



## **Strategic planning workshop** CABDICO November 2013

On the 12<sup>th</sup> to 14<sup>th</sup> of November, 2013, CABDICO held their 5 year (2014-2018) Strategic Planning Workshop in Sihanoukville, Cambodia. There were 18 participants, consisting of CABDICO staff, community members and consultants.

The expected outcomes of the workshop were:

- The current vision, mission, goal and values of CABDICO will be reviewed,
- Issues and needs of target children and youth with disabilities will be identified;
- Collaboration, networking, public relation, enabling environment and behavior change of CABDICO with stakeholders such as government, local authorities, private sectors, donors, staff and persons with disabilities will be identified,
- The perspective of donors and priority and location will be identified.

The methodology used was an initial and thorough review of previous documentation including the previous strategic plans, budgets, logframes and correspondence with other organisations, prior to the workshop. The schedule for the workshop itself can be found as an annex to this document.

### Outcomes

### Values

Through asking individuals to identify their own personal values, and reducing the list down slowly to identify their core values, a list of 7 values were identified by CABDICO as being their core values.

These 7 values are:

- Competency
- Service
- Responsibility
- Accuracy
- Compassion
- Teamwork

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- Persistency

## Vision and Mission

Through group discussion and agreement, the new vision and mission of the organisation was confirmed. This is below.

### **Mission**

We support people with disabilities and vulnerable people in the target provinces in Cambodia by responding to their basic needs in their community.

### **Vision**

People with disabilities and vulnerable people in the target provinces in Cambodia have opportunities to obtain education, rehabilitation, health care, and income generation on an equal basis with others.

### Issues and needs of target children and youth with disabilities

A variety of exercises, including identifying key issues through drawing, were used for these key issues and needs to emerge. Some key themes emerged throughout the three days. This list is by no means exhaustive and does not cover all the issues that children and youth with disabilities face.

Specifically:

Inclusive education:

Some children are unable to attend school because of distance and money. An example was raised of young girl with disabilities who lives 3 km from school and cannot afford to go to school. In these instances private donors, or the commune council could help.

Children with disabilities cannot access high school - currently CABDICO only supports children for three years at primary school, but this is clearly not enough support. Through closer collaboration with the commune council, it was believed that the needs of these children could be integrated into the community development plan.

There is a lack of teacher tools and assistive devices to properly integrate children with disabilities into mainstream schools.

#### Rehabilitation:

There are a lack of assistive devices for children with disabilities to help them become independent in daily living.

#### Self Help groups:

There are still not enough funds for people with disabilities to start a business or improve their standard of living.

One area identified was in having enough money to raise animals. Specifically, it seems people with disabilities do not have the funds to do this.

On top of this, sometimes people with disabilities do not have the tools to do this – meaning that there needs to be some skills training in certain areas so that people with disabilities can do work and earn income.

#### Self Empowerment:

Some specific suggestions on skills training that was needed were related to farming and small businesses selling products in a small shop.

There are a lack of employment opportunities for those with disabilities. CABDICO staff do not have the means or knowledge to refer these people to employers who can help.

#### General:

Lack of information and data on children with disabilities is a common problem. To get this information, commune chief and councils can be asked about the numbers of children with disabilities and what their disabilities are. Through visit to schools and kindergartens to verify this information, CABDICO could also find out which children are able to attend schools and which cannot. In addition, they can create maps of the community with all the houses so that we understand which houses have children with disabilities.

#### Operating:

Documentation is in English so many of the team cannot understand them. Ensuring documentation is translated (and that there is enough budget to do this) is key.

CABDICO board members do not have time to join meetings. The effect of this is that the ED has no support, CABDICO lacks direction, there is no support finding funds, developing networks, and the quality of official documentation suffers. Being more aware of the needs of board members time schedules, flexible, and finding more active board members could help this situation.

## **SWOT analysis**

Using a SWOT analysis (Strengths, Weaknesses, Opportunities, Threats), CABDICO staff and those outside the community were able to identify the situation of the organisation and potential for improvement outside the organisation. People were grouped in areas that they worked in, to identify the situation for each activity or component that they specialized in.

