



ACTION ON DISABILITY AND DEVELOPMENT

OUR NEXT FIVE YEARS

2003 – 2007

Working with disabled people for positive change

ADD's Five Year Strategic Framework

**Developed in consultation with disabled people's organisations, ADD trustees,
staff and colleagues from around the world**

'Nothing about Us Without Us' Disabled Peoples' International

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Vision

A world where all disabled people are able to enjoy their rights, fulfill their responsibilities and obligations and participate as fully as they choose at every level of society.

Introduction

ADD's Strategic Framework is a guide to our work over the next five years and outlines our approach and values. It is deliberately fairly open, to allow us to respond flexibly to the changing environment and to the work of our partners -disabled people's organisations. We will use the Framework to assess whether our work has achieved what we planned and to assist us in our learning and in improved practice.

The document sets out to explain

- Why ADD exists and our guiding principles
- What we plan to do
- How we plan to do it
- How we will assess success

ADD's rolling operational plans, policies and procedures build on this framework.

The Situation of Disabled People

"Human well-being rests on economic prosperity and equal social and political participation for all. Development is about expanding the choices people have – to lead lives of value" UN 2002

Disabled people, especially women and girls, are almost invariably among the poorest, most oppressed and excluded members of society. They rarely experience equal rights and opportunities and this results in lost economic and social potential.

Disability and poverty are linked. The exclusion from opportunities that disabled people face often results in poverty and conversely there is a high rate of impairments among people living in poverty. As a consequence, disabled people make up a disproportionate percentage of the poorest members of society.

The World Health Organisation estimates that disabled people make up 10% of the population as a whole and the World Bank suggests that 15-20% of the poorest members of society are disabled people.

Attitudinal, environmental and institutional barriers can disable far more than impairments alone and gender discrimination compounds this. It is these barriers that prevent disabled children and adults from realising their social, economic and political rights and responsibilities and this often results in poverty.

Unfortunately disabled adults and children are often excluded from development work as their needs are seen primarily from the medical or welfare perspective (the "medical model of disability"). In fact, disabled people's priorities are usually similar to those of other members of their communities and they have equal rights to be included (the "social model of disability").

In many developing countries – particularly in sub Saharan Africa - the poorest people are getting poorer and the gap between rich and poor is increasing. Poverty, economic policies, ageing, illness – particularly HIV/AIDS - accidents and conflict are likely to increase the percentage of disabled people in future. Furthermore disabled people are being affected particularly severely as public services such as health care and education are no longer freely available.

Background to this Framework

'Disability is a human rights issue. So long as disabled people are denied the opportunity to participate in society, no one can claim that the objectives of the Universal Declaration of Human Rights have been achieved'
Bengt Lindqvist, Outgoing UN Special Rapporteur on Disability

ADD was established in the UK in 1985 in recognition of the fact that disabled people are rarely included in development work, despite them being among the poorest. Over the years we have developed into a leading international development agency supporting human rights and development work with groups of disabled people in Africa and Asia.

ADD's vision originally emerged from that of the disability movement in Africa. From small beginnings in Zimbabwe and India, we are now working with 540 partner organisations in 12 countries. Although improving the lives of disabled people remains core to ADD's vision, the means of achieving this have evolved.

The aims and strategies outlined in this Framework build on our 18 years of experience. Our original focus was on supporting disabled people's organisations and providing basic services, however our emphasis has now shifted to supporting disability organisations to be campaigners for change and advocates for their rights. Experience has shown that changing attitudes, laws and social policy has a more profound and long-term impact on the lives of disabled people than the benefit realised by supporting individuals. A longer term and more sustainable **rights-based** approach is now promoted, consistent with the aims set out in the African, Arab and Asia-Pacific Decades of Disabled People that also reflect the changing aims of the disability rights movement from around the world.

The next five years are critical for ADD to contribute effectively to the international human rights campaigns of disability rights networks working towards an improvement in the lives of all disabled adults and children, as is consistent with the Millennium Development Goals.

We seek to support organisations of disabled people who are striving to change the environment in which they live and to break down the barriers and to challenge "disablism" and the injustices faced. We work with disabled people to promote an accessible and inclusive world where disabled women, men and children are able to exercise their rights and responsibilities and participate as fully as they choose at every level of society.

It is with this vision in mind that we support disabled people's organisations to campaign for change knowing that this will lead to a better world not only for disabled people but also for society as a whole. An environment that is receptive and adapted to difference and diversity allows the voices of all members to be heard and leads to better decision making and a better place for all to live.

