components: health, education, livelihood, social, and empowerment. The CBR Guidelines were developed through a joint WHO/ILO/UNESCO initiative in collaboration with disabled people and their organizations, NGOs working in the disability sector, and other key actors.

Globally more than 90 countries perceive CBR as their main strategy and approach for rehabilitation of disabled people. There is also a growing understanding that CBR, with its shift of focus towards the social model and the human rights perspective, is a prime tool for implementing the CRPD. Since its adoption in 2006, 159 countries globally including 34 African countries have ratified the CRPD.

The CBR Global Network was officially established in 2012 at the CBR World Congress in Agra, India. It was formed based on the partnership between the CBR regional networks and other key international stakeholders. The Vision of the Network is ‘Inclusive and Empowered Communities’. The Executive Committee is made up of members of CAN, CBR Asia Pacific, CBR Americas, as well as WHO, IDDC, IDA and DPI.

7. The Environment: CBR in Africa

A number of international and national NGOs in Africa use the CBR approach to address the needs of disabled people. Organisations including Sightsavers International, Christian Blind Mission (CBM), Handicap International (HI), Light for the World, and the Leprosy Mission International have country and sub-regional specific programmes and employ CBR as an approach to their interventions with disabled persons.

Over the last 13 years, CAN has identified such interventions and sought to bring together stakeholders in forums to facilitate learning and sharing of how CBR can be further promoted among different countries by organisations working with persons with disabilities. There needs to be enhanced concerted efforts to coordinate these initiatives and to identify ways of documenting

and sharing to a wider audience, as more African countries embrace the CRPD and in light of emergent technologies.

CAN views CBR as a strategic contribution towards the establishment of inclusive societies. CBR programmes ensure that local resources, services and institutions are accessible to disabled people. We work with organisations, institutions and government agencies to build evidence of CBR as an effective strategy in providing equal opportunities for persons with disabilities and their families. CAN contributes to the development of CBR models by building the capacity of CBR practitioners to document and share experiences, as well as by promoting the establishment of national CBR associations and other initiatives to ensure the voices of disabled persons and their families are heard.

8. CAN's Strengths and Weaknesses

CAN has established a reputation and track record of delivering high quality conferences and publications. The organisation has enormous potential to become a successful, valuable organization both within Africa, and as a leading partner in the CBR Global Network. It has a committed team of staff, free office space, and membership in 41 countries of Africa.

CAN EC members are frequently at the fore of CBR discussions and debates and are uniquely placed to assist the organisation to remain relevant and well-informed.

However, CAN is fairly undeveloped in terms of its systems and structure for an organization of its age. The existing directory of members is very weak and requires a complete overhaul. Also, it

is yet to deliver on its objectives to be a catalyst for the establishment of National CBR Associations or Networks yet this is recognized as critical to the sector.

The organisation further needs to explore how the Executive and Secretariat can network with other organisations and bring Francophone, Portuguese speaking and Arabic countries on board. Also how to generate income for its core costs. CAN needs to develop closer collaboration with the Pan African Federation of the Disabled (PAFOD) and its regional wings, and other development partners. The ultimate objective is improved collaboration and knowledge sharing for the benefit of disabled people throughout the continent.

9. CAN's Vision, Mission and Values

Vision: Equalisation of opportunities, social integration and rehabilitation of people with disabilities in Africa.

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

Our identified Values

Rights-based approach: We value the rights of all persons with disabilities and therefore we are committed to a rights-based approach. We know that the rights of disabled people are consistently being denied; that health systems fail them; that they are not allowed to participate fully in community life and that they are less likely than others to be able to access opportunities. A commitment to rights means sending a loud and clear message to everyone with whom we work that things must change. It means

telling disabled people and their families, as well as those in their community, about the rights they have and it means challenging government and development partners at all levels when those rights are denied.

Full Participation of Disabled People and their Families: This means ensuring that we, our members and partners not only involve, but also accurately represent, the people with whom we work. It means ensuring good practice in terms of building disabled people's confidence to participate and involving them and their families in consultation, planning, implementation and monitoring, and ensuring that our board is representative of the constituencies with whom we work.

Strong and Positive Partnerships: We will build partnerships with organisations slowly and deliberately, so as to allow them the opportunity to tell us what they think and need. We will develop specific interventions and draft agreements together to ensure they reflect the needs of both partner organisations.

Equality, Honesty and Respect: CAN will not discriminate on any grounds. Rather we will seek to be honest with, and respectful of, everyone with whom we work. We will seek to ensure the full participation of groups who have faced discrimination because of their disability, gender or their national, local or self-defined identity. We will promote these values throughout our work.