This exercise was performed generally well, with some key points highlighted in bold below:

### **Representatives from outside the community**

#### Strengths:

- Work regularly in the community
- Strong management encourages participants to be confident
- Early intervention
- Reaches lots of people with disabilities
- Trains and provides material to teachers – also provides a library

#### Weaknesses:

- Don't have enough meetings to give feedback to them
- Not enough documentation for official invitations
- Not enough funds to support federation
- People with disabilities don't have enough budget
- Help is not enough for children with disabilities esp those very poor

#### Opportunities:

- **Should create training centre for people with disabilities – because lots of people with intellectual problems would not be able to go to high school/university.**
- Should strengthen capacity of SHG
- **Should create integration class for children with disabilities in Kep**

#### Threats:

- Hard to reach all people with disabilities
- People with disabilities are poor – difficult to be involved
- Families don't have enough money for children with disabilities to go to school

#### Those working with Self Help Groups

##### Strengths:

- Good cooperation with all levels of commune
- Good strategic plan
- Uses existing resources in the community
- Community supports the rights of people with disabilities

##### Weaknesses:

- **Not all people with disabilities are able to join the group**
- Isolated villages are not involved
- **Lack of technical aids/assistive devices**
- Lack of budget

##### Opportunities:

- Strengthen capacity of SHG and federation
- More money and time -> we can do more
- **Work with HIV groups as well**

#### Threats:

- Lack of budget (loss of)
- Natural disaster

#### Those working with Child rehabilitation

##### Strengths:

- Teamwork
- Good cooperation with commune authorities
- Rehabilitation in the home
- Compassionate staff
- **No discrimination**
- Able to use resources in the community
- Hardworking, responsible staff

- **Able to make plans that include the family**
- Children are able to develop

Weaknesses:

- **Lack of assistive devices**
- **No clear data of children with disabilities**
- Hesitations, indecision
- Capacity of staff is limited
- **No focus on continuation of children's study after primary school**

Opportunities:

- Spread the work to other geographical areas
- **Intervene earlier**
- After successful rehabilitation, include child into schools

Threats:

- **Family don't want to cooperate**
- Challenge of reaching child – because other organisations also want to reach
- Migration of the family
- Overlap services

### Supervisors

Strengths:

- Provide services to people with disabilities and vulnerable people
- Good cooperation with partner
- Teamwork
- Strong structure and strategy
- **Free service**
- Relevant services to the needs of people with disabilities
- Technical aids for people with disabilities

Weaknesses:

- Correct vision and mission and strategy
- **Employees few, but too much work**
- Lack of funding

Opportunities:

- Find expert for fundraising

- CABDICO name is recognized for their activities in the communities
- Improve knowledge on technical aspects and fundraising

#### Threats:

- Lack of budget for implementation
- Public services still need money (health etc.)

#### Management/strategy

#### Strengths:

- Teamwork
- Cost effective
- Data systems
- Internal regulations
- Financial regulations/system strong
- Good collaborations with partners

#### Weaknesses:

- Insufficient human resources
- Lack of administrative system
- **Lack of reserve funds**
- **Not flexible to world context/trends**
- Monitoring and evaluation
- **Doesn't advertise/inform other organisations**

#### Opportunities:

- Consultants
- Create new projects – depends on requirements of donor
- Upgrade staff capacity

#### Threats:

- Cash transfer too slow
- Less funding from international sources
- Political situation
- Inflation
- Natural disaster

#### Consultants

#### Strengths:

- Work in same office as other disability organisations
- Board members work in disability NGOs
- Attend provincial meetings of disability organisations in Siem Reap
- Member of CCC
- Good links through Handicap International
- Aware of most other NGOs working in disability field
- Staff are open, humble, happy to share experience
- Respected by CIDI network

