



ORHAN

(Organization For Rehabilitation Of The HANdicapped)

Vavuniya District

STRATEGIC PLAN

2017-2021

"Disability Is Not Inability"

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Abbreviations

AJWS	American Jewish World Service
CBO	Community Based Organization
CBR	Community Based Rehabilitation
DOJF	Disability Organizations' Joint Front
DPO	Disabled People Organizations
DS	Divisional Secretariat
GA	Government Agent
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HI	Handicap International
ICT	Information Communication Technology
ILO	International Labour Organization
IOM	International organization for Migration
MIOT	Medical institute of Tamils
NPC	Northern provincial Council
NPCODA	Northern Province Consortium of organizations for Differently Abled
NTT	Neelan Tiruchelvam Trust
NVQ	National Vocational Qualification
ORHAN	Organization for Rehabilitation of the HANdicapped
PWDs	Persons with Disability
PWIs	Persons With Injuries
RDS	Rural Development Society
SEED	Social Economical Environmental Developers
SCOT	Standard committee of Tamils
SP	Strategic Plan
SSO	Social Service Officer
TVEC	Tertiary and Vocational Education Commission
UNICEF	United Nations children fund
USAID	United States Agency for International Development
UNDP	United Nation Development programme
UNCRPD	United Nation Convention on the Rights of Persons with Disabilities
VAT	Value Added Tax
VT	Vocational Training
WUSC	World University Service of Canada

Executive summary

The ORHAN Strategic Plan for 2017-2021 was highly informed by previous strategic plan, in depth contextual analysis including forecasting future scenarios and the given the organizational capacity, stakeholder consultation process, and considering the other similar organizations in the regions carryout similar interventions in voiding duplication in promoting and protecting the rights of persons with disability. As a result of participatory strategic development process, ORHAN's with the consensus of its stakeholders agreed to focus on the following thematic areas for the period of 2017-2021:

1. Socio-economic development and medical rehabilitation of PWDs
2. Technical and environmental accessibility for PWDs
3. Advocating, networking and researching
4. Organizational effectiveness and sustainability

Operationalise the Strategic plan is an important component of this plan, built the second tier leadership through constructive succession planning process, strengthen the management and governance functions by adopting and adapting best practise, which are feasible for ORHAN success, develop strategies and using existing tools to promote organizational image are among some of the key areas that ORHAN will focus for smooth operationalization of SP. As identified as a thematic area, ORHAN will utilize its existing income generation unit to build, the organizational effectiveness through implementing feasible local resource mobilization strategies.

To be fully realized the thematic areas and its strategic goals, strong support from stakeholders and ORHAN's constituency is vital and new grants and other sources of funding must be secured.

1. Introduction

1.1. Purpose of the strategic plan

Organization for Rehabilitation of the Handicapped (ORHAN) has been operating well for last two decades during the hard time and able to build an image among its constituency and wider stakeholder's spectrum nationally and internationally. It overcame indescribable challenges and served to its community by adopting and adapting different strategies during the past. At present, the political scenario has been changed significantly; there are several flexible ways that ORHAN sees that it could serve its constituency. It is also want to recall its past and its achievements, and strategies it used to overcome its challenges to define its thematic areas for coming five years. In addition, the Strategic Plan (SP) that ORHAN followed ended in 2016. Thus ORHAN intends to go through a well-structure participatory strategic development process to define its thematic areas and strategic goals accordingly. The strategic plan for the period of 2017-2021 is expected to make a platform for converging efforts of ORHAN and build synergy with its stakeholders, paving a pathway for becoming an organization in the forefront of protecting the rights of Persons with Disability (PWDs) in Northern Province.

1.2. The Planning Process

The selected consultant for facilitation of the strategic planning process worked with ORHAN's staff and board of directors and subsequently with ORHAN's stakeholders in a stakeholder consultation process was organized. Thus the SP process was planned as follows:

A two day workshop: a two- day workshop was organized with all staff only and followed through a standard approach in defining strategic directions; time line analysis, stake holder analysis, contextual analysis, forecasting the contextual changes in coming five years of time, identify possible thematic areas that ORHAN has to focus based on analysis and staff perception. Following to a two-days planning workshop with the staff, one-day workshop organized with Board of directors along with key staff, who participated in the first two days' workshop, to present the findings of first workshop and agree on the identified thematic areas and developed strategic goals to achieve ORHAN's mission.

Subsequently, a stake holders' consultation process was organized to present the ORHAN's thematic areas. Based on the ideas, received and discussed, the thematic areas and strategic goals were well-defined further in a consensus-oriented way.

2. Background

Considering the history of the district, Vavuniya is one of the affected districts, suffered much in the civil war in Sri Lanka. As a result, the number of persons with disabilities proportionately, increased. Further more, until 1999, there was neither rehabilitation nor registered non – governmental organizations existed to help the disabled and handicapped community.

From various other districts, especially from Jaffna district, people displaced by the war moved, even so, the handicapped who were led in to the situation, felt the miserable condition in the Vavuniya district. Those few handicapped persons professionally stable and steady, found that a rehabilitation organization is vital to empower their co – persons with disabilities. Their membership and experience from other institutions initiated a foreground to make all their efforts effective efficient towards the rehabilitation.

Mrs. Mary Ann Emelda the Vavuniya Divisional Secretary at the time pointed out the necessity for an organization for persons with disabilities in Vavuniya at the celebration of International Disable Day celebrated by Vavuniya divisional secretariat, held on 12.12.1998.

Hence the later part of 1998, some well-wishers who concerned about persons with disabilities suggested the Government Agent (Mr.K.Ganesh was during that period) about the necessity of an organization to empower the persons with disabilities in Vavuniya Disatrick.

