

Disability is not Inability



ORHAN

(Organization for Rehabilitation of the Handicapped) -Vavuniya District

Strategic Plan 2012- 2016

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Executive Summary

Disability is a matter of perception. If you can do just one thing well, you're needed by someone.

Martina Navratilova

The issue of disability exists in every society. Persons with disability become marginalized from society and are crippled physically, mentally, socially as well as economically. In Sri Lanka, the cruel face of decades long war also had its impact on the issue of disability. It kept adding more people in to the disabled community by direct injuries, traumatic impact, lack of medical attention and lack of educational awareness. People who live in war zones were more exposed to these effects. Living in a war zone was a double blow to disabled persons. Northern Sri Lanka was one of the most war affected regions in Sri Lanka. Vavuniya is a district in the Northern region of Sri Lanka, which was a next step from the war zone.

As a result Vavuniya district is home to many disabled people who are from the district and from other districts who were displaced and settled here. ORHAN – Organization for Rehabilitation of Handicapped was formed here in 1999 with a vision of obtaining equal rights and opportunities for people with disability. ORHAN works in collaboration with other organizations for the inclusion of disability issues and people with disabilities in mainstream government and NGO development projects, programs and services. It strives to strengthen the disabled community to increase their participation in the society. With twelve years of experience and collaborations with many government and non-government organizations ORHAN has earned a good reputation as an organization striving to address issues of disability within the state as well as non-governmental sectors. Cessation of war has opened up a tremendous opportunity for ORHAN to work for and with the disabled community with long term objectives to bring in sustainable changes in their lives. Responding to the changes in the situation the board of directors and staff of ORHAN developed a strategic plan for five years, with assistance from external consultants. It provides ORHAN a five-year roadmap to make positive changes in the lives of the disable people, their families and community. Three strategic planning workshops were conducted by the consultants for the board of directors and staff to reflect on their work and vision. The challenges and opportunities were analyzed and goals and strategies designed in a participatory manner. This document presents ORHAN's Strategic Plan for the period 2012 - 2016. The Plan identifies the organization's priorities and defines its areas of Strategic focus.

ORHAN's goal is to see a society where people with disabilities have equal access and opportunities to receive high quality and responsive services and is fully integrated in all aspects of life. To achieve this goal ORHAN targets the disabled community, their families, community, other relevant organizations and the government and decision makers. *To target all these factors ORHAN will work with four objectives.*

Objectives	Focus
People with disabilities are well integrated with their community and provide their fullest participation with the support of their families	Strengthening the disabled persons and their families will be the focus under this objective. Persons with disability will receive the needed medical, social and economical care. And their families will gain the needed skills and attitude to support them rise up.
A Community that accepts and includes people with disabilities and their families with respect is established	Improving the community awareness on disability will be the focus. Appropriate skills and attitudes will be developed in the community to better understand and support the persons with disability.
A strong network is established to enhance the quality of services offered to people with disabilities	Building strong relationship with private, government and non-government organizations will be the main focus. With partnership, sharing of resources, experiences, good practices the services will be collectively improved. Collaborative work is needed to address the multiple needs of the disabled.
Research contributions are made to influence the strategic direction of government and decision makers	Influencing government and decision makers for appropriate and contemporary policy implementation will be the focus. Proper knowledge base will be made available for accurate information on the disability issue in the region.

The new strategic plan envisions ORHAN playing a broader and more complex role from the previous years. The plan requires ORHAN as an organization to engage with broader groups of persons beyond persons with disabilities. In order to make these objectives a reality a special focus within the five year plan is to build the capacities of the

staff of ORHAN to ensure they have adequate skills and knowledge not just to interact and support people with disabilities but to work with a more diverse group of stakeholders. In line with this the management structure of the organizations would also be adapted to better coordinate the activities of the different sectors.

Under its capacity development program, ORHAN focuses on building the staff, organizational capacity as well as the capacity of families, community and other organizations. After the rehabilitation support provided by ORHAN, the persons with disabilities need much more support from the families and the community. Therefore ORHAN builds their capacity by training and awareness building programs. In addition ORHAN will put significant effort to collectively build the capacity of other organizations to improve the quality of services provided to this special community.

With the end of war in Sri Lanka and the economical and environmental challenges faced by many other countries, funding priorities of international donors have changed. There is much competition now to obtain the limited funding. ORHAN is mindful of this challenge and get itself involved in many income generating activities.

ORHAN maintains strong institutional links with government, non-government organizations and international funding agencies and exploit this relationship to provide better service. These relationships maintained enable ORHAN to pursue its vision with much support from outside.