#### Threats:

- Don't use networks enough when needed
- Don't have goals/strategies for networking
- **Doesn't reach out regularly to partners – only when needs funding**
- **Information about CABDICO not widely distributed**
- **Only 1 staff member confident to approach international networks**

#### Opportunities:

- **Encourage more sharing with other organisations on programmatic things (esp the 4 members of FURADA)**
- Utilize knowledge and network of board members
- **Use program innovation to access new networks**
- Share unique knowledge with other organisations (eg education organisations)

#### Threats:

- Mission drift
- Time
- Resources/sustainability

### **Stakeholder analysis**

As part of the process of writing the new strategic plan, a thorough stakeholder analysis was performed using small groups analyzing different types of stakeholders.

The following questions were asked of participants in their groups:

1. Describe the stakeholders



2. Problems they are facing
3. How they want to address it
4. Capacities that they have for solving those problems

There were varying results from this exercise, with some answers provided off-topic, mixed amongst some useful information. Some of the key points are highlighted in bold.

#### Donors

1. UNICEF, HIC, ARC, AEA, Action Aids, Australian Embassy, Hefer.
2. Changing strategic plan  
No budget for disabilities  
Cutting down overall sponsorship
3. require counterpart with organisation  
focus on pillar level  
focus on beneficiaries  
high expenses on administration is not tolerated  
require specific target areas
4. not flexible  
don't regularly come to Cambodia because Cambodia is a developing country

#### Organisations that are similar to CABDICO

1. CFA
- 2 project is almost finished  
no close cooperation with community  
strong documentation, weak practice
3. continue the project  
conduct field trips with similar interest organisations  
strengthen the awareness of staff on how to help people with disabilities and community  
want to transfer the target groups to other similar organisations
4. Continuing the projects  
adjusting the unsuccessful projects

## Government

1. Ministry of Social Affairs, Ministry of Education, Ministry of Women Affairs, and Ministry of Health

### **2. lack of assistive devices**

**teachers have limited awareness of disabilities**

women with disabilities facing discrimination and violence

**there is no free health care service for people with disabilities**

### **3. cooperate with organisations which are partners for supporting assistive devices**

ask for supports for training on awareness of disabilities from partner organisation

**seek any organisations which are working on disabilities for counterpart**

4. making agreement with partner organisations to support technical devices

training teachers on disabilities awareness

training on empowering people with disabilities

increasing budget to join with NGOs

## Partners

1. Ministry of Health: Health Center, Ministry of Education: Primary School, Department of Social Affairs, commune councils, family of people with disabilities, and partner organisation.

2. no awareness of disabilities

no technical help

no deep care

**have a little time ( busy earning income)**

lack of communication

isolated areas

3. spread out the awareness of disabilities

technical training

want the needs to be heard and responded to

meet directly with organisations

need facilitation in transportation

4. providing awareness of disabilities

#### People with disabilities and vulnerable people

1. PwDs, CwDs, widowers, Poor women, People with HIV.

**2. lack of assistive devices such as wheelchairs, walking frames.**

financial problem

no education

violence in family

**3. ask for assistive devices supports  
attend the vocational training center**

to be train to generate income

attend school

4. they have no any capacity to solve those problem but they have willingness

#### Problem and objective tree

The problem tree forms the basis of the objective tree, which then forms the basis of the logframe. This exercise was done with varying results. Some groups were able to grasp the concepts required for this exercise well, while the information from other groups was not as useful.

For full details on this approach, please see: <http://www.odi.org.uk/publications/5258-problem-tree-analysis>

To assist with the core problem of each of CABDICO's four areas of work, the following statements were devised by the consultant, and agreed upon by participants, for each area:

Child Rehabilitation:

Children with disabilities cannot reach their full potential.

Inclusive Education:

Children with disabilities are unable to receive education.

Self-Help Groups:

People with disabilities have no opportunity to generate income.