Then, the Government Agent proposed that idea his officials to call a public meeting. According to that Divisional Secretariat (Mrs.EmaldaSukumar, Divisional Secretary, Vavuniya) Summoned a meeting on Thursday 21 Jan 1999, in this meeting well-wishers who are concerned about the persons with disabilities and representatives from Government organizations and Non-government organizations participated. Some key persons with disabilities who had already initiated a working committee in this regard under the president ship of Mr.V.Subramaniam and the secretary Mr.P.Thevamanoharan at the meeting held on 09.01.1999 had also participated at the meeting call by DS.

Thereafter, in order to inaugurate an organization to empower the persons with disabilities, a meeting was summoned 27th Jan 1999, Wednesday. By an organized group which was at the previous meeting organized by DS 12.12.1998 in the inauguration meeting “ORGANIZATION FOR REHABILITATION OF THE HANDICAPPED-VAVUNIYADISTRICT” was inaugurated.

ORHAN has now been a well-known organization working for promoting and protecting PWDs rights and empowerment since its inception. It has been serving to all districts in the Northern Province.

Though ORHAN was FUNCTIONING in strategic directions, it had no written strategic document up to 2008. The first written 03 years strategic plan from 2009 to 2011 was developed with the support of WUCS AND implemented very effectively with the support of other agencies. Based on the lesson learns of the implementations of first strategic plan, it initiated another 5 years strategic plan from 2012-2016 developed with the support of AJWS. End of this second strategic plan it decided to develop another 5 years strategic plan for the period of 5 years from 2017-2021.

3.CONTEXT

3.1. Sri Lanka and Persons with Disability

People can be disabled for various reasons. Some are born with mental and physical disabilities. In today’s civilized world looking at disability from a human rights point of view and disabled communities are mainstreaming into the development process. They are not treated as a separate group any more, nor does one engage with them with charity base approaches. But unfortunately, only a very few countries in the world today still continue with charity-based approaches (seeking merits) though they are members of the United Nations. Sri Lanka is not an exception in this case.

As per UNCRPD 2007, disability can be classified into four main categories namely physical disability, mental disability, intellectual disability and sensorial disability representing all age groups. The 30 years of armed conflict added more numbers apart from people met with regular accidents or born with disabilities. The increased numbers of senior citizens are also prone to limited movements due to dysfunction of the body as a result of aging.

The official statistics as per the National Census 2012; it is estimated that 8.7% of the population above the age of 5 years, live with some form of disability, amounting to approximately 1.74 million Sri Lankans. However, it is believed that the actual numbers of PWDs are far more than the official figure and to be in the range of 12-15% of the population as the Washington Group Questionnaire used to capture disability statistics during the census was proven to be misleading and has not captured the actual figures of the disabled population.

Source: VidyaAbhayagunawardena (2015, August 14) why post-war Sri Lanka still grappling to Ratify Disability Convention? Retrieved from <http://www.dailymirror.lk/83591/why-post-war-sri-lanka-still-grappling-to-ratify-disability-convention>

3.2. Organizational analysis

Strong governing body with its high contribution from certain members, experienced and committed staff with certain number of technical staff, organizational structure clearly reflecting and differentiating governance and management functions, availability of policies, function of a separate unit for income generation and minimum physical resource are strengths for ORHAN in achieving its set strategic goals for next five years.

On the other hand, ORHAN will work on improving the areas; increase participation and contribution from all board members, develop technical skills of current staff and fulfil if there are any lacking through recruitment, develop result-oriented staff performance appraisals and develop strategies for staff motivation to reduce high staff turnover, increased clarity over strategic directions and advocate donors for raising funds for areas identified as in the SP, improve the efficiency and effectiveness of income generation unit is very essential to meet its strategic objectives in next five years' time span.

During the development process of strategic plan the opportunities and threats of the SWOT analysis were try to identify thorough a PESTEL analysis

3.3 Contextual analysis (PESTLE)

Following to the twin political transitions in 2015; the first political transition through presidential election following to a parliament election and formation of coalition government created a greater space for civil society organizations to raise their concern and working more independently comparatively.

3.3.1 Political context

After ratifying the UNCRPD the government is making progress in domestic implementing of United Nation Convention on the Rights of Persons with Disabilities (UNCRPD) real and more meaningful. It takes initiatives to promote the rights of PWDs; it has reflected at the regional level as well i.e. Northern Provincial Council (NPC) is in progress in making appropriate positive changes to improve the well-being of PWDs through provincial health ministry and social service department. Health ministry begins to provide medical certificates as an evidence for PWDs so that they could access to services. Central government line departments also get involved with awareness raising as to PWDs rights and claiming their rights i.e. Divisional Secretariat (DS) awareness through DS offices.

Another positive aspect is that changes in terms of improving rights of PWDs in electoral process i.e. using braille in voting and provide transport for voting purposes, and increased opportunity for Disability Organizations' Joint Front (DOJF) to advocate for PWDs' rights at national level i.e. increased likelihood for inclusion of PWDs rights in the new constitution of Sri Lanka. These aspects are current positive aspects in the areas of ORHAN work.

However, no adequate measures taken for political representation of PWDs at local, regional and national level and organizations working for PWDs still struggling looked at their services through right based approach lenses instead they seen the support to PWDs as charity basis are greater challenges.

As there have been positive political environment for civil society activisms, there could be increasing funding opportunities from government stakeholders and development agencies i.e. there may be new projects and NPC could start more initiatives for betterment of PWDs.