Introduction

Sonaly Thivanka Kumarasinha was born in 2007 as a first baby to a couple live in Akbopura Mamaduwa. In 2009 ORHAN's volunteer found this mentally retarded girl who was unable to speak and with total mobility impairment lying on the bed. The parents were passively watching her hoping for a natural improvement in her. The volunteer spent much time with the parents to educate them and together with them took the child to the doctor and to the physiotherapist. The volunteer followed doctor's advice and helped to improve the child's mobility. The child was trained to stand up, sit on a chair and walk holding a walking bar made by the volunteer in their yard. ORHAN provided a special chair to sit and a rocking chair to strengthen the muscles of the child. The child shows improvements and now beginning to talk and walk. Delighted parents also show interest in helping her to improve.



Persons with disabilities often become the most marginalized group of any society. They are crippled not only by physical and mental terms, but also socially and economically, which hinders their full and active participation in the society. In normal day to day life, they face immense struggles and barriers. In addition to their health needs, they also have special needs in terms of mobility, education, economic engagements, social recognition and independence. Disability is not merely a medical issue but a social issue, which needs to be addressed with a multidimensional approach. Society needs to take special efforts to include these people with special needs, giving equal rights and recognition. The physical environment as well as the attitude of the society needs changes to embrace the disabled people and provide them space to live with dignity.

Unfortunately disability has a strong connection with poverty. Social exclusion due to disability makes these people economically weak. At the same time poverty could also be the cause of disability, due to lack of medical attention, nutrition, health awareness, lack of knowledge on safety etc. Poor people are in general more exposed to factors that could harm their physical and mental health. Support systems to these people should address many aspects – medical assistance, public awareness, rehabilitation, prevention of disability, legislations, education, training and employment, accessibility in physical environment, assistive services etc. A common feature within countries in the developing world is lack of collective and holistic efforts to provide needed support to improve the living standards of the disabled community.

In addition to the scourge of poverty the decade's long civil war in Sri Lanka has had a significant impact on the issue of disability in the country. The issue of disability needs much attention from a society, and in a conflict zone, where normal life has been disturbed and challenged in many ways, the needs of disabled people is often not sufficiently met. The war itself make people disabled in many ways - by direct injuries, lack of proper medical attention, lack of educational awareness, traumatic impact etc. This affects not just the warring parties but the general public is often more adversely affected. In fact in today's modern warfare more civilians are affected compared to those directly involved in the fighting. Vavuniya is a northern district, which was very close to the theatre of war which unfolded in the north and east of Sri Lanka. It was the first refuge for many thousands who fled the more directly affected regions in the north. But it doesn't mean that Vavuniya is a safe heaven. It had its fair share of war impact. And it is a place where the influence of all the armed parties prevailed. ORHAN - Organization for Rehabilitation of the Handicapped is based in this district. And thereby had the need, will and the opportunities to help those disabled people in the society.

Vavuniya had a considerable number of disable people from the district as well as from other districts of the war zone. As per the current data the district has 1255 disabled people. Out of the four DS divisions Vavuniya DS division has the most number of (565) disabled people. Number of disabled people in Vavuniya North, Vavuniya South and Vengalcheddikulam DS divisions is 288, 126 and 276 respectively (Source: District Secretariat, Vavuniya).

The context on which ORHAN has been functioning had changed dramatically. The war has come to an end, weapons have been silenced, and there is free access to all parts of Sri Lanka. Northern Sri Lanka is now open for more opportunities. Calm and stable condition outside makes it possible to have focused work to see a long term impact on disability issues. Projects and programs will not be interrupted by having to address the emergency needs caused by war. The number of persons with disability will not be increased by war any more. Such a situation provides a perfect atmosphere for ORHAN to exploit its vast experience gained over the years and capacity to better focus on long term objectives to improve the lives of disable people. ORHAN envisions a certain level of independence in the lives of disabled and improved social participation.

Who We Are?

Twenty one year old Mahasivam Santhirakasan lost his right leg in a land mine in 2009. The youngster who had sat for his A/L once was planning for a second attempt to enter university. The young boy was found by ORHAN with severe mental distress. In the counseling process he expressed his willingness in joining the computer hardware course. ORHAN provided him with hostel facilities to follow the course. After successful completion of this course he is employed as a computer instructor at National Youth Service Council and earns Rs 17,000 per month.