This Framework for 2003-2007 builds on our last Five Year Strategic Plan (1998-2002) and has been developed from:

- Our evaluations and the lessons we have learnt
- Ongoing dialogue with programmes and partners (disabled people's organisations) in Africa and Asia, and consideration of their long-term plans
- A strategic review process undertaken with our country programmes, staff and trustees in 2002 that called on inputs from external players
- The changing environment and trends in the world in which we operate

The main differences from our last Five Year Strategic Plan are:

- The changed environment: country contexts, instability, donor trends etc
- An overarching emphasis on a rights based approach to development that sees inclusion, good governance, participation and democracy to be fundamental to poverty eradication
- ADD's role of cultivating capacity and influencing rather than being directly involved in the activities of disabled people's organisations

Beliefs and Guiding Principles of ADD's Work

"Only disabled people can understand the problems of disabled people" Lang Jon – Skou disabled people's organisation, Cambodia

ADD adopts a rights-based approach to development consistent with the **social model of disability**. We believe that social inclusion, poverty reduction and an end to the injustices disabled people face are unlikely to be achieved unless disabled people themselves gain a strong voice to lobby and campaign for justice, equity, rights and responsibilities. The following principles guide our work:

Rights not charity: Disabled people have the same social, economic, political and cultural rights and responsibilities as other members of society and the same desire to exercise their responsibilities. For this reason, ADD supports partners to campaign for inclusion in society, gender equity, rights-based disability legislation, the implementation of the UN Standard Rules on the Equalisation of Opportunities for Persons with Disabilities, and for a UN Convention on Disability.

Capacity building - facilitating not doing: ADD aims to add value to disabled people's groups, organisations and networks by supporting them to build their organisational capacity and to be effective advocates able to hold their governments and communities to account. Our work is about facilitating long-term change - groups themselves must be in the lead - even if this is more time-consuming. If not, our work is not sustainable.

Sustainable development: Disabled people are best placed to challenge attitudes, break down the barriers and promote social inclusion for all disabled children and adults. By supporting the development of sustainable, effective advocacy organisations of disabled people in the south we believe social change is possible. ADD aims to work alongside disability rights organisations to promote independence until our presence is no longer needed. We avoid supporting structures or processes that may lead to long-term dependence.

Working with the disability rights movement: ADD aims to complement and work with the disability rights movement i.e. membership associations and networks, controlled by disabled people, campaigning for the rights of all disabled people and children. A vibrant movement with representative, effective and gender balanced membership can promote long-term positive change for all disabled people – including the poorest and the most marginalised. We acknowledge that in all passionate and diverse people's movement of activists there will be differences, divisions and factions.

Choosing effective partners: We aim to support disabled people's organisations that are promoting disability as a human rights issue and gender balance at all levels. Wherever possible, ADD works with existing organisations of disabled people and seeks to support women's organisations as well as mixed groups. Partners are chosen (following their request for support) based on their commitment to gaining a better deal in the longer-term for **all** disabled people and whose interests are greater than just those of their current membership. All support is clearly set out in an agreement that explains mutual expectations and duration of support.

Accompaniment : ADD aims to accompany the disability rights movement in its development and is not wanting to institutionalize our own organisation. We see ultimate success will be our leaving a country having contributed to the development of an effective, vibrant, representative disability rights movement actively campaigning for disabled people's rights of inclusion. Our work therefore is not project based.

Contributing to the Millennium Development Goals . *'Eliminating world poverty is unlikely to be achieved unless the rights and needs of people with disabilities are taken into account'*¹. The Millennium Development Goals² are also unlikely to be achieved unless disabled adults and children are included in poverty eradication programmes. The goal of reducing world poverty by 50% by 2015 may lead to a focus on those easiest to bring out of poverty, further excluding those in chronic poverty - among whom disabled people are disproportionately represented. ADD works together with our partners to lobby development organisations and international donors for a twin track approach i.e. firstly to encourage them to mainstream disability equality and secondly to ensure they support specific work with disabled children and adults.