3.3.2. Economic context

Opportunities for persons, who complete VT course, in getting employments, increased Self-employment as government and NGO's initiatives in providing loans, encouraging local products and technical support, increased marketing linkages has resulted increased revenue among certain PWDs comparatively. National Vocational Qualification (NVQs) level accepted as equal to university qualification- increased chances for reducing number of drop outs.

On the other hand, Increased Value Added Tax (VAT) and prices of public goods PWDs are facing increased difficulties in managing their lives, availability for comprehensive development agencies' support in implementing projects is limited as they do not cover operational costs in certain instances, increased number of competitors in providing VT courses with travelling allowances and other financial benefits causing difficulties organizations like ORHAN in conducting VT courses successfully.

Increased self-employment opportunities, availability of new technologies, new market linkages, limited PMA as there might be increased aged population could affect the PWDs and their social support are likelihood in coming years.

3.3.3 Social and cultural context

Increased community awareness as to rights of PWDs; representing PWDs in CBOs, improving their life skills and in community meetings, importance of access to new building has been recognized and adapted have resulted increased opportunities for PWDs in self-decision making and self-employment. Honour PWDs ability and skills through sports events and cultural events, increased provision of supportive equipment i.e. wheel chairs, availability of provision in transport services and availability of sign language at hospitals, DS offices and Kachcheri, functions of NPCODA to represent the PWDS issues at Northern provincial level, availability of braille unit in public libraries of four districts in Northern province are positive aspects in terms of social and cultural context.

However, there are limited number of organizations working for PWDs with required quality, no accessibility arrangements with the old buildings, monthly 3,000 PMA is not adequate, selection for such assistance is not, in many cases, not appropriate, in many instances; PWDs are not given reserved priority in accessing public transport and health, huge gap still between community and PWDs, stakeholders and agencies working for PWDs' rights when they develop and support initiatives based on the right based approach, lack of involvement of PWDs in decision making, lack of awareness on available facilities for them to building ramp facilities when they are given houses, increasing number of elders, medical certificates are incomprehensive; no separate format for PWDs' medical certificates and difficult to understand the type of PWDS, majority of students who completed Vocational Training (VT) course ,and getting employment on same area are categorized as challenges in socio-cultural factors.

In coming years, there could be increase number of PWDs receiving PMA, increased number of PWDs engages with self-employment initiatives, there still certain discrimination and negligence of PWDs would continue, increased road accidents would create more persons with injuries (PWIs), number of dependent persons including elders would increase could be future scenarios and ORHAN interventions are defined to address these issues.

3.3.4 Technological context

Introduction to new instruments; braille printer, Joes software, iPhone usage and increased technologies in information sharing i.e. I-phone, increased awareness through Social media, increased access to funders through social networking using new technologies, computerized Vavuniya district PWDs' data, reducing the impact of PWDs i.e. hydro therapy through improved technology are positive technological factors as to ORHAN works with PWDs.

Making access to new technologies is costly, and lack of technical capacity in using new equipment more properly, certain equipment or facilities available only in developed countries sometimes cannot be used in Sri Lanka i.e. blind cycle, increased technologies making difficult for PWDs as their secrets are possible to get hacked, use of braille in Tamil 7 language still limited are challenges to be dealt with care.

3.3.5. Legal context

Ratification of United Nations Convention on the Rights of Persons with Disability (UNCRPD) and Implementation and monitoring as per the Protection of Rights of the PWD Act No.28 1996 for promotion, advancement and protection of rights of persons with disabilities have been provide legal basis for equal rights of PWDs. Availability of 3% quota for PWDs in government services encouraging factor for PWDs. Legal acceptance for sign language provided more opportunities for PWDs deaf and hearing to receive services from certain government departments. Increased willingness and commitment of NPC to provide the medical certification and identity cards for PWDs of NPC, Availability of fairly comprehensive National Policy on disability (2003), and increased opportunities for PWDs with spinal code injuries to receive driving license are positive aspects for ORHAN in executing its proposed activities.

However, Absence of a separate commission for PWDs as per CPRD suggested creating policy level changes, absence of measures to legal action or charges against those who violate laws created for protecting PWDs, no space for person with hearing issues in receiving license though PWDs with spinal code injuries has the same opportunity, lack of awareness among other sectoral government and Non-Governmental organizations (NGO) staff as to laws and rights of PWDs, lack of commitment in providing identity cards to PWDs are challenges for ORHAN to advocate and promote and protect the rights of PWDs.

In coming years, there are increased possibilities for; UNCRPD implementation will provide more space for PWDs in protecting and advancing their rights, increased opportunities for implementation of disabled persons (accessibility regulation) No.1 of 2006 policy and regulation, alternative legal provisions for protection of rights of PWD Act No. 28 of 1996 will be in place are likelihood in coming year.

3.3.6. Environmental Context

Increased awareness among stakeholders as to ease the access of PWDs increased in the recent past due to continues advocacy efforts by several disability rights organizations. Government supported public and other buildings are taken the ramp facilities and other accessible facilities into the consideration when they design, and construct common buildings. There are literally reservation of seats in public transport is visible. There still lacking areas that need continuous advocacy efforts in realising the PWDs rights in terms of their physical access i.e. access to services from private sector including banks.

On the other hand, PWDs who involve with small income generation activities through organic vegetables have been severely affected by unexpected weather changes; flooding and drought – it further demoralise their hard working and their ability to resilience against their physical disability. This same scenario is expected to continue for coming years as well.

3.4. Stakeholder Partnership

Stakeholder analysis on identification of ORHAN's key stakeholders, an assessment of their interests, needs and expectations, an assessment of the ways in which these interests impact on your organization, a prioritization of key stakeholders and a strategy to govern the relationship will pave the way for ORHAN to explore the different voices that need to be considered to build and strengthen partnership in achieving its strategic goals.