Vision

Equal rights and equal opportunities for persons with disabilities

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"

Goal

People with disabilities have equal access and opportunities to receive high quality and responsive services and are fully integrated in all aspects of life

Vavuniya district had a significant number of disabled community this number kept increasing due to the civil war. Disability, poverty and the conflict situation together created enormous challenges for this community. In such a situation, till late 90s, there was not a single organization dedicated to serve the needs of this special community, which left these people on their own without proper assistance.

Among them were few persons who were also disabled but filled with ability, confidence and passion to serve their people. Mr. V. Subramaniam was one of them who had initiated a working committee together with Mr. P. Thevamanoharan to address the needs of disabled people. With the support of government officials he formed Organization for Rehabilitation of Handicapped – ORHAN in January 1999.

Since 1999 ORHAN had dedicated its functions to improve the lives of disabled through education, rehabilitation and advocacy work. It had

implemented several projects and programs with the support of many local and international organizations. ORHAN works in collaboration with other organizations to promote inclusive development in Northern Sri Lanka – the inclusion of disability issues and people with disabilities in mainstream government and NGO development projects, programs and services. ORHAN envisions an inclusive Sri Lanka, where children, youth and adults with disabilities - regardless of gender or kind of disability, their parents and families, enjoy the same rights and have

access to the same medical, educational and social services, training and work opportunities enjoyed by other citizens. In such an inclusive society, people with disabilities are accepted, have a voice and participate actively in the life and development of their communities. ORHAN had built a good reputation by working with many local, international, government and non-government organizations in Vavuniya district. It is considered as a primary organization working with people with disabilities in the district.

ORHAN offers many services to the community. This includes a **vocational training center for the disabled youth**. Supporting many youth who have lost all their hopes due to amputations and physical impairments by war injuries. The center provides shelter to many youth, hostel facilities as well as an opportunity to build their skills in several income generating activities such as mobile phone repair, and motorbike repair. It provides



counseling to the affected youth to help them come out of their depression and make them express their wishes about their future. Through its

strong network ORHAN is able to draw assistance from many organizations to support these youth. Some provide small grants for self employment and some other support to meet the appropriate course fees. ORHAN exploits these contacts to even find direct employments for some of these youths. ORHAN does the follow up work to make sure that the skills gained in the vocational training program are put in better use.

Imagine finding yourself blinded in the prime of your youth and suddenly relocated from your home due to civil war. Probably something unimaginable. V. Subramaniam was 24 when his world became dark but bravely returned to university to complete a BA as well as a master. Years later with his wife also blind and two children they found themselves displaced to Vavuniya. Intimately aware of the challenges faced by disabilities including denial of basic rights and ostracisation from society, he was determined to address the needs of the disabled. His dream to serve the disabled community came true with the support of the divisional secretary Mrs. Mary Ann Emelda and the government agent Mr. K. Ganesh. In the late 1998 and early 1999 efforts were taken by these two officials to

“Puthuvaalvu Poonga” is a training center that ORHAN runs for mentally challenged children. The center currently assist 75 children, who are affected with cerebral palsy, autism, down syndrome, attention deficit hyperactive disorder, mental retardation or learning difficulties. These children go through a rehabilitation program under trained staff. Those children who live far away are provided with transportation to visit the center regularly. Volunteers of ORHAN



identify these children and closely work with their parents to give continuous medical assistance and help improve their lives through proper attention. A key activity is to educate the parents on the disability and changing their attitudes towards providing a healthier and more stimulating environment for the children.

Our Milestones

1999 - Establishment of the Organization

2000- Legal registration in the divisional level

The 1st staff appointed

2001- The 1st project in micro finance with CARE International

2002- Community based rehabilitation program with FORUT

District registration

2003- Permanent rented office building with 5 staff

2004- Establishment of training center for mentally challenged children

2005-Started working with various UN agencies and INGOs

2006-Started Vocational Training program with WUSC

2007-Construction of vocational training center and training center for mentally challenged children in the land donated by Sewalanka in Thavasikulam

2009 – Working in the IDP camps

Registration with Sri Lanka customs

2011- Five years strategic plan started

2008 - Registration with tertiary and vocational training education commission as vocational training provider

3 years strategic plan started

2010 – Moved in to own constructed office building in Thavasikulam

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. 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

The Program

Nikalan Yogarasa from Thevanpitti Mannar lost his left leg to a land mine. This twenty eight year old man with a pregnant wife and a child was having trouble finding a suitable job. ORHAN approached Mercantile Security Services (Pvt) Ltd to get him a job as a security officer which would not be challenging to his physical condition. After much discussion the young man got this job with a starting monthly salary Rs 12,500. ORHAN also provide hostel facility for him until he finds a house in Vavuniya.



