STRATEGIC FRAMEWORK

2015 – 2020

1. SUMMARY

The Strategic Framework aims to guide and focus ADD International's global programme as we respond to the development needs of disabled people and the disability movement in the countries where we work and at international policy level, and as we adapt to a changing operational environment, with all the challenges and opportunities it presents. The Strategic Framework is based on our Vision, Mission and Values which are in turn underpinned by the Convention on the Rights of Persons with Disabilities (UNCRPD). It represents a broad and ambitious framework within which Country Programme Strategies and organisational strategies (e.g. Policy and Influence, Funding) are developed in response to specific contexts and priorities.

ADD INTERNATIONAL'S
VISION, MISSION AND VALUES

VISION

A world where all disabled people are free from discrimination and have equal opportunities within an inclusive society.

MISSION

To achieve positive and lasting change in the lives of disabled people, especially those living in poverty.

We will do this through capacity building, influencing and working in partnership to ensure that:

- Disabled People's Organisations are stronger and better able to realise the rights of their members, and to tackle poverty and exclusion.

- Individual disabled people are empowered to transform their own lives.

- Changes are secured in policies, practices, services and attitudes so that disability

VALUES

- **Rights:** An understanding of disability which is rooted in the equal human rights of all individuals
- **Empowerment:** Creating the conditions for individuals to transform their own lives.
- **Participation**: Supporting the self-representation and active engagement of disabled people.
- **Inclusion**: Modelling and promoting practices which facilitate the inclusion of all disabled people, such as those who are marginalised as a result of gender, age, geographical location and other factors in addition to disability.
- **Collaboration:** Working as an ally to the Disability Movement and in partnership with all those who share our vision in order to achieve our mission.
- **Learning**: Continually learning from our and others' experience, to develop our practice, improve outcomes, demonstrate our impact and remain accountable to disabled people and our supporters.

STRATEGIC OBJECTIVES, ACTION & FOCUS AREAS 2015–2020

Strategic Objectives:

- Inclusion of disability focus by governments and service providers (including international actors) in development processes.
- Through ADD International's support, DPOs from grassroots to national level, have increased operational capacity to secure improved access to services and resources for their members.
- Through ADD International's support, DPOs from grassroots to national level have increased operational capacity to represent their members and advocate for respect of disabled people's rights.

In order to achieve our mission and objectives, we will work in the following areas:

- Strengthening DPOs to become more effective in bringing about practical positive change in the lives of disabled people.
- Strengthening the disability movement as a whole to become more cohesive, representative, inclusive, and effective.
- Working with non-DPOs to promote the rights, well-being and participation of disabled people.
- Influencing powerholders to introduce and implement legislative and policy frameworks to fulfil their obligations under the CRPD.
- Promoting the inclusion of disability issues in all areas of development.

In order to carry out this work with maximum impact, we have identified 6 areas which require particular attention and investment over this 5 year period:

- Focus on poverty

- Focus on reaching the unreached

- Focus on learning

- Focus on impact

2. BACKGROUND AND PROCESS

This Strategic Framework represents an extension of ADD International's 2013-17 Strategic Framework, following a mid-term review and updating process carried out in 2015. The original strategic framework was developed through an extensive strategic review process involving consultation with internal and external stakeholders at all levels (including DPO members, ADD staff, NGOs, disability experts, and governmental actors) through workshops, meetings, and one-to-one conversations.

3. WHO WE ARE

Since 1985 ADD International has developed a strong identity as an ally to the disability movement in the countries where we have worked in Africa and Asia. Our role has been to enhance the capacity, effectiveness and sustainability of the disability movement and we have carried this out through providing strategic financial support, equipment and facilities, training, accompaniment and mentoring to DPOs. Our interventions have been based on regular analysis of the local context, regional and international trends, and ongoing consultation and dialogue with the disability movement and other partner organisations and allies at all levels. Our approach has been one of empowerment, drawing on the 'social model' / rights based concept of disability[1], and engaging in direct implementation only where this is a necessary step towards helping disabled people to develop their own projects. This distinctive role means that ADD International occupies a 'niche' position within the INGO community by focusing on all types of disabilities, with a rights perspective, in developing countries, in close partnership with the disability movement. In some places ADD is the only INGO working on disability at all.