Current engagement and collaboration with ORHAN is also considered and it became clear that new partnerships and working relationships could be strengthened. Stakeholders were defined as organizations/

groups that have an interest in the outcome of ORHAN's work; for which collaboration might therefore be expected to benefit them or assist their own work.

Provincial social service ministry, Northern Province Consortium of organizations for Differently Abled (NPCODA), Tertiary and Vocational Education Commission (TVEC), DOJF, and NGO consortium are classified as more interested and high influential stakeholders towards achieving ORHAN's goals. ORHAN will continue to involve them in decision making process, engage and consult regularly. Doctor, volunteers, beneficiaries, social service officer, well-wishers, development agencies, similar local organizations working on similar mission and parents of PWDs (students) are with high interests and less influential in ORHAN works. ORHAN will keep informed them and consult on interested areas as they are potential supports and ambassadors for achieving ORHAN's goals.

On the other hand, groups of stakeholder consist of networks, lawyer, education department, economic development officer and rural development society are categorized as low interested and low influential stakeholders and ORHAN will focus on moving them to high interested areas through disseminating information as to ORHAN's progress and achievements regularly. Finally, there are certain group of stakeholders consist of The Government agent, Divisional Secretariat, GramaSevaka and the provincial council are categorized as high influential and less interested stakeholders, ORHAN will focus on engage them and consult on their interest areas and increase their interest to the ORHAN's goals. Considering this stakeholder mapping, ORHAN will develop strategies to manage its stakeholders.

4. Thematic areas

4.1. Our Vision

Equal rights and equal opportunities for person with disabilities

4.2. Our Mission

Providing services for persons with disabilities to have equal rights and opportunities with their active participation on the concept of 'disability is not inability'

4.3. Core Principles

Building on our strengths: We will maintain high quality of our existing core programmatic strengths. And will adhere to our core values such as commitment, compassion, integrity, efficiency and value the dignity of the target group.

Clear priorities: We will be more systematic about setting realistic priorities and goals for our work, given our level of staffing and resources.

Advocacy loud and clear: We will be louder, clearer and more visible in our public policy advocacy to state and other governance structure.

Collaboration: We will be more proactive in building collaborative relationships with other organizations and networks that are working to improve services and assistance for persons with disabilities and their families. We will also think and act creatively to harness support from the corporate sector and the community.

Transparency: Our decision-making and communications are clear and transparent. Trust more on collective efforts than individual initiatives.

Diversity: We maintain diversity in terms of culture and gender and will encourage everyone's unique contribution

Learning and Innovation: We are committed to a culture of excellence and continuous learning we will encourage exploration of new ideas and developing workable approaches to benefit to communities.

Efficiency: Using resources in a considered, appropriate and transparent manner for maximum and timely humanitarian needs .

4.4. Selection of thematic areas

There has been increased number of PWDs in the Northern Province and their basic needs and the process of integrating them with community require multi sector involvement and realising PWDs rights at the foremost requirement in promoting and protecting their rights. Thus organizations and the community need to look at the needs of PWDs with the right based approach instead looking at charity lenses and make them more dependable on others. On the other hand, majority of them depend on their family members or other sources for their day to day living, lacking employment and job related skills causing them dependable on others- lack of capacity in establishing self-employment opportunities cause them dependable. There still huge gaps in accessing to community buildings for a common meeting or private institutions in seeking services due to the lack of physical facilities and limited access to improved technologies also deterrent factors for a inclusive development of PWDs. In addition, availability of legal provisions, policies and regulations are not fully implemented and with flaw provisions require advocacy and lobbying to claim the rights of PWDs and facilitating for duty bearers to realise their duties. Given the contextual analysis with the forecasted scenarios, the long term experience, and stakeholder consultation, ORHAN has agreed on the following areas as its thematic areas for the period of five year starting 2017-2021.

<p><u>Socio-economic development and medical rehabilitation of PWDs</u>2. <u>Technical and environmental accessibility for PWDs</u> 3. <u>Advocating, networking and researching</u> 4. <u>Organizational effectiveness and sustainability</u></p>
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4.5.Details of thematic areas

4.5.1 Socio-economic development and medical rehabilitation of PWDs

There are 18,967 PWDs in the Northern Province as per Provincial Council data 2014. However, there are lack of support has been the case for a long time and none of the organizations working for comprehensive support. Most of the activities are still focusing on rehabilitation of PWDs. Thus, ORHAN will comprehensively looking at development of PWDs. ORHAN will continue its educational support to develop knowledge of PWDs and will continue its reputed work on cultural and sports events to increase the space for PWDs to integrate with the community, on the other hand it will create awareness among community members as to rights of PWDs and will result possible community integration. ORHAN will create more feasible livelihood development opportunities while working on providing needy vocational training courses thus ORHAN will facilitate for generating employment opportunities. Given the current demand form its constituency, it will focus on rehabilitate PWDs; provide medical rehabilitation process to continue the physical and mental well-being of PWDs.

Strategic goal: To develop economic and social standards of PWDs and facilitate medical rehabilitation process for betterment of disabled.

Strategic directions to achieve strategic goals

- Facilitate social development of PWDs
- Facilitate economic development of PWDs
- Facilitate medical rehabilitation of PWDs

4.5.2 Technical and environmental accessibility for PWDs

There has been a greater change in reserving access points for PWDs of new building among government and non- governmental entities, however, continuous pressure from civil society organizations is vital to continue the same awareness, also it should be considered in private sector as well. In addition, uses of available technologies are not fully exploited by PWDs to increase their access to services and other required forums. Thus, ORHAN will concentrate on these issues in its strategic plan phase and also identify new technologies which increase PWDs access to services and benefits as do ordinary person receives.