To achieve the overall goals of ORHAN working only with the persons with disability would not be sufficient. It is crucial that the disabled people get the necessary medical care and needed education and skills to become more independent and start engaging with the society. In addition they need support from family, society, organizations and the government to fully overcome their barriers. Family members and the society should be able to understand their abilities, limitations, dreams and aspirations. Private, government and non-government organizations should be able to provide their services to fulfill the needs and also be able to provide a space for the disabled people to engage with them. For all these to take place, a nation should have appropriate policies in place. Therefore ORHAN targets persons with disability and their families, the community, other organizations and the government. To target these four groups, ORHAN will function with four objectives.

People with disabilities are well integrated with their community and provide their fullest participation with the support of their families

Under this objective ORHAN focuses on strengthening the disabled persons and their families by providing the needed services and creating opportunities to improve their participation in the society. Persons with disability will receive the needed medical, social and economical care. And their families will gain the needed skills to support them. Under the rehabilitation efforts disabled people will get the required medical screening, treatment, equipments and counseling. These efforts would help to improve their mental and physical health, the main barrier that they have to overcome. The next step after rehabilitation would be facilitating them to integrate with the society. By providing them proper education, skill development and social awareness ORHAN would hold hands with them create opportunities and show them the path to engage with the society. The training center for the

mentally challenged children, and vocational training classes prepare these disabled persons to face the world by providing the needed special education and skills. Other social activities like festivals and events are organized to improve the social skills of these people. Just providing the education and skill development would not be sufficient for them to become economically independent. They need special attention to engage with income generating activities. ORHAN's vocational training center for disabled youth prepares them to become part of the nation's workforce. In addition to this, OHAN will also identify people to support them in self employment activities by providing loans. Identified families would also receive livelihood assistance.

A Community that accepts and includes people with disabilities and their families with respect is established

Even after a disabled person as received the required medical care, education and skill development, they still might have to struggle for acceptance in the society. People might not have the right attitude and skills to understand the abilities, limitations, rights, dreams and aspirations of a disabled person, and thereby will not be readily embracing them in to the society. Persons with disabilities would have to struggle a lot to prove them and acquire their positions in places. Thus, it is crucial that the community awareness on disability is improved. They also should be educated on prevention of disability. In general a positive attitude towards the disabled people should be nurtured in the society to help the disabled people to be gradually integrated in to the society. ORHAN will be conducting awareness building programs such as celebration of international disabled day, white cane day, trainings, sports meets and events. These programs would target a wider public and educate them to become sensitive to disability issues.

A strong network is established to enhance the quality of services offered to people with disabilities

A desired social change cannot be achieved by isolated works by individuals. Collective effort is required to see any concrete change in the society. ORHAN will direct much of its work towards building strong relationships with government, non-government and private organizations. The needs of the disabled people are multi dimensional; fulfilling all that needs is beyond ORHAN's capacity. But as an organization which closely engage with persons with disabilities, it has a good understanding about their needs. With that understanding ORHAN will be actively seeking partnerships with other organizations to seek their services to address various needs of the disabled people. With such collaboration the scared resources will be efficiently used to maximize the benefit. This would also pave way for innovation, sharing of experiences, good practices and improving the quality of services.

Research contributions are made to influence the strategic direction of government and decision makers

Any program to succeed, it has to be designed and implemented on the basis of a proper knowledge base. ORHAN will be continuously generating knowledge and information about the persons with disability in the region to navigate their works towards the right direction. This research work would also serve as a starting point for other organizations which desire to assist this special group. ORHAN will also encourage collaborative research and planning jointly with other organizations. The knowledge and information created will also be used to influence policies, to make sure they address the current needs of the disabled persons.

Objectives	Activities
<p>1. People with disabilities are well integrated with their community and provide their fullest participation with the support of their families.</p>	<p>1. Rehabilitation</p> <p>Medical</p> <ul style="list-style-type: none"> • Medical screening and treatment • Counseling for the trauma affected persons. • Distribution of equipments, appliances for the disabled. • Nutrition program • Artificial limp fitting camp <p>Social</p> <ul style="list-style-type: none"> • Training centre for the mentally challenged children, special school for visually handicap and sign language classes • Peace animation program with the persons with disabilities. • Educational assistance for disabled school children. • Training for parents and family members • Sports and cultural festivals • Social awareness program for the persons with disabilities. <p>Economic</p> <ul style="list-style-type: none"> • Self employment revolving loan projects