Transparency: We have a responsibility towards those who put their trust in us to be open in all undertakings.

Accountability: From our experience since 2001, we cannot underestimate the importance of accountability to our donors,

members and partners. We are committed to the growth of CAN as a strong regional network through trust gained by being accountable for the resources entrusted to us. We will strive to ensure sustainability by fostering an environment of accountability with all our stakeholders and partners.

10. CAN's Strategic Objectives

Our overall aim is that in five years we will be an established point of contact for those working with persons with disabilities in Africa through the CBR/CBID approach, and positively impacting on the quality of CBR for the benefit of disabled people.

We will achieve this by providing support to stakeholders to document and share experiences and a wide range of information and learning opportunities to ensure that disabled people and CBR practitioners can be involved in the promotion and development of CBR in Africa.

We will promote best practice in line with the CBR Guidelines at local, national, regional and international levels, and ultimately at policy level, so that the rights of persons with disabilities are achieved. Through openness and transparency, we will build the capacity of CAN and create internal policies and systems that will promote the involvement of disabled people and those working in CBR interventions, and clearly illustrate how our resources have been used.

Over the next five years, CAN intends to focus on three strategic objectives:

- Develop a strong CBR information management and sharing capacity

- Establish a strong lobby for promoting effective CBR
- Strengthen CAN's organizational capacity

Strategic Objective 1: Develop a strong CBR information management and sharing capacity

Strategy: Over this period a major focus will be the strengthening of mechanisms for the research, acquisition, analysis and distribution of information relevant to CBR.

We will do this by developing and implementing a communication strategy that utilises effective ways of reaching our stakeholders; that will include identifying new partners with experience in using different formats to document good practices that take into consideration the unique needs of persons with disabilities. Attention will also be given to ensure that materials are available in English, French, Portuguese and Arabic.

We will develop a broad local, regional and international membership of CBR stakeholders to ensure that information is gathered and made available to people across the continent at all levels of CBR programmes. This will include grassroots CBR workers and disabled people, local and international disability and development organisations, training institutions, government and UN agencies, and regional decision makers.

We will develop and widely share a comprehensive directory of CBID programmes in Africa to benefit all of those working in the sector and encourage dialogue and collaboration between them and with CAN. Our members will be at the centre of our work. We will develop a range of mechanisms to dialogue with our membership to encourage them to share their successes and

challenges with us to benefit others and to inform our own organizational direction and focus.

Sharing and promoting the use of the WHO CBR Guidelines will be integral to all of our work, as will sharing and promoting the CRPD and information on CBR Training courses and modules available to promote skills development and sharing within CBR initiatives.

We will also promote the national and regional networking of CBR Stakeholders through supporting the establishment and strengthening of National CBR Associations and Networks. These have been identified as a critical component of a well connected and functioning network that CAN aims to establish. They can be the vehicle to share information both within and outwardly from their countries.

We will aim to be represented at relevant conferences and workshops to raise awareness of and promote CAN, expand CAN's directory and gather resources for sharing.

Key Outcomes for Strategic Objective 1

- A comprehensive database of disability stakeholders established and maintained
- Systems established for the comprehensive acquisition of information relevant to CBR from all stakeholder groups and regions
- Information relevant to CBR services available in a variety of formats and languages through a range of channels to a broad range of stakeholders
- Increased awareness of the WHO CBR Guidelines achieved throughout Africa

- Network of strong national CBR Associations and Networks in place and sharing information
- CAN's profile raised through participation in key conferences and workshops

Key Activities for Strategic Objective 1

- Develop and implement a strategy to further define and significantly increase and maintain the CAN Directory
- Publish the Directory every four years for dissemination at the CAN Conference
- Develop the CAN website as a comprehensive, accessible, and well known and acknowledged source of CBR information
- Develop systems and mechanisms to expand the collection and sharing of information on CBR
- Continue to manage the Ugandan based activities of the NAD Documentation and Research (D&R) project
- Develop and maintain the CAN Facebook pages in English, French, Arabic, and Portuguese
- Produce and disseminate an e-newsletter twice a year
- Develop e-granary of CBR resources to provide access to information to CBR field workers
- Develop a strategy for the sharing of information in English, French, Portuguese and Arabic
- Conduct mapping of the existing CBR Associations and Networks in Africa and develop case studies outlining possible models
- Develop and implement a strategy to support the establishment and strengthening of national CBR associations and networks as effective, representative, sustainable bodies
- Promote networking amongst CBR programmes and CAN

members by facilitating learning visits.