ADD International's role as an ally to the disability movement, together with the long-term, responsive and empowering nature of our support to DPOs has earned us a high degree of trust and respect among DPOs and national disability movements – those that have not been partners as well as those that have. As the disability movements in the countries where we work have grown and become stronger, so our role has shifted, and at times it has been challenging to manage this change and negotiate new levels of support and new approaches to capacity building with our partners. One theme that emerged strongly from our consultation process was the challenge of balancing long-term capacity building processes with the need to avoid creating dependency among our partners.

ADD International is closely associated with disability rights issues. Our focus on building the capacity of disabled people to promote disability rights and to carry out influencing and advocacy campaigns over the past decade has had far-reaching results: We have supported successful DPO campaigns for the ratification of the UNCRPD and for the introduction of disability legislation. This work has also promoted better awareness of disability in the wider community, with some positive impact on the inclusion and opportunities of disabled people at all levels.

Our unique role, together with our long-term, close and practical involvement with the disability movement has earned ADD International a reputation as an organisation that can speak with authority

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1 The 'social model' locates 'disability' in the interaction between society and the individual as a result of the individual's 'impairment'.

on disability issues in the context of international development. In recent years we have built up a strong policy and influence programme aimed at: highlighting the links between poverty and disability and the role that discrimination plays in this dynamic; building policymakers' understanding of the rights of disabled people as articulated in the UNCRPD; and securing the inclusion of disability issues in development policymaking at international and national level. In carrying out this work we have been able to draw on our direct experience with DPOs in order to develop policy recommendations supported by evidence. We have also worked hard to build a strong community of 'allies' (NGOs, DPOs, influential individuals) in order to agree and promote coherent, targeted policy recommendations across all development sectors.

Despite the high level of recognition and respect for ADD International, many donors have struggled to understand exactly what we do in our partnership with DPOs and why our unique approach is needed - and we have struggled to communicate it effectively. In the past we have not been effective at demonstrating the long-term cumulative impact of our work, and at helping mainstream development actors to understand the complex nature of disability discrimination and the challenge of inclusion. We are responding to this by investing in developing our MEL practice so that we can demonstrate more clearly our added value and the long term cumulative impact of our work, and provide models that can help mainstream development actors to understand the complex nature of disability discrimination and the challenge of inclusion.

4. WHERE ARE WE NOW? WHAT IS THE CONTEXT OF OUR WORK?

A DECADE OF RIGHTS

Over the past decade we have seen some fundamental changes in the context in which we work. In the context of disability and development, the past period can be characterized as a 'decade of rights', with the introduction of the UNCRPD and the creation of national disability legislation and policies as a result. The focus has now shifted to implementation and monitoring of new legislation and to the development of policies and practical programmes in order to put new legislation into practice. Disabled people and the disability movement now need support in order to build their skills and resources to make an active contribution to these processes and to hold governments to account in terms of delivering on their commitments. There is also increasing recognition of the need to ensure that the links are established between disability rights and other international and national rights instruments, such as those relating to women and children.

In addition to the practical opportunities which these new legal frameworks present, the process of developing them has had a positive impact on awareness and understanding of disability at all levels. Disabled people have become more active and visible in policy debates and in the design and implementation of development programmes. Leaders have emerged through the disability movement who are now active in mainstream politics and other areas of civil society, such as the women's movement. It is now important to ensure that these achievements are consolidated and built on in order to ensure that they are sustainable and bring about permanent changes in attitudes and practice regarding disability and disabled people.

DISABILITY MOVING UP THE DEVELOPMENT AGENDA

The Millennium Development Goals (MDGs) failed to mention disability in any of the 8 goals or 60 indicators, and goals aimed at reduction rather than elimination of poverty have led to the further exclusion of those living in chronic and extreme poverty, with disabled people disproportionately represented among them[2]. That's why the historic commitments on disability contained in the sustainable development goals (SDGs) are so important. As well as its rallying cry that "no one must be left behind", the SDG outcome document acknowledges that more than 80% of people with disabilities live in poverty. It explicitly refers to disability in many key targets and, crucially, it undertakes that data should be disaggregated, to ensure the goals are met "for all segments of society".