Empowering people with disabilities:

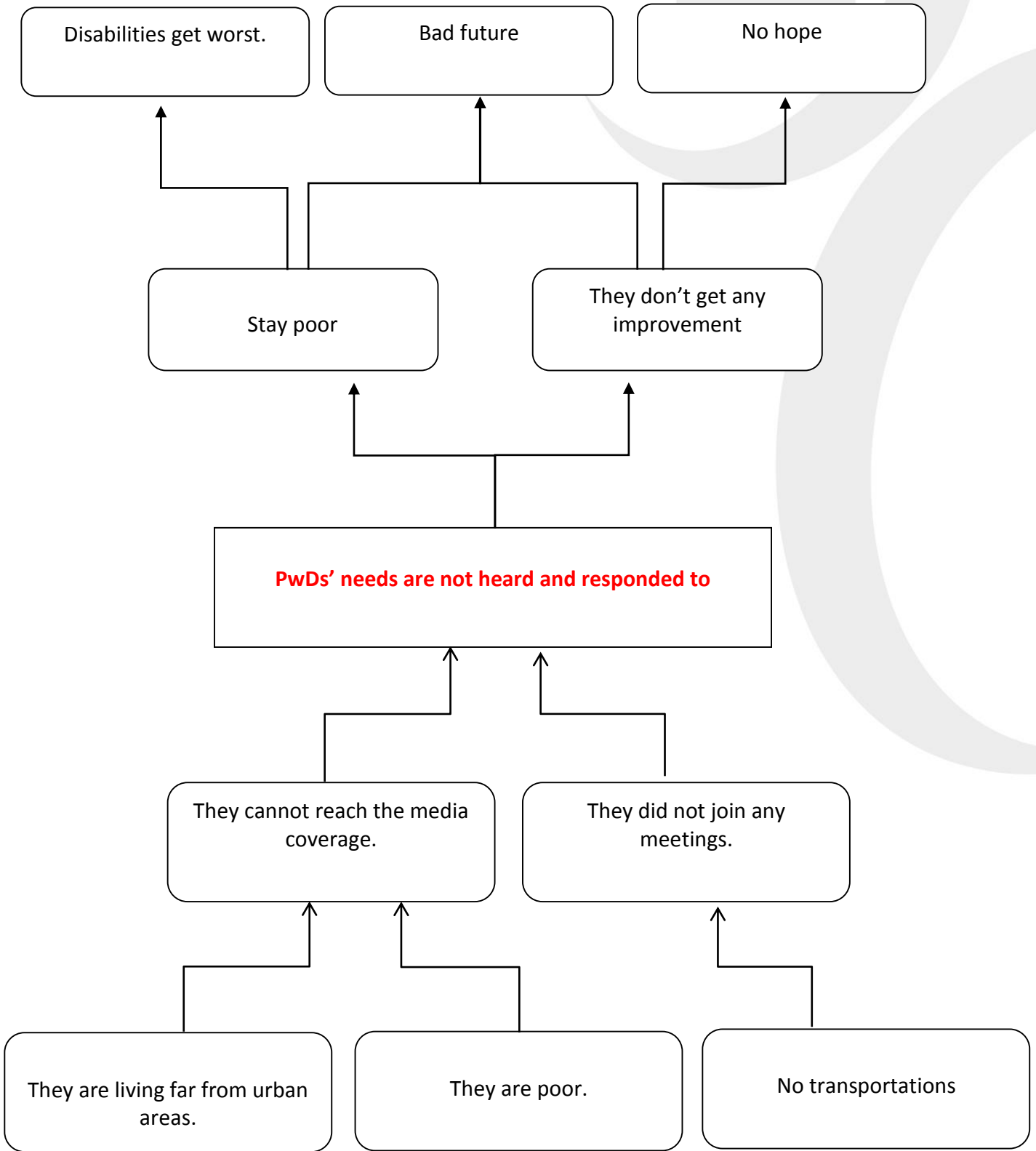
People with disabilities' needs are not heard and responded to.