	<ul style="list-style-type: none"> • Vocational Training project for the disabled youth on self employment. • Livelihood assistance
<p>2. A Community that accepts and includes people with disabilities and their families with respect is established.</p>	<p>2. Training and Awareness Building</p> <ul style="list-style-type: none"> • Awareness program on the Rights of persons with disabilities, prevention and other aspects for GOs, NGOS, private sector, families, schools and community. • Training for staff and other members • Celebrations of International Disabled Day. • Celebration of International white cane day. • Island wide sports meet
<p>3. A strong network is established to enhance the quality of services offered to people with disabilities.</p>	<p>3. Networking</p> <ul style="list-style-type: none"> • Network with other organizations working for disabled in the country. • Training on Networking • Inter district Exchange Program • Establish Steering Committee • Discussions with different networks and participate in their meetings.
<p>4. Research contributions are made to influence the strategic direction of government and decision makers.</p>	<p>4. Policy & Advocacy</p> <ul style="list-style-type: none"> • Census of persons with disabilities in the district. • Census on the Tsunami affected persons with disabilities in Jaffna, Mullaitivu & Killinochchi districts • Develop and disseminate quality, user-friendly resource materials that address the needs of the community

Capacity development will be a concept that strongly underpins all of the work undertaken by ORHAN. ORHAN sees capacity development in a broader sense. Persons with disability, to fully integrate in to the society, need support from multiple factors. ORHAN would provide the essential needs, but that is alone is not sufficient for them to take

their next steps towards active participation in the society. They need support from their families, community, other relevant organizations and the society in general. These factors to be able to support, guide and embrace them need changes in their attitudes and possess appropriate skills. Therefore capacity development for ORHAN is about the individual and organizational capacity of ORHAN, and the capacity of the families, community and other organizations. While providing training for the staffs to improve their knowledge and skills and strengthening the organizational capacity, ORHAN also provide training for the family members and caregivers. Conduct awareness raising programs for the public and actively engage in networking with other organizations to share knowledge and experiences to improve mutual capacities.

Monitoring and Evaluation

ORHAN will involve all the staff members in monitoring the progress to ensure maximum result. Each one of them would feel the responsibility to make sure the outcomes are achieved. Executive committee members will review the progress and plan follow-up activities at their monthly meetings. Program implementing staff will be having weekly team meetings and monthly staff meetings to reflect on the progress of the strategic plan. Unit leaders will be submitting brief evaluation reports to these meetings on the progress of their units. Appointed staffs will be conducting an internal evaluation end of each year. ORHAN would also make an effort to employ an external evaluator to evaluate the outcomes of the strategic plan end of the 5th year, if possible every year.

Institutional Links

ORHAN maintains strong institutional links with government, non-government organizations and international funding agencies. Regular contact is maintain with the key governmental organizations such as Social Service and Social Welfare ministry, National Council for Persons with Disabilities, health and education departments to obtain the necessary services and to be able to influence the policy decisions. It implemented a self employment revolving loan program with National Development Trust Fund (NDTF). The chair person of ORHAN is a member of National Council for Persons with Disabilities.

Over the years ORHAN has worked with and established links with a broad spectrum of organizations from UN agencies such as UNICEF, UNHCR to international organizations such as CARE, WUSC, SOLIDAR, CIDA etc as well as several government line ministries. (Refer Annex II for complete list)

ORHAN had managed projects with the support of several UN agencies and international donors. It maintains close relationships with non-governmental organizations in the district and encourages collaboration in research and project works. ORHAN works very closely with other local organizations and is seen as a leader for other organizations work for persons with disabilities in the region.

Sustainability

ORHAN well understands the uncertainties in receiving funds to carry on the programs uninterrupted. It will be strengthening its own income generation activities and will be in search of finding new ways. Producing leather products, renting out the resources such as tractors, providing catering services to “Puthuvalu Poonka” and other projects, providing the hostel facility for the employed disabled youths for charge are few ways that ORHAN currently uses to generate income. We hope to find some more appropriate ways to increase our income generation.