Supporting advocacy and campaigning rather than services: Disabled people

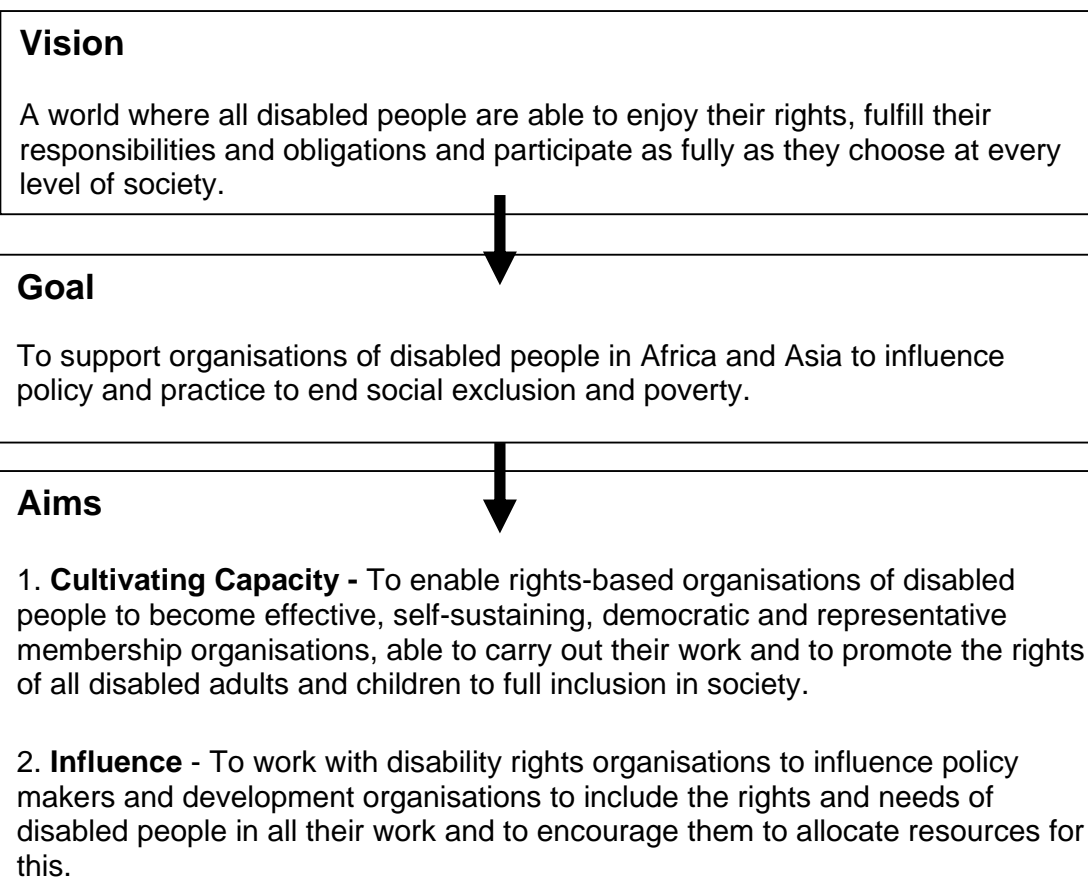
¹ Issues Paper: Disability, poverty and development. 2000. DFID

² MDGs agreed at the UN Millennium Summit 2000 for combating poverty, hunger, disease, illiteracy, environmental degradation and discrimination against women.

have equal rights to access decision making processes, goods and services. They may require aids and services directly related to their impairments, to enable them to achieve equal opportunities. ADD supports disabled people's organisations to campaign for equal access to services and for appropriate resource allocation so the services can meet their needs. In some cases we may support disability organisations that are providing services themselves e.g. mobility aids, as long as they are not solely dependent on ADD inputs. Provision of direct services by ADD is not sustainable and is likely to create dependence rather than independence.

ADD's Vision, Goal and Aims

“ It is very hard for disabled people to establish their rights in society – but if we work together we will have the confidence to establish these rights”
Arefa Khatun, Sobar Satay Shikbo Federation, Kushtia, Bangladesh.



Achieving the Aims - Strategic Objectives

Reaching our aims depends on working with an optimum number of disabled people's organisations. By joining together at local, country, regional and international level these groups can form an effective force for social change and in working with them we will also seek to build alliances with other human rights organisations and development agencies.

ADD has a number of strategic objectives that contribute to each of our aims. The detailed five-year plans of partners, ADD programmes and the UK office that are rolled forward annually will reflect this Framework, however the strategic objectives may vary depending on the country context.

Aim 1: Cultivating Capacity

To enable rights-based organisations of disabled people to become effective, self-sustaining, democratic and representative membership organisations, able to carry out their work and to promote the rights of all disabled adults and children to full inclusion in society



Typical Strategic Objectives

1. To support disability rights organisations in developing effective membership structures, decision-making and information exchange processes
2. To enable disabled people's organisations at district, national, regional and international levels to link up and to lobby effectively for their rights and for inclusion in democratic processes, services and facilities from government, business and civil society and to challenge the causes of their oppression and poverty
3. To enable organisations to gain information, skills, organisational capacity and funding to enable long term sustainability
4. To cultivate a continuing capacity within partners to handle their own learning and change and be better able to respond to conditions of uncertainty and complexity around them
5. To encourage the most marginalised disabled people to form and join organisations to advocate for their rights

Aim 2: Influence

To work with disability rights organisations to influence policy makers to include the rights and needs of disabled people in all their work and to encourage them to allocate resources for this.



Typical Strategic Objectives

1. To work with national and international disability rights organisations to promote the rights and responsibilities of all disabled people and to support the African, Arab and Asia-Pacific Decades of disabled people and other international initiatives.
2. To support organisations in campaigning for legal protection against discrimination and to enable disabled people to realise their rights and exercise their responsibilities as covered, for example, by national legislation, the UN Standard Rules and the proposed UN convention.
3. To work with organisations to enable them in developing plans to influence government policy makers, the private sector, development agencies, faith groups and NGOs to adopt an inclusive approach to working with disabled people; and to lobby for their equal access to existing services, decision-making processes and civic opportunities.
4. To use the experience gained from working with disabled people's organisations to influence international development policy to be inclusive of disabled people at national and international levels.
5. To facilitate disabled people's involvement in decision-making about poverty eradication programmes, services and activities designed to benefit them.