The rapid shift in recognition of disability as a core development issue over the past 15 years has been underpinned by the creation of the UNCRPD and its reporting framework (including the requirement to report against Article 32 which governs international development cooperation), together with the surge in legislation on disability rights. These developments have led to increasing awareness of the importance of disability inclusion among donors and other development actors, such as DFID's Disability Framework launched in 2014, and inclusion frameworks by other major donors such as DFAT and USAID.

One of the most positive elements of the SDG process has been the space for meaningful input by disabled people, from the early consultations by the UN high-level panel onwards. During the consultation process ADD International has also been at the forefront of a dynamic civil society influencing campaign which contributed to disability inclusion rising rapidly up the agenda.

As disability has moved up the development agenda, other INGOs have begun to do similar work to ADD (capacity building with DPOs/ influencing on disability inclusion) although this is often as part of a wider portfolio of work in development, or has a focus on a specific impairment group. This trend is likely to increase in the context of disability-inclusive SDGs, and this has implications for ADD International in terms of clarifying and communicating our distinctive contribution.

THE GLOBAL CONTEXT

While we hope that the increase in the profile of disability issues will lead to increased support for this area of work, the wider global context presents a number of challenges to capitalizing on the opportunities this presents. The economic climate threatens the ability of governments to put into practice the commitments on disability rights and inclusion which they have made in recent years. It has also reduced funding opportunities both for ADD International and our partners, and increased competition generally, including increasing competition for UK domestic charities struggling with reductions in state funding.

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2 See Chronic Poverty Report 2011-15/ 'Poverty and Disability: a Critical Review of the Literature' by Groce et al (2011)/ Disability and Poverty in Developing Countries, Mitra (2013)

At the same time, history indicates that in times of financial constraint and uncertainty, spending on short-term, service provision inputs is prioritized above more intangible, long-term empowerment processes such as the work of ADD International.

The ongoing conflict and political instability in some of the countries where we work presents challenges to disabled people as well as operational challenges to our work and that of our partners. Climate change is another factor which is already impacting on some of our target populations and is likely to increase in the future. However, it also worth noting that crisis situations can sometimes present unexpected opportunities for influencing policy and practice, and for accessing new funding for this work.

SHIFTING CONCEPT OF DISABILITY

Perhaps as a result of the widening debate on disability issues following the development of the UNCRPD, there has been a growing recognition that the concept and definitions of 'disability' are not fixed and are constantly shifting. The CRPD itself does not have a fixed definition, and the debate on definitions is ongoing at national level in the countries where we work[3].

There is a changing disability demographic across all countries, for example polio-related impairment is reducing, while age-related disability is on the increase. Recent research demonstrates that vulnerability to disability increases through the lifecycle – 1% newborns have disability, 5% of children (accidents are a major cause), 10 – 15% of those of working/ childbearing age and 50% people over 60 (WHO). It is not clear whether the 'profile' of DPO membership and representation is shifting in line with these demographic changes. The severe lack of data and evidence relating to disability, such as hard evidence for the links between disability and poverty, is now recognised as a major obstacle to taking forward the disability debate and to influencing development actors to take practical steps towards greater inclusion in their practice.

Debate on disability has generally moved on from a 'sectarian' climate where disability was sometimes seen in terms of 'them and us', and a rigid interpretation of the social model which focused on environmental issues alone with little room for discussion of issues relating to high dependency. At the same time there has been a shift in Community Based Rehabilitation (CBR) theory and practice towards approaches which are articulated more clearly within the frameworks of rights and inclusion, and this allows for greater convergence with development initiatives which have evolved from the social model. There is now more awareness of the complexity within the disability debate which facilitates a climate for developing constructive and nuanced responses to the myriad needs and issues faced by disabled people.