Annex I: Program Chart

Objectives	Overall Outcomes	Specific Mile Stones for 5 Years	Strategies	Activities
<p>1. People with disabilities are well integrated with their community and provide their fullest participation with the support of their families.</p>	<ul style="list-style-type: none"> Disabled people have improved mental health and physical strength. Disabled people have become more independent and have opportunities to interact with the society. Disabled people have become potential candidates for employment opportunities, equipped with proper medical certificates, equipments, training and education. People with disabilities are more engaged with income generating activities and have improved living standards. Family members and caretakers have improved skills and understanding to support the disabled. 	<ul style="list-style-type: none"> All identified PWD have medically been screened. Minimum 1000 PWD (200 per year have been facilitated to get medical certificates) All needy persons have been provided with assistive devices minimum 60 devices have been distributed per year At least 50 children with malnutrition have been provided with nutritional food 3 counselors have covered at least 75 mentally sick people every year 	<ul style="list-style-type: none"> Create opportunities and provide needed support for the people with disabilities to participate in social affairs. Provide guidance and support to plan their future. Strengthen family members and the care takers to be able to provide needed support. 	<p>1. Rehabilitation</p> <p>Medical</p> <ul style="list-style-type: none"> Medical screening and treatment Counseling for the trauma affected persons. Distribution of equipments, appliances for the disabled. Nutrition program Artificial limb fitting camp <p>Social</p> <ul style="list-style-type: none"> Training centre for the mentally challenged children, special school for visually handicap and sign language classes Peace animation program with the persons with disabilities. Educational assistance for disabled school children. Training for parents and family members Sports and cultural festivals Social awareness program for the persons with

- All children with disabilities excluding children with severe disabilities have been mainstreamed for their education
- Every year number of children participating in the sports meet has been increased by 50 - (2011:-500)
- 50 children with disability have been included in the cultural activities every year
- 90 unemployed youth with disabilities have been provided with main stream employments
- Minimum 7 youth with disabilities have been included into each vocational training course. 4 training course

disabilities.

Economic

- Self employment revolving loan projects
- Vocational Training project for the disabled youth on self employment.
- Livelihood assistance

	<p>have been conducted per year</p> <ul style="list-style-type: none"> • every year awareness programme for 100 family members has been conducted 			
<p>2. A Community that accepts and includes people with disabilities and their families with respect is established.</p>	<ul style="list-style-type: none"> • Community better understand the rights of the disabled people and take efforts to include them in social affairs. • Public buildings in the community have disability access facilities. • District hospital has special services for people with disabilities. 	<ul style="list-style-type: none"> • At least 1 right awareness programme has been conducted in a year. • At least 2 common buildings have been renovated and another 2 new buildings have been constructed in order to make access to PWDs for every year (totally 20 buildings) • One separate counter for PWD has been opened in OPD. Hospital have been encouraged to renovate all 	<ul style="list-style-type: none"> • Influence the community and build positive attitudes towards people with disabilities. • Enhance community responsiveness to the needs and aspirations of people with disabilities, their families and care takers. • Foster the development of community resources and support networks. 	<p>2. Training and Awareness Building</p> <ul style="list-style-type: none"> • Awareness program on the Rights of persons with disabilities, prevention and other aspects for GOs, NGOS, private sector, families, schools and community. • Training for staff and other members • Celebrations of International Disabled Day. • Celebration of International white cane day. • Island wide sports meet