Our influencing work is developed in more detail in our Influencing Strategy.

Capacity Building - What ADD Does To Achieve the Objectives

"Enabling support is better than daily charity" Angela Simprosa member of the Soroti Association of the Blind, Uganda

ADD achieves our objectives through helping to cultivate the capacity of organisations of disabled people. We do this by supporting group formation, organisational and skills development through provision of information, training, mentoring and funding. We also act as a broker to assist groups in finding and accessing the right supports, trainers, funders and information. ADD accompanies organisations as they gain capacity and our role and inputs change to reflect the stages of their development and their needs. Examples of activities that ADD supports to assist in developing personal and organisational capacity and empowerment :-

1. Information and training in

- the causes of disability, discrimination and oppression and the rights-based approach to development
- understanding national and local decision-making and political processes
- understanding national disability legislation and citizens', women's and children's legal rights and responsibilities
- accessing government and other services and facilities e.g. mobility services, the right to vote, voter education, health, HIV/AIDS prevention and care, transport, housing, education, financial services, employment, literacy, small business and credit management, recreation and culture etc
- effective lobbying, advocacy and awareness raising and use of the media
- encouraging and facilitating learning and exchanges with other partners and programmes and with the wider disability rights movement as well as civil society through sharing, visits, networking

2. Organisational strengthening through assisting organisations in developing

- organisational vision, values, aims and sense of purpose
- good governance, leadership and decision making processes
- inclusive leadership development and organisational culture
- effective, democratic and inclusive membership and governance procedures
- effective operational constitutions and meeting procedures
- membership to ensure gender balance and inclusion of more marginalised disabled people
- networks, federations etc and linking to regional and international networks
- strategic thinking, planning, management and reporting
- effective financial management practices
- people management and conflict resolution
- fundraising methods and in brokering of contacts and opportunities to promote self-sufficiency
- monitoring and evaluation systems and indicators of progress
- the ability to respond to change and to learn from practice
- ways to ensure learning is built into their planning cycles

3. Provision of Developmental Funding for

- the governance, operations and activities of disabled people's organisations in a way that is appropriate to the partners own stage of development and context

4. Developing Advocacy and Influencing Skills by supporting disabled people's organisations

- to be part of national policy debates e.g. poverty reduction programmes, education, transport and health planning, voter education etc
- to plan and implement their own targeted advocacy campaigns
- to influence development agencies, governments, multi-lateral agencies, non-government organisations, faith groups and businesses to adopt an inclusive approach to disabled people in all aspects of their work

What ADD Does Not Do

Get involved directly in our partners' activities or provide services

In the past ADD got more directly involved in the actual activities that our partners were carrying out e.g. through provision of credit for income generating activities. We are now much clearer that our role is to support the organisational capacity of disabled people's organisations to access mainstream services and facilities. Consequently ADD no longer provides direct services nor involves ourselves directly in the activities of our partners.

Emergency or relief work

ADD does not get directly involved in emergency or relief work. We recognise however that disasters often increase the numbers of disabled people and that disabled children and adults are often the worst affected. Therefore during the course of this plan we have a responsibility to influence governments and other agencies providing emergency relief to plan for the needs of disabled adults and children within their communities.

Programmes and Partners

"I am thrilled to see very poor people feel empowered, coming forward and changing things for themselves"

Victoria Phoebe, District Union of disabled people, Jinja, Uganda.

ADD will continue to work with and accompany partner organisations at local, regional, and national level through our existing 8 country programme offices covering 10 countries in Africa and Asia. During the course of this plan we will consider taking on work in more countries within the regions where we are working.

Partner organisations will be made up of disabled women, children and men with all forms of impairments. We will work with parents or carers of disabled children providing they are promoting equal opportunities for their children, to ensure they develop their full potential and independence within their communities.

Management of programmes is delegated to our country representatives, who are responsible for teams of staff including development workers, administrative and finance staff. We will not be seeking to establish independent branches of ADD as our aim is to support the growth of a sustainable disabled people's movement led by disabled people and not to institutionalise ADD.

ADD India, based in Bangalore, is an exception to this and was established as an independent organisation with its own board and director in 1989. In this instance there was an advantage to establish an independent structure given the size of the country, the location of existing disability networks and the fact that government provides financial support to indigenous non-government organisations.

ADD will continue to support ADD India and other organisations in India and Zimbabwe through direct partnership relationships facilitated from the UK, provided their work is consistent with ADD's aims.

ADD currently works in the following countries in Africa and Asia with a base in the UK. New countries will be planned to increase regional coverage during the life of this plan.