Strategic goal: To improve the environmental and technology accessibility of PWDs to mitigate the impact of disability.

Strategic directions to achieve strategic goals

- Facilitate for accessibility through creation, modification and adaptation of physical infrastructure
- Facilitate access to current technology and new technology

4.5.3 Advocating, networking and researching

As a leading organization working for PWDs' rights, ORHAN will continue its advocacy efforts to protect and promote PWDs' rights and lobbying continuously to bring about legislative changes. As there are increased number of local/national and international working for PWDs betterment, ORHAN will focus on strengthening effective networking to systemize the service delivery. Further, ORHAN will focus on researching PWDs issues in depth, facilitate development of database, researching new technologies could adapted or adopted to the use of PWDs.

Strategic goal: To advocate, networking and researching for promoting and protecting PWDs' rights

Strategic directions to achieve strategic goals

- Advocate for PWDs rights and lobbying for legislative changes at national and provincial level
- Strengthen existing networks and establish new networks
- Initiate research and development to bring sustainable solutions

4.5.4 Organizational effectiveness and sustainability

ORHAN will focus on building its organizational effectiveness to meet organizational competency in delivering its programmatic strategic goals and focus on resource mobilization to contribute to diversify its funding and to sustain its operation in delivering better services to PWDs in the long run.

Strategic goal: To increase the organizational sustainability by adapting standard management practices and through resource mobilization strategies.

Strategic directions to achieve strategic goals

Initiate new strategies for local resource mobilization while continuously seeking funds for development agencies

- Improve and implement organizational promotional plan
- Develop the human resource capacity technical and management to meet the requirement of the constituency
- Develop the physical resources to meet the future requirements.

4.6. Cross cutting themes

ORHAN is to consider that the following cross cutting themes should be incorporated into the approaches to bring about positive changes in the society:

4.6.1. Gender

Revised gender policy will be implemented into all programmatic and organizational approaches. ORHAN ensures the equality and equity between men and women in its programs. It emphasizes the equity in benefits,

meeting the needs and interests of both women and men, the full and active participation of women in the development process at all levels, with specific attention to decision making by women.

4.6.2. Environment and disasters

There is a strong link between the environment and disasters. Environmental pre-conditions often contribute to disasters. Disasters can result in negative environmental impacts. Given the significant changes in climate in the recent past, there is high likelihood for disasters more particularly flooding and drought. In the event of disasters, PWDs are more vulnerable than other segment of community. Thus, ORHAN will consider and prepare itself in responding to such situation to prevent an mitigate the consequences of any disasters.

4.6.3. Child and elders

ORHAN will implement its child protection policy reflecting into organizational and programmatic approaches. Increasing number of elders is another area for concern and ORHAN will consider well-being of elders in its programmatic approaches.

5. Operationalizing the Strategic plan

a. Succession planning

ORHAN has long been in the process of developing suitable organizational structural changes given the focus on developing its second tier leadership and also to meet the requirements of its thematic areas. It including coaching and mentoring of second tier leaders in taking new responsibility and thus will result in smooth transition and to also creating definite governance and management roles.

b. Organizational policies

ORHAN will focus on implementing its improvised policy on gender and newly developed child policy in coming year and will give high concentration on implication of implementing them.

c. Operational plan

An annual operational plan will be developed to ease the operationalization of this strategic plan. In the meantime the strategic Plan will be widely shared with stakeholder.

d. Develop organizational promotional plan and dissemination

ORHAN will focus on promote its image among stakeholders and its community. Thus, ORHAN will develop leaflets and series of awareness meeting to the stakeholders through progress updates and using social media (face book, twitter, and LinkedIn).

6. Annexures

Annexure one: ORHAN Strategic Plan: Result chain of identified strategic goals

1. Socio-economic Development and medical rehabilitation of PWDs				
Strategic goal: To develop economic and social standards of PWDs and facilitate medical rehabilitation process for betterment of persons with disabilities.				
1.1 Facilitate social development of PWDs				
Activities	Outputs	Outcomes	Impact	Methodology /Strategies
Continue support special schools for mentally challenged children	85 (75 existing and more 10)mentally challenged children benefitting from schools	Increased ability to link with school education system and increased likelihood for social integration	Increased self-help care and less depend on others	Direct implementation. resource teachers to work with the support of head resource teacher and non-academic staff
Modernize special education units at schools (on selected basis)	5 schools will be supported in setting up special education unit in 5 districts	Increased willingness to engage with learning	Increased self-help care Increased ownership from government schools to replicate with other schools	Collaborate with provincial education ministry, NPC
Supply special education unit materials on selected basis	5 schools will be supported through special education unit materials	A standard is established in terms of required special education unit materials. Increased numbers of PWDs engage with learning and empower them.	Improved standard of education and increased number of PWDs successfully integrated with the community and involve and contribute to community affairs	Partner with provincial education ministry, NPC And provide guidance and technical support.
Organize sports events for PWDs	At least 1 sports events conducted at national level	Increased PWDs engage with sports	Increased self-esteem	Direct implementation and partner with DPOs