- Work with WHO and other actors to promote the WHO CBR Guidelines through all activities and channels.
- Attend relevant conferences and workshops.

Strategic Objective 2: Establish a strong lobby for promoting effective CBR

Strategy: We will work closely with disability organisations, government agencies, development organisations, and national and regional decision makers to create increased awareness of, and support of CBR as defined in the WHO CBR Guidelines as an effective approach to promoting disability rights in Africa and realizing the CRPD. We will also explore the impact of the CBR Guidelines as a tool for inclusive development, and understand their use by different groups, their benefits and gaps.

We will play a key role in the development and activities of the Global CBR Network, as representatives on the Global Governing Structure.

We are committed to providing and participating in platforms through which CBR can be promoted as a major and evolving field in advancing the inclusion and empowerment of persons with disabilities and their families in the community in line with the CRPD. This will include CAN representation in the Africa Disability Forum and other regional bodies.

As part of this aim we will also participate in the identification, evaluation, and strengthening of CBR Training Courses and Modules available in Africa, and continue to raise awareness of them through our network.

A major event for CAN will be to organise a conference every four years to bring people from different regions to share experiences and create further dialogue for the advancement of CBR. The 2014 Conference has been postponed to June 2015 and will be held in Nairobi, Kenya. It will be CAN's responsibility to follow up conference outcomes and produce and disseminate post-conference publications to further share the knowledge presented at the events.

Between the conferences, CAN will organize sub-regional meetings of CBR stakeholders and will also participate in other regional CBR Conferences and other forums to further the sharing of ideas and experiences globally.

We will continue to promote the development of a writing skills culture through building the capacity of CBR practitioners to document their ideas and experiences. We will also explore and encourage the wider use of different modalities to share information and experiences such as video diaries. Further, our workshops will be refocused to identify pertinent issues for advocacy in CBR that stakeholders can document and use as tools for lobbying and raising awareness on the needs of persons with disabilities.

We will also implement a training of trainers programme during the second half of the strategic plan period to develop regional trainers able to train in different regions and languages.

Key Outcomes for Strategic Objective 2

- CAN contribution made to forums including CGN and ADF to advocate for CBR as a strategy to achieve objectives of the CRPD in line with CBR Guidelines

- Impact, use, strengths and weaknesses of the CBR Guidelines as a tool for inclusive development evaluated
- CBR Training Courses and modules in Africa identified, evaluated and strengthened in collaboration with other actors
- Four-yearly conferences held in 2015 (postponed from 2014) and in 2018 with Conference books published, and regional forums held in intervening years.
- Capacity of CBR workers to communicate their experiences enhanced through writing skills and other information sharing modalities.
- **Key Activities for Strategic Objective 2**
- Collaborate with other stakeholders to establish the impact of the CBR Guidelines as a tool for inclusive development through research amongst different stakeholder groups including Government, DPOs, and CBR providers
- Collaborate and contribute to the Global CBR Network in line with plans developed
- Develop standardized documents and procedures for conference planning and implementation including TORs and LOAs for Conference committees and partner organisations
- Organise and host pan African conferences in 2015 and 2018 in collaboration with host country partners
- Collect CBR good practice stories at CAN Conferences
- Compile, edit and disseminate post conference books in collaboration with conference presenters and other CBR experts
- Support sub regional CBR forums to promote sharing and collaboration and disseminate discussions
- Work with NAD, WHO and other actors to research and document the range and levels of CBR training programmes

(including modules within disability and rehabilitation studies) available on the continent

- Contribute to the evaluation and strengthening of CBR Training programmes and modules
- Collaborate with WHO on the popularization of INCLUDE, an online CBR training
- Evaluate Writing Skills Workshops and modify training materials based on outcome
- Organise and facilitate regular writing skills workshops in Africa
- Produce articles from writing workshops and disseminate them in various formats
- Plan and implement a training of trainers programme for the writing workshops
- Develop a database of CBR resource people
- Organise post conference E discussions on Facebook

Strategic Objective 3: Strengthen CAN's organizational capacity

Strategy: In order to achieve the first two strategic objectives the need to strengthen both the CAN Executive Committee (EC) and the CAN Secretariat has been identified. An external evaluation of CAN provided specific recommendations reviewed by the EC and incorporated into the strategic plan.

The CAN EC is appointed during the AGM which takes place during each CAN conference. During 2015 a new EC will be appointed. In preparation for the new EC, the outgoing EC will, through the secretariat, develop systems and resource documents to strengthen and more clearly define the roles and responsibilities

of the EC members for review and adoption at the AGM. These will include job descriptions and briefing and information packs. The EC will meet in person annually if resources allow, and via Skype or other means on a monthly basis.