AFRICA	ASIA
<p>ADD Programmes</p> <p>Sudan Uganda Tanzania Zambia Ghana Francophone West Africa (Burkina Faso, Mali and Côte d'Ivoire)</p> <p>Direct Partners</p> <p>Zimbabwe (*) (Regional partners moving to Botswana)</p>	<p>Cambodia Bangladesh</p> <p>India</p>

We will work where disabled people's organisations have asked us to, and where we are sure we have the capacity to add value. Our involvement will continue until the disability rights movement in a particular country is no longer requesting our support as it is self-sustaining and has the capacity to campaign for inclusion without our involvement. As the movement becomes stronger we will scale down our capacity building work, although we may continue to be a funding partner.

More detailed regional and country specific summaries of the plans for the next five years and the outcomes that are planned are provided as a separate document.

ADD UK

During the next five years we envisage that the UK office will continue to play a vital role in supporting ADD country programmes and partners to realise their plans through maintaining organisational vision and cohesion, fundraising and institutional capacity building, as well as ensuring accountability and financial stability. Relationships with supporters based in Europe and America will be brokered from the UK office and fundraising and reporting plans and standards monitored.

In addition to supporting the work in Africa and Asia the UK office will continue to use the experience we have gained to influence international development policy makers to adopt inclusive policies that take into account the rights and needs of disabled people. To do this we will work in alliance with disability rights organisations, academic institutions, NGO consortia in the UK and internationally.

Key Challenges for 2003-2007

'Bringing disabled people out of the corners and back alleys of society, and empowering them to thrive in the bustling centre of national life, will do much to improve the lives of many from among the poorest of the poor around the world.'

James Wolfensohn, President of the World Bank, 2002

In reviewing our last Five Year Strategic Plan and developing this Framework a number of key challenges have emerged:

Clear and effective accompaniment and exit strategies

ADD's aim is to enable disabled people's organisations to develop their capacities as self-sustaining advocacy organisations. ADD country programme staff need to make this clear with all partners and agree that while ADD will accompany them through this process, in the longer term we should no longer be needed as we do not want to encourage dependency. We also need to ensure that the numbers of partners we are supporting is sustainable. We need to place greater emphasis on:

- effective capacity building of disabled people's organisations to ensure we are supporting a process of learning and sustainability in a systematic way
- shared understanding of ADD's role as a facilitator and accompanier
- promoting more exchange between partners and between programmes to develop capacity and to reduce dependency on the UK office.

Supporting the inclusion of the marginalised – especially disabled women and girls

Disabled women are not represented fully within the disability rights movement. ADD will support their participation and raise the issues of gender, oppression and exploitation with our partners and within our own organisation. ADD will also aim to develop ways of supporting the inclusion of disabled children, young people, older

people and all the many marginalised impairment groups to ensure their voices are heard, and their rights and needs considered.

“The more opportunities taken, awareness raised, women empowered the better – bringing us out of the darkness “

Mercy Apoe, Tamale disabled people’s organisation, Ghana

Recognising the impact of HIV/AIDS

The impact of HIV/AIDS on the countries in which we work is something we cannot afford to underestimate. ADD will support disabled people’s organisations that are promoting access to information, care and treatment for their members – particularly women and children. We will also further consider ADD’s organisational responsibility to our own staff.

Promoting effective decision-making

We aim to decentralise decision-making as much as is viable. We want to ensure that planning, implementing, reporting and accounting functions are carried out and managed effectively by our partners and programmes to the standards ADD has established and in compliance with that required by supporters and donors.

ADD sees this process as part of our role in capacity building. Therefore over the next five years we will further decentralise decision- making through ensuring that

- the right staff and partners are selected and developed
- we share a common vision and direction across ADD
- all the necessary controls are in place to allow full accountability
- duplication is not incurred

Learning and adding value

ADD strives to share learning across the organisation, with partners and other development players. Building learning and review processes into the planning cycle is critical to improved practice and success. To ensure we are adding value we will continue to improve our learning processes and impact assessment.

Developing the skills and potential of partners and staff

It is vital we develop and recruit the right staff. We will therefore further develop our personnel development policies and practice and organisational learning culture to build the potential of colleagues and partners through training, work based learning and development. To ensure we are adding value (in training, capacity building and information provision), ADD staff require the understanding, skills and behaviours to be able to offer these services appropriately and sensitively or to ensure they can access the right forms of support from local capacity building and training organisations. Partners will also need to be assisted to form effective relationships with local providers of training and support for when ADD moves on. We will also strive to realise our target of at least 50% disabled people and 50% women in our workforce and governing body.

Making best use of information communication technology (ICT)

To enable improved communications and systems development we will need to provide appropriate technology to partners, programmes and the UK office. Effective

data storage and protection, promoting learning and exchanges, and improving our communications are key to realising our plans and we will work on developing these over the next five years. ICT will also be used to help facilitate equal working environments for disabled people and to facilitate links and networks.