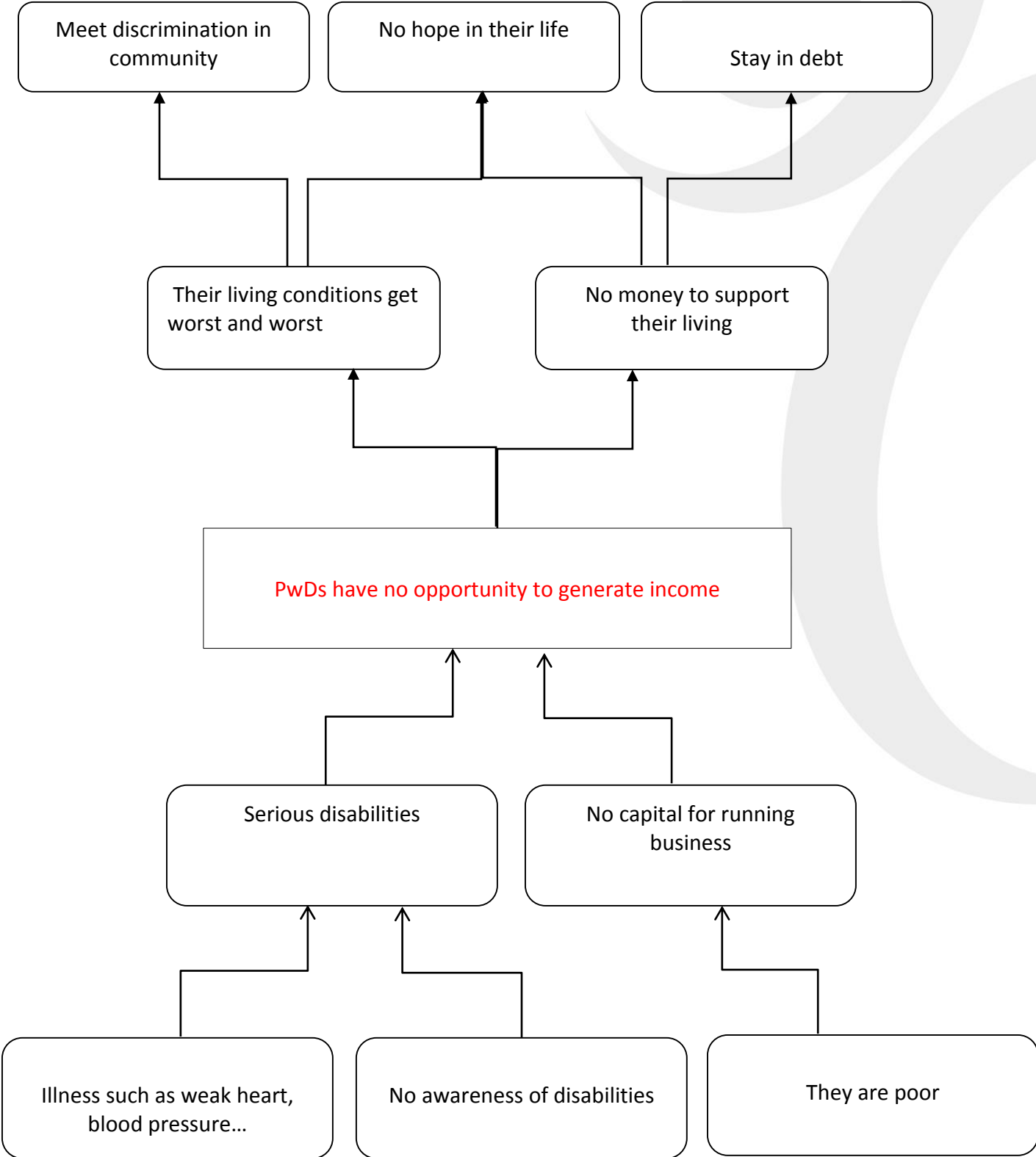
A further core problem, related to organizational capacity, was devised:  
CABDICO does not have strong human resource in ME and managements skills.