The CAN secretariat's human resources will be restructured and expanded into two departments: Programmes and Finance and Administration. They will be directed and overseen by the CAN EC, and managed by the Executive Director (ED).

The organization will implement the Strategic Plan through production of annual workplans developed by the EC and the Secretariat. Implementation will be based on resources available. These will be reviewed through formalized monitoring and evaluation processes put in place by the start of the plan.

Programmes will address the two strategic objectives: a strong CBR information management and sharing capacity, and a strong lobby for promoting effective CBR. Within the secretariat the Programmes department will be headed by the ED and supported by the Website Administrator. The Website Administrator is responsible for the management of the CAN website and all social media channels. A new post of Information and Communication Officer will be added when resources become available. The position will focus on developing systems for generating and sharing information with the wider network, and production of publications.

The Programmes department will focus on developing and sustaining partnerships with donors and development partners to achieve CAN's Strategic Objectives. The development of a partnership strategy to guide this process will be prioritized within

the strategic plan. Where possible, meetings with key strategic partners will be held annually. A variety of income streams will also be explored including maximising the opportunity that the CAN conferences and workshops provide.

The work of CAN as a facilitator of CBR information sharing across Africa and other regions will be publicized. A communication and media strategy will be developed to guide actions on how CAN portrays herself and relates with partners and stakeholders.

The CAN logo and brand identity will be reviewed and a range of promotional resources developed including brochures and presentations. In addition, it is planned to establish sub-regional representatives by the end of the strategic plan period to link with regional programmes and further promote CAN sub-regionally.

CAN's core costs have generously been sponsored by the CP Trust since its inception. The trust's ongoing support has been pledged based on CAN delivering against its objectives. In 2015 we will also collaborate with NAD to carry out a pre-study for a proposed five year collaboration from 2016-2020 which it is hoped will enable CAN to realize many of the objectives outlined within this plan which are common goals for NAD.

Further partnership development and fundraising required to enable the implementation of the strategic plan will be regularly reviewed.

CAN has increasingly worked with WHO and collaboration is set to increase. We hope to formalize our collaboration in 2015.

The appointment of co-opted EC members as well as an 'advisors panel' or 'friends of CAN' will also be considered to complement the skills of the EC and Secretariat. This will draw on individuals within CAN's membership with specific knowledge on different areas of the CBR Matrix to provide advice and input to CAN when requested. The wider use of volunteers will also be explored and a volunteer policy developed.

Finance and Administration will be responsible for drafting and implementing an updated Constitution for review at the AGM as well as developing and implementing policies, systems and procedures. Headed by the Executive Director, it will be staffed by the Finance and Administration Officer and supported by volunteer staff. The Finance and Administration Department will be responsible for all financial aspects of the organization including grant financial management, payroll, petty cash management, procurement, production of financial reports and accounts and overseeing the annual audit. A formalized accounting system will be introduced.

It will also be responsible for all administrative issues including organizing and documenting meetings of the EC, meeting the legal requirements of an NGO, HR issues including development of job descriptions for EC and staff and identification of training needs, management of contracts and staff appraisals, daily office running, management of equipment and stores, inventories and paper and electronic filing systems.

Key Outcomes for Strategic Objective 3

- Strategic plan developed and CAN operating effectively and efficiently in line with a revised Constitution, policies and systems

- Partnership strategy in place and partnerships and collaboration with different organisations established to achieve strategic plan objectives
- EC operating effectively and efficiently in line with TOR and Job Descriptions
- CAN Secretariat operating effectively with appropriate and skilled staff working to clear job descriptions and evaluated regularly
- Range of resources promoting CAN available and brand identity strengthened.

- **Key Activities for Strategic Objective 3**
- Develop a partnership strategy and hold meetings with potential partners to discuss and develop MOU's for collaboration (including PAFOD and its regional offices, NAD, WHO, ICRC, HI, IDDC, ADF)
- Hold annual EC and strategic partner meetings
- Monthly EC meetings via Skype
- Develop Monitoring and Evaluation plan and systems
- Draft job descriptions for EC members for adoption at AGM
- Identify staff training needs and organize training
- Produce a range of CAN promotional materials including a brochure / EC business cards / DVD
- Develop CAN's brand identity including a review of the logo
- Review and update CAN Constitution and policies where necessary including HR and Personnel manual
- Recruit an Information and Communications Officer
- Develop platform for sharing CBR information via sms
- Develop a strategy for regional representation