Promoting shared ownership of fundraising and growth plans

Over the course of the plan, we aim to provide training and support to enable programmes and partners to participate more fully in international and local fundraising and reporting. Programmes will develop the fundraising skills of partners and link them directly to donors.

Monitoring, Evaluation, Impact Assessment and Learning

Along with our partners, ADD continues to develop improved ways to track the long-term impact and outcomes of our involvement as well as the more immediate outputs of our work. We want to be able to demonstrate that our work is achieving our long-term aims and objectives, has been carried out effectively, efficiently and economically and that we learn as we go. As the focus of ADD's work is to enable disabled people's organisations to be effective advocacy organisations, we need to be able to demonstrate change in three areas:

- **changes to the lives of members** of disabled people's organisations
- **changes in the capacity of disabled people's organisations** as a result of ADD's inputs (the key signpost of ADD's added value)
- **social and legislative changes** that disabled people's organisations have influenced in terms of inclusion of disabled people in society

The linkage between these three different areas of change is an important factor in assessing the overall impact and added value of ADD's work in contributing to a movement of disabled people that is effecting sustainable change.

Indicators will be further developed with partners and programmes and used to demonstrate progress and impact. Our staff and partners will be provided with training and support in this. These indicators will be linked to our aims and strategic objectives.

Country level indicators that demonstrate the longer-term social and legislative changes have been agreed with our partners and standardised across country programmes. These are reviewed annually to enable more systematic comparison across the countries where ADD is working.

These country level indicators of ultimate achievement include:

- rights-based disability legislation in place with implementation mechanisms and precedents set
- Disability Commission or government structure representing and including disabled people in place to implement and monitor disability equality legislation

- disability equality recognised in other legislation e.g. education, health, electoral, constitutional.
- gender balanced disability rights organisations actively and effectively campaigning for the rights and responsibilities of all disabled people at all levels
- representation of disabled people at all levels in government, corporate and NGO sectors
- disability equality in donor policies and procedures in place and implemented
- mainstream NGOs mainstreaming disability equality in development work.
- communities actively involving disabled people
- private sector employing and providing goods and services equally to disabled people
- an accessible environment

Evaluations will be undertaken approximately every 3 years using a fully participative approach. We want to ensure that learning is part of our planning cycle and will share lessons with partners and across programmes and facilitate exchanges and learning networks.

Targets: Annual organisational targets will be drawn from strategic and operational plans and reviewed quarterly to assess organisational performance. Programme plans and reports are expected to include qualitative and quantitative data and to consider value for money.

Key Performance Indicators: These will be established to assist in tracking organisational progress against our aims and will be agreed with trustees

Phases of Programme Development: ADD will further develop our method of assessing the phases or stages of country programme and partner development while acknowledging that organisational development and network building is not a straight path. These stages commence with ADD programme start up and intensive capacity building work through to a funding relationship and ultimately to withdrawal. Partners and programmes will be encouraged to use the stages of programme development concept to track their progress and reflect this in their planning and review processes. The changing relationship between ADD and our partners forms part of this process.

ADD's "Added Value" document provides full details of how we aim to monitor and assess the value of our work and our relationships with our partners.

Growth

"Society thinks you can't do anything when you are disabled – this is not fair or true. It is important for associations to get together and challenge attitudes as we deserve the same rights" Fatomata Sanogo – Union of the Blind, Mali.

ADD is a relatively small organisation and whilst we believe we may have greater credibility and understanding of issues by working in more countries and with more organisations, funding limitations are likely to constrain this. However a steady

growth in size (e.g. by expansion into new areas, increased numbers of programmes and partners etc) is anticipated over the next five-year period. Any new areas and activities in this period will be judged against the following factors:

Request and need: ADD responds to requests for support from disabled people's organisations, realising that there will always be more requests than we can meet

Regional focus: Geographical expansion of ADD's work, through programmes and partners, will focus on those regions of Africa and Asia where ADD already has a presence. We will consider ways of working with more partners whilst maintaining a small ADD infrastructure, perhaps through a more regional approach. This method of expansion – supporting work in one country from an existing office elsewhere in the region - will enable us to optimise existing skills, knowledge and regional links.

Prioritisation and country context: The aims of the disability rights movement (and hence ADD's) can only be successful where there is the potential for civil society to flourish and where governments, businesses and civil society are – or can be persuaded to become - responsive to the rights of disabled people. In prioritising which countries and regions to work in, ADD will consider the economic, political and social context of the country to determine the potential for disabled people's organisations to influence policy and bring about social change. We will also consider the activities of disability rights movements and other development agencies, to ensure our activities are complementary.

Stability: Given the nature of ADD's approach, it is only feasible to work where the broad political and security context is relatively stable and civil society can operate. New work will only be considered in countries where these conditions appear likely to prevail for the foreseeable future.