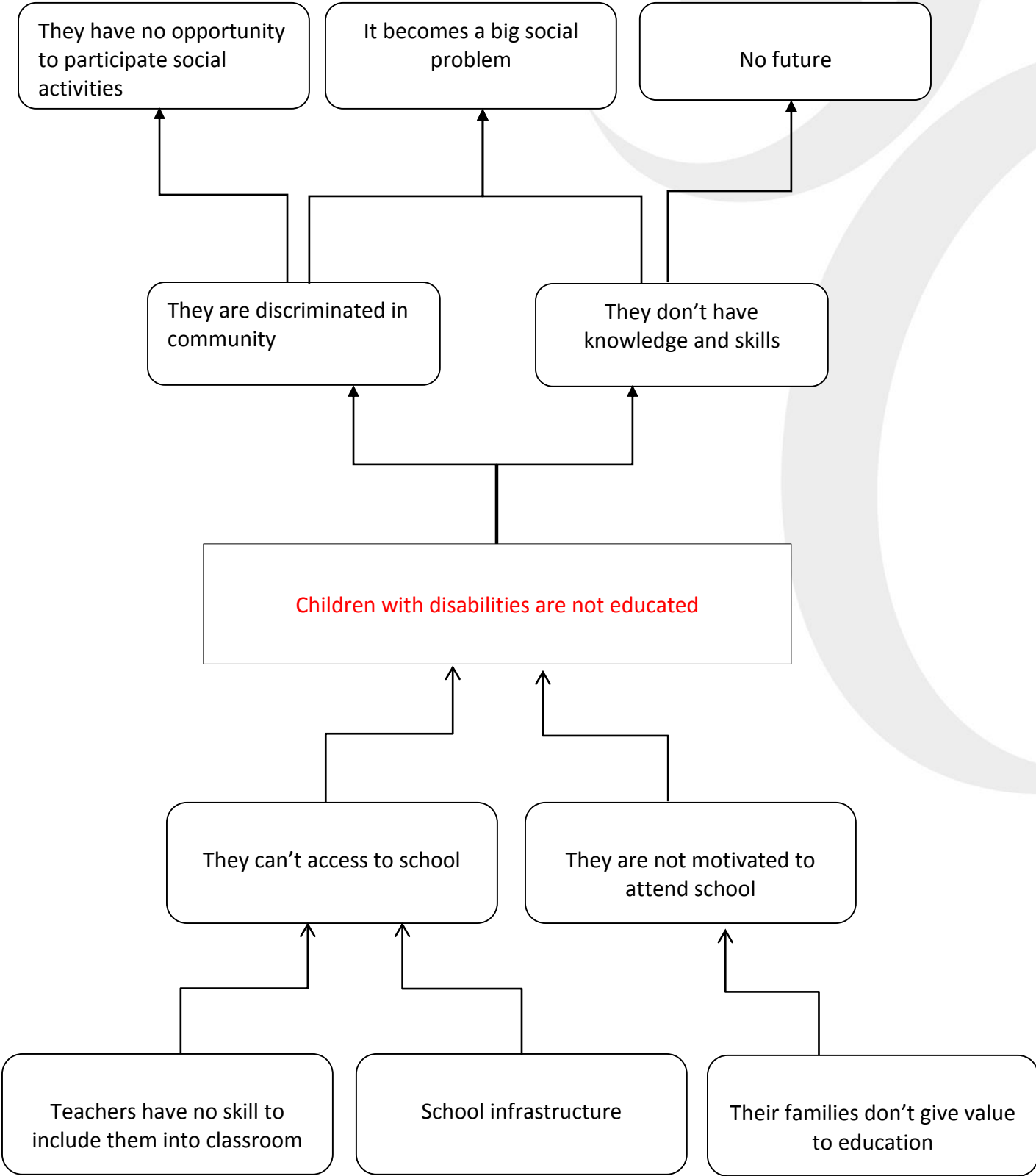
Using the Objective Tree, we were able to combine the top row of results to come up with CABDICO's overall objective:

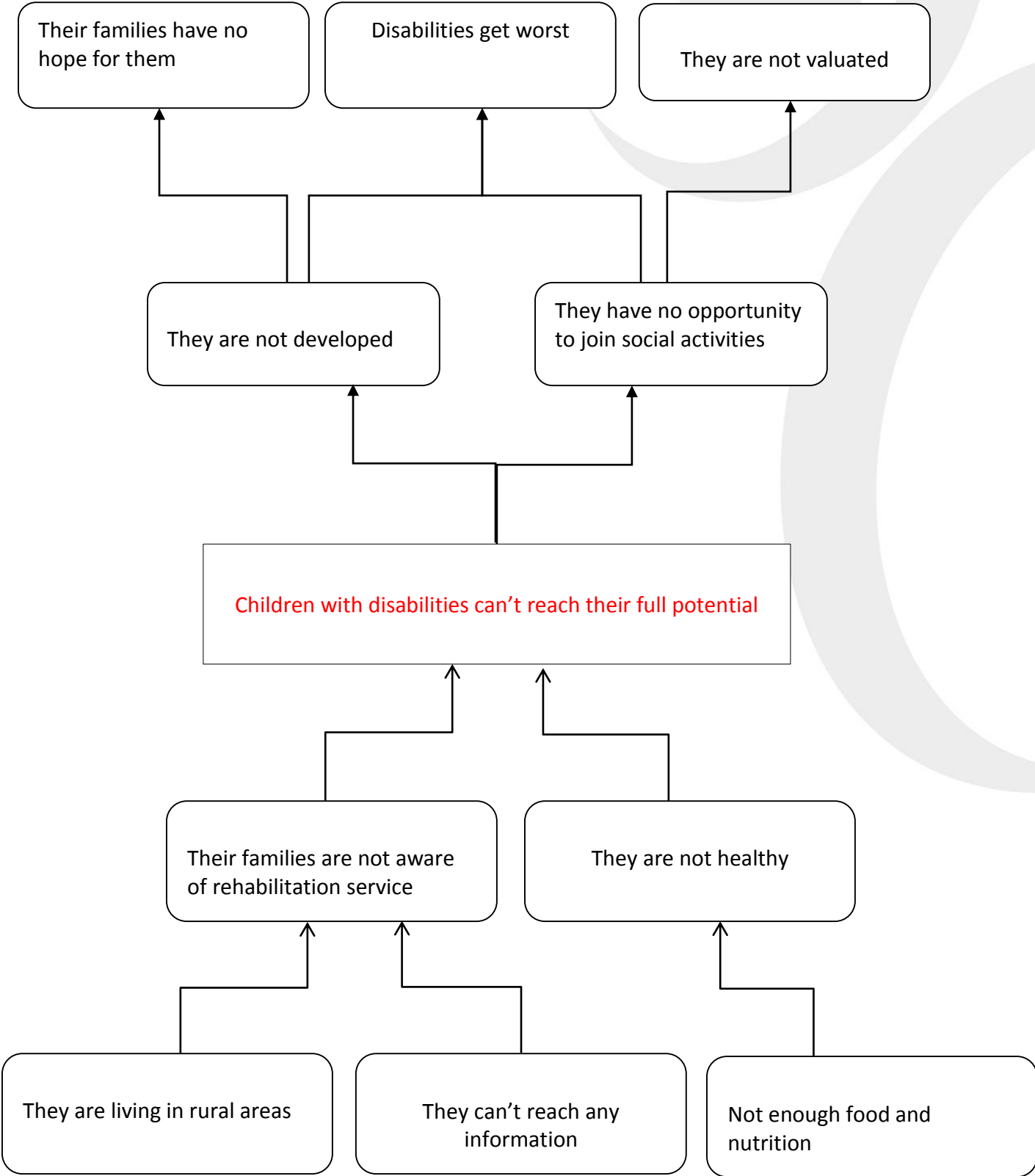
To create a future full of hope for people with disabilities and other vulnerable people in 45 communes of 10 districts in the 3 provinces (Siem Reap, Banteay Mean Chey and Kep), where they are able to participate on an equal basis with others in society, by 2018.