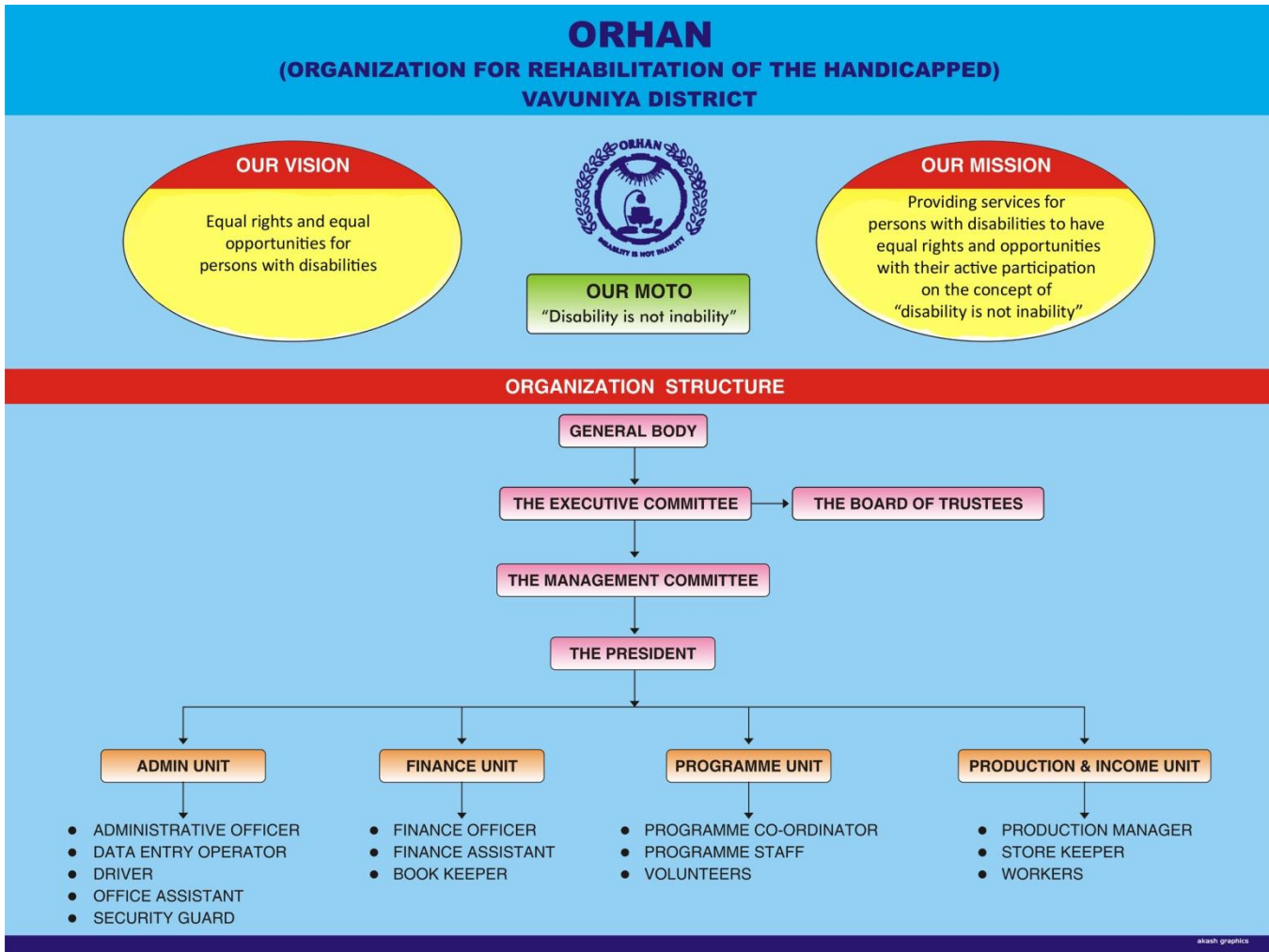
<p>3. A strong network is established to enhance the quality of services offered to people with disabilities.</p>	<ul style="list-style-type: none"> • Contacts are made and strong relationships established with other district and national level government, nongovernment and private organizations. 	<p>toilets</p> <ul style="list-style-type: none"> • At-least one DPO in each district has been linked with ORHAN. All government departments in Vavuniya district have been linked with ORHAN. Better relationship with following ministries have been developed. <ol style="list-style-type: none"> 1. Ministry of Social service 2. Ministry of Health 3. Ministry of Transport 4. Ministry of Education 5. Ministry of youth affairs and skill development • Better relationship with DOJF and NCPD has been developed 	<ul style="list-style-type: none"> • Work with government and local government to ensure inclusion of people with disabilities in their mainstream services. • Engage with the business sector to provide opportunities to people with disabilities. • Collectively foster innovation and good practice at all service levels to achieve high quality and sustainable services. • Develop greater service and resource flexibility to respond to current and emerging needs. 	<p>3.Networking</p> <ul style="list-style-type: none"> • Network with other organizations working for disabled in the country. • Training on Networking • Inter district Exchange Program • Establish Steering Committee • Discussions with different networks and participate in their meetings.
<p>4. Research contributions are made to</p>	<ul style="list-style-type: none"> • Accurate data on disabled community in the district is made available. 	<ul style="list-style-type: none"> • One census has been conducted <ol style="list-style-type: none"> 1. Data base has 	<ul style="list-style-type: none"> • Collect meaningful data and establish a data base to guide 	<p>4. Policy & Advocacy</p> <ul style="list-style-type: none"> • Census of persons with

influence the strategic direction of government and decision makers.