Organise cultural events	At least 5 cultural events conducted	Increased PWDS engage with cultural events and increased space for social gathering	Increased self-esteem and self-confidence	Partnership with Social service department and other NGOs
1.2 Facilitate economic development of PWDs				
Provide technical training PWDs	At least 200 PWDs will be trained on improving livelihood initiatives	Increased use of technical inputs in livelihood initiatives	Increased productivity	Direct implementation, PWDs selection in cooperation with GS and Social service department
Provide livelihood inputs as per their sector requirements	At least 200 PWDs will be provided livelihood inputs for livelihood Initiatives	Increased number of PWDs engage with the livelihood initiatives	Increased sustained income resulted increased self-care and confident and social status	Direct implementation, PWDs selection in cooperation with GS and Social service department
Create market linkages	At least 200 PWDs will be trained on improving livelihood initiatives	Increased number linkages established for PWDs' products		Linkages with potential market
Provide vocational training	At least 5 courses for youth PWDs	Increased vocational training skills and ready for employment	Increased income in a sustainable way and integrated with the community and increased social status	With the partnership of government and CBOs
Provide employment opportunities based on the received VT	At least 40 trained PWDs are linked with the job providers			Partner with private sectors in ensuring employments

1.3 Facilitate medical rehabilitation of PWDs

Facilitate providing medical screening and certificates initiatives	At least 500 PWDs are supported in medical screening and receiving medical certificates	Increased access to government services	Increased physical well-being of PWDs and improved access to services and physical mobility	Collaborate with Social service department and health ministry of Northern Provincial council
Continued medical support	At least 100 PWDs supported	Increased physical well-being through better healing process		Collaborate with general hospital
Provide assistive devices	At least 300 PWDs received assistive devices	Increased access to services and physical relief		Collaboration with Kandy teaching hospital for low vision accessories and Puttukannu foundation for spectacles and with other NGOs
Provide therapies (physiotherapy, speech and sign therapy, hydro therapy, Yoga therapy, occupational therapy and play therapy)	At least 200 PWDs received support from different therapies			Direct implementation including technical support through physiotherapist
Provide nutritious food	At least 75 PWDs received nutritious food	Increased access to healthy food		Direct support

2. Technical and environmental accessibility for PWDs

Strategic Goal: To improve the environmental and technology accessibility of PWDs to mitigate the impact of disability.

Facilitate for home adaptation	Minimum 50 (10 per year) of awareness program conducted	Increased awareness and inclusion of budget in housing schemes	Increased comfort in accessing infrastructure	Collaborate with Social service provincial ministry and development agencies
Built house and toilets	At least 25 toilets in Northern province and one model house is built	Increase basic infrastructure with accessible facilities		Beneficiary selection and monitoring from government duty bearers and technical support from private service providers.

Facilitation for accessibility facilities in public buildings and built environment	At least 5 building will be supported with adaptive adaptation	Increased access to services	Improved independent self-care in accessing services	Collaborate respective government stakeholders
Introduction of new technologies and facilitate the use of existing technologies	Increased use of available and new technologies by PWDs	Increase access to information and services		Direct support and collaborate technology service providers where applicable
3. Advocating, networking and researching				
Strategic Goal: To advocate, networking and researching for promoting and protecting PWDs' rights				
Awareness on education, category of disability and prevention, and accessibility	At least 10 awareness programs conducted	Increased awareness among the community and government stakeholders	Improved access to services by PWDs	Direct implementation
Strengthening the current networks and creation of new networks including private sectors	Increased number of organizations, forums, private entities in the network varies from local, regional and national	Collective voice on advocating rights for PWDs through national, regional and local level networking	Increased success in realizing PWDs rights	Collective effort through better coordination and communication with relevant stakeholders including private sectors i.e. Banks, private companies i.e. garments, printing associations, and computer centres
Advocate for policy changes favourable for PWDs i.e. bringing new clauses to ensure PWDs rights in receiving transport facility	Increased advocacy efforts through coalition and established networks			
Conduct Research on PWDs issues and facilitate the development of database for Northern Province	Availability of comprehensive database for NP and new areas identified through research initiatives in promoting and protecting PWDs' rights	Increased data in designing initiatives for PWDs and duplication of initiatives avoided	Increased efficient and effective interventions increased well-being of PWDs and thus increased their self-dignity	Collaborate with all government, development agencies, private sectors and other local and national organizations
Collection best practices and	Increased number of strategies and best			Direct intervention

Lessons learnt through case studies	practices				
Engage in Policy reviews	Increased number of suggestions and advocacy efforts	Increased opportunity for improving existing policies and dialogues continuously to improve the PWDs' rights	Increased recognition of PWDs' rights and improved well-being in an integrated community	Collaborate with all government, development agencies, private sectors and other local and national organizations	
4. Organizational effectiveness and sustainability					
Strategic goal: To increase the organizational sustainability by adapting standard management practices and through resource mobilization strategies.					
Local resource mobilization	A feasible local resource mobilization plan is available	Initiatives in the plan are implemented	Increased income to manage a certain expenditure of Organization operational cost	Direct implementation with the support of technical capacity from service providers	
Human Resource development	A comprehensive HR development plan is developed through a proper skill audit process A succession plan is developed for second tier leadership development An appropriate performance appraisals and staff motivation plan is developed	Improved technical and management skills of staff. Improved leadership and management skills of second tier leaders and sharpening their skills and knowledge to lead the organization. An appropriate organizational structure is developed to ease the organization function Staff are motivated and increased clarity over their existence and increased performance	Increased organizational effectiveness and sustainability	Direct implementation and periodic support from external resources in developing tools and procedures	
Physical resource development	Improved physical resources	Increased physical infrastructure facilities to	Improved organization efficiency	Direct implementation through development agencies' support and	

Promote organization image	Organizational promotional strategies are identified and developed i.e. leaflets, Social media- FB, Twitter, LinkedIn, etc.	organize ORHAN's operations Increased awareness as to organizational, vision, mission and activities among stakeholders and constituency	Increased organizational Image	through own funding. Direct implementation and using networks
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Annexure two: Organizational history record – development based

ORHAN (Organization for Rehabilitation of Handicaped) Vavuniya district.