### Annex 1 Problem Analysis

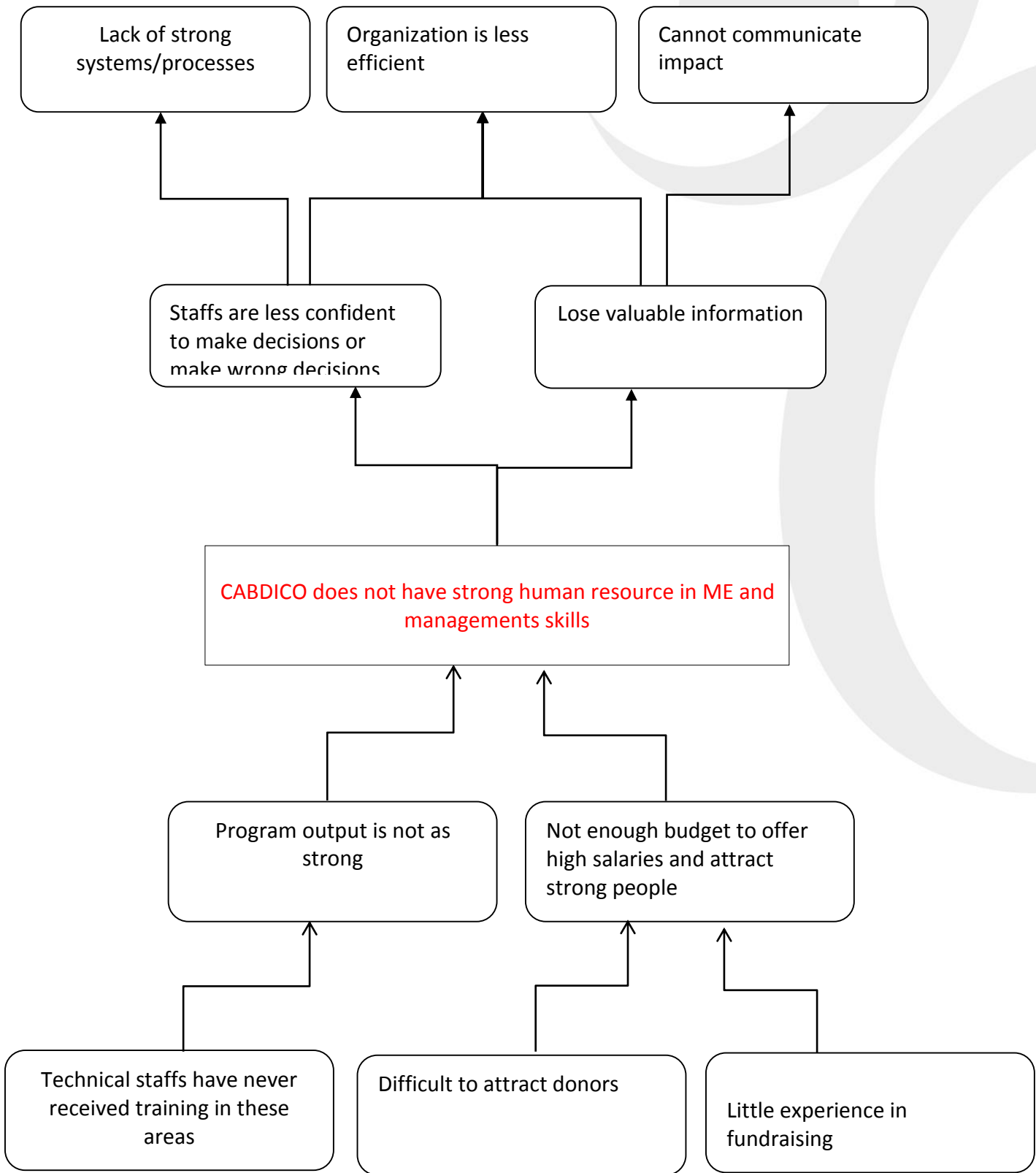












### Annex 2 Objective Tree