- been created and updated every year.
- At-least 1 research / study related with disable issues has been conducted
- planning and decision making.
- Promote collaboration in disability research and planning.
- Encourage research and evaluation in areas of importance to individuals, families and communities.
- Ensure policy and planning is contemporary, strategic and influential.
- disabilities in the district.
- Census on the Tsunami affected persons with disabilities in Jaffna, Mullaitivu & Killinochchi districts
- Develop and disseminate quality, user-friendly resource materials that address the needs of the community

Annex II: Organizational Chart and Details

Organizational Structure



Board Members

Name	Resignation
Mr.V.Subramaniam	President
Mrs.Jeewathayaliny Ramasuwamy	Vice President
Mr.S.Chanthiran	Secretary
Mr.S. Mahendran	Assistant Secretary
Mr. P.Thevamanoharan	Treasurer
Miss. S.Chanthirikka	Committee Member
Mr.P.Thavarajah	Committee Member

Staff

Admin Unit	05
Finance Unit	03
Program Unit	24
Production and Income Unit	04
Volunteers	15

Programs in 2011

- Community based rehabilitation program
- Training center for mentally challenged children
- Vocational training program
- Economic self sufficient program
- Psychosocial counseling program
- Sports for all program
- Disable people organization capacity building program

Partnerships

ORHAN has experience in managing projects & programs with the following UN agencies.

- UNICEF
- World Food Program (WFP)
- UNHCR
- UNDP
- IOM (Semi UN Agency)

It has project management experiences working with following INGOs / donors.

- CARE International
- ORHAN Sri Lanka (UK)
- FORUT
- World University Services of Canada (WUSC)
- Danish Refugee Council (DRC)
- Facilitating Local Initiatives for Conflict Transformation (GTZ FLICT)

- SOLIDAR
- Save the children – in – Sri Lanka (SCISL)
- SHIA foundation
- ZOA
- CIDA
- American Jewish World Services (AJWS)
- Diakonie Baden
- SCOT(UK)
- MIOT(UK)
- St. Johns past pupils association in UK
- Stuff Tung Tamils Aid (STA) Switzerland
- Motivation Sri Lanka
- NTT
- Handicap International Sri Lanka

ORHAN has good experiences in working with government institutions too. It has well cooperated with following government institutions for the welfare of its members in the district.

- Social Services & Social welfare Ministry.
- National Council for person with Disabilities.(NCPD)
- CBR National Committee.
- Vavuniya District Secretariat. (Kachcheri).
- All four Divisional Secretariats of Vavuniya.
- Social Services Department.
- Education Department.
- Health Department.
- Other relevant Government Departments.

ORHAN has good relationship with all district based NGOs through NGO Consortium Vavuniya district.

Annex III: External and Internal Analysis

Strengths

ORHAN's key strength is the organization's demonstrated ability to provide high quality, necessary services, which help people with disabilities live a fullest life in the community. Staff is committed, and the services and programs offered are monitored for quality. Challenges are met through innovation. ORHAN has an excellent reputation and is looked to by other service providers as a leader for working with disabled community. ORHAN has its own building for their office, training centre and CBR school. It also has a human resource manual.

Weaknesses

It is believed that ORHAN's significant growth has led to face challenges in human resources. It faces difficulties with supervision, lack of structure for coordination among departments. There is a perceived need for improved management practices, use of technology, and increased use of volunteers. Issues with the employment program were mentioned, including tracking, matching people to jobs, training, and finding more opportunities.

Opportunities

Opportunities considered most important:

- Need for ORHAN as the organization to serve for the community in view of number of disable persons increased as a result of war situation prevailed in the North in the past.
- Initiatives to undertake special activities and introduce new legal procedure by the Government relating to the interest and welfare of disable persons.
- Needs are increased for disable persons in view of the changing weather condition.
- Need of long term sustainability in respect of activities implemented within a stipulated period.
- Tendency and preparedness of International Funding Agencies to come forward and provide fund and implement Action Plans relating to welfare of disable persons.
- Change of attitude in the community relating to the welfare of disable persons and the recognition of the organization by the community since its indispensability is felt.
- Facilitation of the ways and means to function under control and the direction of President Task Force.
- Reputation of ORHAN among Non Government Organization and United Nation Agencies.

- Increasing community acceptance and opportunity for further inclusion through employment.

Threats

The threats considered most important:

- Delay in obtaining approval of the PTF from the Presidential Secretariat for the implementation of Action Plans.
- Negative point of view by the Government upon the Non Government organizations.
- Foreign Funding Agencies return the fund to other countries for various reasons.
- Lack of trust and confidence among general public and beneficiaries upon Non Government organizations.
- Reduce of available funding sources due to economical crisis at International level.
- Staffing challenges and the cost of providing good care. It is hard to maintain a competent staffing pool.
- Aging population, which means aging caregivers and aging people with disabilities.
- There are a lot of nonprofits in the county, and volunteers and donors may not be engaged forever with a single service provider.
- Employment for persons with disabilities, especially in bad economic times, gets very difficult.