Capacity: We will only take on new work that we have the capacity and resources to manage effectively. During the course of this plan we will look at how existing programmes and partners can assist us in reaching out to new partners.

Fundraising potential: ADD does not wish to be donor-led. However we are dependent on institutional donors and have limited capacity to support exploratory work, operational activities or research from our unrestricted reserves. Therefore, we need to take into account the fundraising potential of any new work.

Financial Development Plan

ADD draws up five-year rolling plans, acknowledging that the later years of these plans are liable to change in the light of the changing environment, evaluations and lessons learned. Forecast spend is based on these plans and projected budgets from existing partners, country programmes and the UK office plus an amount for research and new work.

A steady rate of growth in activities and corresponding budgets is predicted across the five years from a forecast turnover of £3.3 million in 2003 to £4.7 million by 2007, income permitting. It should be noted that wherever possible, partners will be linked

directly to funders and our success therefore will not be demonstrated by financial growth alone.

Forecast:	2003 £ million	2004 £ million	2005 £ million	2006 £ million	2007 £ million
Income	3.3	3.4	3.7	4.1	4.7
Expenditure	3.2	3.6	3.6	4.1	4.4
Planned Reserve	0.99	0.76	0.83	0.81	1.05

Reserves policy

ADD has a reserves policy that covers our general and designated funds i.e. our unrestricted reserves that are essential for cash flow, investment in new initiatives, unplanned need and to ensure the health of the organisation. This policy is reviewed annually and designations agreed by the trustees.

Over the course of the plan the reserve will be called upon for strategic investment purposes and will be replenished by the end of the period. This is to allow longer term financial sustainability by building up our UK constituency of individual supporters and our unrestricted income from public fundraising.

Reserves will be invested in a manner that allows appropriate access and that realises the greatest return for the charity, commensurate with low risk.

Fundraising and Profile

ADD will produce five-year rolling operational plans based on partner and programme plans and consistent with this Framework – these will inform our strategic fundraising plans. We currently rely on restricted grants and contracts from trusts and institutional donors (governments, NGOs and multi-lateral agencies) for around 85% of our funds. As this is a key constraining factor in our development, we aim to increase the amount raised from the public as a percentage of overall income, during the course of this plan. We will also seek new sources of support to diversify our funding base as well as maximising the level of funding from existing contributors.

We will aim to keep our UK costs and overheads as low as possible while building a robust sustainable organisation with good governance, strong strategic development, effective management and quality assurance. We will present our costs accurately and openly to ensure they are adequately covered in funded contracts. As more functions are carried out fully in the countries of Asia and Africa where we work, the UK costs will further decrease as a percentage of overall expenditure.

Institutional donor and trust fundraising

We will keep ourselves informed of changes in the fundraising environment and in government, European and international policy and how this may affect future

financing plans. However we will guard against being donor-led and will build partnerships with donors who are supportive of our aims and human rights approach.

More donors want to provide direct support to NGOs in the developing world. ADD programme staff will work with partner organisations to train them to fundraise and manage grants within the countries in which they work and regionally, through building links with donors, government and private sources of support.

Communication and public fundraising

A long-term plan of communicating with the public about our work and attracting supporters has been drawn up, based on our previous experience. Over the next five years we will increase our investment in this area of fundraising with the aim of securing more unrestricted funds that will provide us with greater flexibility to support our work. Over the course of the plan we aim to increase the percentage of public and unrestricted income from 15% in 2003 to 28% in 2007.

To achieve this we plan to increase the numbers of individual supporters and regular committed givers from 9,500 in 2003 to 15,900 in 2007, through direct approach fundraising, mailings, telephone fundraising, targeted appeals and events that provide accurate and educational information about our work, while encouraging financial support.

We will also continue to explore partnership opportunities with the corporate sector and other new ventures.

Profile

A more prominent and positive profile is likely to result in greater credibility, a stronger position for influencing and accessing donor support. Consequently we will continue to build profile through participation at meetings, events, consultations and award ceremonies at European, UN, World Bank and international level and with the international disability rights movement.

We will also encourage networking and engagement in issues relating to the role of the sector and international development policy that may impact on our work and support partner organisations to raise their profile and that of the disability rights movement in order to be more effective advocates and fundraisers.

Risk Management

ADD has a risk assessment map and policy that will be reviewed annually at planning time. Areas identified as most important to keep under close review are:

- The risk to staff, partners, resources and programmes in case of illness, accident, death, war, civil unrest, destabilisation or major natural disaster
- Maintaining good relationships with and between partners, the disability rights movement, staff, trustees, governments, supporters and donors
- Recruiting, developing and maintaining the right staff
- Fundraising strategies to ensure a steady flow of funds
- Financial control procedures

Established policies and procedures are in place for mitigating risk e.g. security policies, financial and budget control procedures, which are used throughout the organisation. To ensure accountability, ADD has internal control and management information systems, both in the UK and overseas.