Establishment of the organization.

- 1999- The former government agent of Vavuniya Mr. Kanesh addressed the necessity of an organization for people with disability in vavuniya , at a meeting.
- 1999- The planning meeting was held by the former divisional secretary of Vavuniya Mrs. Emelda Sugumar.
- 1999- Formed a working committee.
- 1999- The first annual general meeting and selection of executive committee.
- 2006 board of trustee was formed

Development in legal registration

- 1999- Registration with Vavuniya divisional secretariat.
- 2002- Registration with Vavuniya district secretariat.
- 2008- registration with Tertiary & Vocational Education Commission
- 2012- Registration with the ministry of social services.
- 2012- Company registration.

Steps towards permanent office building

- 1999- Used the residence of the secretary of the organization as the office.
- 2000- Functioned at a place in SEED organization..
- 2001- Functioned at a rented room in no. First lane, goodshed road, Vavuniya.
- Functioned at a rented part of a house in no. 181 goodshed road, Vavuniya.
- Functioned at the whole house where the office was functioning in a part of the house.
- 2005- Shifted to a rented house in Mariyamankovil road, Pandaarikulam, Vavuniya..
- 2006- Shifted to a rented house in no. 95/34F, 1st Lane, Sooaiyappar road, Veppankulam, Vavuniya.
- 2007- Shifted to a rented house in no. 181 Navalar road, Padaarikulam, Vavuniya.
- 2008- Shifted to the permanent office building constructed at second lane, Balavinayar road, Thavasikulam, Vavuniya

Land and buildings developments

- Received donation of 01 acres of land from Seva Lanka in 2006 .
- 2007- Constructed permanent well and water supply systems with support of ACTED
- 2007- Constructed permanent own building for the special school 'PuthuvalvuPoonga' . with the support of SOLIDAR
- 2008- Constructed permanent vocational training centre with the support of WUSC.
- A2009- Constructed own permanent office building from own fund with the support of A.J.W.S.
- 2012- Constructed permanent physiotherapy Centre with the support of A.J.W.S.
- 2011- Constructed vehicles parks from own fund.
- 2015- Two additional classrooms constructed for puthuvalvupoonga
- 2015 – Additional vocation training class room with canteen was constructed with the support of GIZ
- 2016 - Purchased 100 perch land for income generation activities and playground for puthuvalvuponga from own fund and fund raising programme

Grow up in staff number

- 2000- Appointment of first admin. Officer in 2000.
- 2001- Appointment of first field officer and first office asst. in 2001.
- 2002- Appointment of first financial officer in 2002.
- 2002 - Appointment of first diver in 2002.
- Appointments of staff to the admin. Unit, finance unit programme unit and income unit as per requirements from time to time.
- 2011- Regularized the appointments of 4 unit leaders of admin. Unit, finance unit, programme unit and income unit after the establishment of income unit.
- 2016- Appointments of 4 divisional heads for 4 service sectors of visual disability sector, hearing and speaking disability sector, mobility disability sector and intellectual disability sector.

Usage of vehicles

- 2001- Purchased foot bike for the field officer from own fund.
- 2002- Three wheeler donated by FORUT for the C.B.R programme in 2002.
- 2003- Motor bike donated by Sri Lanka Ramkrishna Mission for the field officer
- 2005- second three wheeler purchased for PuthuvalvuPoonga'
- 2007 - Van for the office use donated by the project of FLICT of GTZ and WUSC
- 2008- tractor and harvesting machine donated by WUSC.
- 2008- The first bus donated by Solitar for 'PuthuvalvuPoonga'.
- 2012- The second bus for 'PuthuvalvuPoonga' donated by U.N.D.P.
- 2013- Purchased a bus for 'PuthuvalvuPoonga' to replace the first bus from own fund
- 2015- A bus purchased for income generation.
- Purchasing of motor bikes as per the needs of projects from time to time.

Increasing financial resources-

- * 1999- 2001- The members of executive committee collected fund through visiting house to house and shop to shop.
- * 2001 - Donors funds for projects.
- ** 2011- in addition to project funds, the income unit was established for collecting non project funds.
- ** 2016- The income unit started to involve in income generation activities in addition to fund raising programmes.

Increasing supports from donors-

2001- CARE International the first donor for the first project (micro finance project)
2002- FORUT the first donor for major project (C.B.R. project).
Funding for various projects from time to time from UN agencies, INGOs, local NGOs, local and foreign governmental organizations, Sri Lankan diaspora, individual overseas Sri Lankan and local well-wishers.

ORHAN history record – year based

1999-2004

1999

- The former government agent of Vavuniya Mr. Kanesh addressed the necessity of an organization for people with disability in Vavuniya, at a meeting
- The planning meeting was held by the former divisional secretary of Vavuniya Mrs. Emelda Sugumar.
- Formed a working committee.
- The first annual general meeting and selection of executive committee.

ORHAN commenced its work in 1999 with limited resources.