Staff and Staff Development

We will employ staff with a commitment to disabled people's rights who have the skills, values and attitudes needed to support the achievement of our long term aims. In 2003 ADD employs 175 staff – 150 full time overseas and 25 staff in the UK (18 full time equivalent positions). Over the life of this Framework, we will:

- Strive to employ and develop colleagues committed to the rights of disabled people with the right attitudes, skills and approach to advance our aims
- Take positive action to reach our target of at least 50% disabled people in our work force, at all levels. (The 2003 position is 34%).
- Aim to have 50% of our work force, at all levels, made up of women. (The 2003 position is 42%).
- Continue to appoint nationals of the countries in which we work based on the targets above. (The 2003 position is 100% of our employees are working in their country or region of origin).
- Continue to support flexible working arrangements and promote work life balance.
- Increase staffing levels in the UK only to meet the demands of partner and programme expansion and to ensure that our work is being funded and managed effectively.
- Increase programme staffing levels as required as a result of decentralisation and programme growth.
- Continue to use a system of annual staff review, conducted through a self-appraisal process.
- Continue to implement our equal opportunities policy in staff development and advancement. As part of this, accessible premises, suitable equipment and fittings, part-time positions and flexible working hours will be provided to help facilitate equal employment opportunities for all.

ADD's Organisational Culture

“What we all have in common is our difference. Many of our strengths are the fruit of weakness. And surely the world sorely needs a breaking of the ranks and questioning of the status quo” Werner 1995

ADD will continue to develop our organisation as one that is rights based, empowering, flexible, trusting and respects diversity. We will also require accountability and set clear parameters for our work. During the course of this plan we will look to maximise learning between and among ADD partners and colleagues.

Governance

ADD will maintain a UK board of trustees committed to disability as a human rights issue, good governance and achieving ADD's aims in the most efficient, effective and economic manner. Currently of the 8 trustees, 4 are disabled people, 5 are women, 2 from Africa and 1 from Asia.

New trustees will normally be chosen through an open selection process, consistent with our equal opportunities policy, to reflect the right balance of relevant life experiences, competencies and governance skills. Over the next five years ADD will:

- Continue our policy of aiming for at least 50% of our trustees being women and 50% disabled people with representation from Africa and Asia.
- Maintain a board of between 6 and 10 members
- Revise and update our background paper on board responsibilities and our code of conduct for trustees
- Continue the practice of board members carrying out an annual review of performance

This Framework was developed over a period of 18 months with inputs from across the organisation, partners and supporters. Editing assistance was provided by ADD colleagues and Annabel Harford. Thanks to all who put time into this process.

*Barbara Frost,
Chief Executive, ADD
2003*

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Glossary of Terms

Social model of disability: This model promotes the human rights of all disabled people as equal members of society and views disability as the social consequence of having an impairment. Unlike the medical approach this model accepts the collective responsibility to break down the barriers preventing disabled people from realising equal opportunities i.e. society as a whole needs to change to ensure inclusion.

Disability: Is defined as the outcome of the interaction between a person with an impairment and the environmental and attitudinal barriers that they may face that results in a denial of rights and equal opportunities.

Disability rights organisations: Rights-based membership organisations controlled by disabled people themselves, campaigning for their rights and inclusion in society.

Disabled people or people with disabilities? The chosen terminology of the disability movement varies between cultures and languages. In this document we have used 'disabled people' as this is favoured by many of the international associations of disabled people e.g. Disabled Peoples' International and is consistent with the social model of disability. However in other countries and within the UN the disability movement uses 'people/persons with disabilities'. ADD programmes adopt the terminology favoured locally.

Disabled people: Disabled people is used generically in this document to mean disabled men, women, children of all ages with any form of impairment that results in them being disabled. We are using this term to cover the diversity of disabled people and to include the most marginalised.

Inclusion: a world where all people enjoy their rights, fulfill their responsibilities and obligations and participate as fully as they choose at every level of society i.e. disabled people are fully included in society and realise equal opportunities.

Influencing: In the context of this Framework activities to encourage other organisations, governments, corporations etc to become inclusive in their approach

Self-advocacy: the work of disabled people in campaigning for an inclusive world

Impairment: Impairment is a characteristic and condition of an individual's body or mind that unsupported may limit that person's functioning.

Capacity building : The process of individual and organisational development that assists disabled people's organisations to achieve their aims, lead and manage effectively and become self - sustaining organisations better able to handle their own learning and to deal with change.

Medical model of disability: This model defines disabled people by their impairment and the approach is to offer medical and technical solutions to alleviate the effect of their impairment rather than to consider the social barriers to their inclusion.

Partners: Organisations of disabled people that ADD works with in Asia and Africa.

Self-help: Disabled people who have come together to address the causes of their oppression, discrimination or poverty and to campaign and advocate for equal rights.