- ORHAN received the following two legal registrations
- 1999- Registration with Vavuniya divisional secretariat.
- 2002- Registration with Vavuniya district secretariat.
- 1999- Used the residence of the secretary of the organization as the office.
- we focused on enrolling members to the organization and well-wishers for raising funds
- 1999- 2001- The members of executive committee collected fund through visiting house to house and shop to shop.
- From 2001 onwards, ORHAN was able to attract donors.
- 2001-CARE International the first donor for the first project (micro finance project)
- 2002-FORUT the first donor for major project (C.B.R. project).
- 2000- Functioned at a place in SEED organization.
- 2001- Functioned at a rented room in no. 181 goods shed road, Vavuniya Functioned at a rented part of a house in no. 181 goods shed road, Vavuniya Functioned at the whole house where the office was functioning in a part of the house.
- ORHAN appointed 05 staff in this period
- 2000- Appointment of first admin. Officer.
- 2001- Appointment of first field officer and first office asst.
- 2002- Appointment of first finance officer
- 2002 Appointment of first driver
- The following vehicles were received
- 2001- Purchased foot bike for the field officer from own fund.
- 2002- Three wheeler donated by FORUT for the C.B.R programme in 2002.
- Motor bike donated by Sri Lanka Ramkrishna Mission for the field officer in 2003.
- We strategically recruited 38 volunteers to ease operation of CBR program, with the support of FORUT.
- 2004- ORHAN commenced a training centre for 10 mentally challenged children on the name of ‘Puthuvalvu Poonga’ in a rented house and ORHAN Sri Lanka UK was created in London to ease operation, the raised money from them used for running the training centre for mentally challenged children.

2005- 2008

- This period should be considered as ORHAN’S greatest period as it was able to serve its constituency as best as ORHAN was blessed with flow of financial and technical support from many of the development agencies. ORHAN had good flow of financial and technical guidance from variety of donor’s agencies and NGOs; such as FORUT, AJWS, WUSC, GTZ, UNICEF.

- 2005-the first ORHAN's sports meet- sports event for children with disability was conducted with the support of FORUT , which later provided ORHAN huge image not only at provincial level but also at island wide too
- m 2005- second three wheeler purchased for PuthuvalvuPoonga'
- 2006 board of trustee was formed
- 2005 office Shifted to a rented house in Mariyamankovil road, Pandaaarikulam, Vavuniya
- 2006- OFFICE Shifted to a rented house in no95/34F 1st Lane , Soosaiyappar , Veppankulam,
- 2007- OFFICE Shifted to a rented house in no. 181 Naval road, Padaarikulam, Vavuniya.
- Received donation of 01 acres of land from Seva Lanka in 2006
- 2007- Construction permanent well and water supply systems with the support of ANGOTO.
- 2007- Construction permanent own building for the special school 'PuthuvalvuPoonga' . with the support of SOLIDAR
- Van for the office use donated by the project of FLICT of GTZ and WUSC in 2007
- 2008- Construction permanent vocational training centre with the support of WUSC.
- 2008- ORHAN VT Centre and VT courses were registered with Treasury and Vocational Education Commission (TEVC),with the support of WUSC
- 2008- Office Shifted to the permanent office building constructed at second lane, Balavinayar road, Thavasikulam, Vavuniya.
- 2008-tractor and harvesting machine donated by WUSC.
- 2008-The first bus donated by Solidar for 'PuthuvalvuPoonga'.
- 2006 board of trustee was formed

2009- 2012

- This period like the previous period, was a peak period for ORHAN in terms of building the organization and development of programs. In terms of programmatic approach, ORHAN could continue with vocational training, CBR, livelihood support, sports meet, provide assistive devices and school for mentally challenged children, and ORHAN was able to initiate psychosocial support, and support IDP camps in Vavuniya.
- 2009- Constructed own permanent office building from own fund with the support of A.J.W.S.
- 2011-Constructed vehicles parks from own fund.
- 2012 - The second bus for 'PuthuvalvuPoonga' was donated by U.N.D.P.
- 2011 - the first ICT course for visually handicapped was started with the support of ILO
- Release of 2 video clips on accessibility for all- advocacy film and second one was related to difficulties facing by PWDs' hearing issues,
- 2011- The income unit – a separate unit for fundraising and income generation was established.
- in addition to project funds, the income unit was established for collecting non project funds
- 2011-Regularized the appointments of 4 unit leaders of admin. Unit, finance unit, programme unit and income unit after the establishment of income unit..
- 2009- ORHAN Human resource policy was developed and in 2012 revised
- 2009- the first three years strategic plan (2009-2011) developed with the support of WUSC , was initiated to be implemented
- 2011- inventories of the organization were totally revised into a comprehensive book let format
- in addition to already obtain legal registration ORHAN obtain the following o2 registrations in **2012**
- 2012- Registration with the ministry of social services.
- 2012- Company registration.
- ORHAN started to implement the second strategic plan developed with the support of AJWS for 5 years from 2012-2016,

2013-2016

- ORHAN implemented very special projects such as , established a provincial disabled women network including 05 district disabled women network. :
- Provided medical certificates to PWDs.
- Appointed 05 district sign language interpreter .
- supported to special and inclusive educations
- built toilet with access facility for PWDs
- In addition to continues focused on vocational training, livelihood assistance , during this period
- ORHAN VT centre was upgraded from C grade to B grade ,
- 2013-Purchased a bus for 'PuthuvaluPoonga' to replace the first bus.
- 2013- ORHAN conducted a district level census of PWDS with the support of ZOA
- 2012-2016 – ORHAN facilitated to establish braille and talking book units for visually handicapped in Vavuniya, Jaffna , Kilinochchi And Mullaitivu Districts ,
- 2015 – additional vocation training class room with canteen was constructed with the support of GIZ
- 2015- low vision unit was established with the support of vision 2020 project
- 2015-A bus purchased for income generation.
- Purchased 10 purchase land for income generation activities and for play gourd for PuthuValvu Poonga from own fund and fund raising programme in 2016.
- 2016- all services were sector vise divided into 4 divisions of visually disability division , hearing and speaking disability division , mobility disability division and intellectual disability
- 2016- Appointments of 4 divisional heads for 4 service sectors of visual disability sector, hearing and speaking disability sector, mobility disability sector and intellectual disability sector.
- 2016-The income unit started to involve in income generation activities in addition to fund raising programmes.