As the debate on disability has become more sophisticated, we are seeing greater weight given to the importance of recognising difference and tackling marginalisation within the disability movement (including rural, urban, poor, educated, women, age, different impairments). As DPO structures have

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3 UNCRPD: 'Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others'

become stronger and more institutionalised, there is now an emerging debate about the definition of 'the disability movement' itself, with a sense that the 'movement' goes beyond DPOs to perhaps include all disabled people who are trying to change their lives, as well as people affected by disability e.g. parents, children.

ADDRESSING IMMEDIATE NEEDS

While the recent advances in disability rights are widely valued and celebrated, during our consultation stakeholders expressed their concern that the immediate needs of disabled people, particularly the poorest, had perhaps taken a back seat as a result of the focus on the legislative aspect of disability rights over the past decade. Stakeholders understand the indivisible link between rights and needs; they value the rights based approach and advocacy work and are keen to see this approach strengthened, but at the same time many were keen to give more priority to addressing the immediate needs of individual disabled people in a more concrete way.

EVOLVING CAPACITY DEVELOPMENT NEEDS WITHIN THE DISABILITY MOVEMENT

Over the past decade we have found that the capacity development needs of our DPO partners is constantly shifting as their role and aspirations change in response to their evolving capacity and the changing environment which presents new challenges and opportunities. Our experience has shown us that capacity development is not a linear process, but one that is cyclical and which requires us, together with our partners, to constantly reflect, re-evaluate and adapt our response to ensure that it is relevant and effective.

GREATER DEMAND FOR SUPPORT IN INCLUDING DISABILITY IN POLICYMAKING

Working together with key allies, ADD International has been successful in promoting the importance of including disability in mainstream development interventions in order to make them effective. Development actors (governmental and non-governmental) increasingly accept the importance of addressing and including disability issues in all areas of their work, and they are also aware that they lack the skills and understanding to do this and are asking for support in this area. Governments are also asking for practical support and advice on how to implement recent disability legislation through developing practical policies. In the past we provided in an ad-hoc, reactive way, but since 2012 we have worked steadily to build up the evidence, resources and skills to take this area of work forward more strategically.

MORE STRINGENT ACCOUNTABILITY ENVIRONMENT

We are seeing a greater emphasis on accountability and transparency at all levels, perhaps as a result of pressure on resources, but also stemming from an awareness of the importance of modelling good practice as an integral part of the development process, and ensuring maximum impact for beneficiaries. This trend is to be welcomed for the benefits it will bring to stakeholders at all levels, but it also challenges us to provide better evidence of the impact of our work on the lives of disabled people, and on the wider development process. At the same time, donors are keener to learn from our approach and they want to see evidence of the issues we are raising and the solutions we are suggesting. We need to improve our systems, skills and resources to respond to this challenge, but if we are successful we will also be able to use this opportunity to influence donors and policymakers.

TECHNOLOGY AND THE DATA REVOLUTION

The rapidly changing communication and information technology environment presents both challenges and opportunities for our work. We need to keep abreast of new sources of information and channels for communication to ensure that we can access the resources we need to ensure that our work remains of high quality, and becomes better linked in to the wider development debate. We should also ensure that we are utilising emerging technologies which can support improved participation and inclusion of disabled people, and incorporating them into our teams and our capacity building support programmes where appropriate. We are currently witnessing a 'data revolution' which is transforming the generation of and access to data at all levels. This creates new opportunities for ADD International and our partners to access and use key data (for example on allocation of development resources) to hold duty bearers to account, and to promote the disaggregation by disability of data produced.

5. CORE PRINCIPLES

OUR WORK IS BASED ON A SOCIAL AND RIGHTS-BASED APPROACH TO DISABILITY

In the past, disabled people have tended to be seen as people whose lives are defined by medical or rehabilitative needs (the 'medical model'), or as passive recipients of assistance (the 'charity model'). These models failed to reflect the complexity of disabled people's experience of exclusion. In response, the 'social model' definition emerged from the international disability movement: It locates 'disability' in the interaction between society and the individual, and identifies the social, attitudinal, physical and legal barriers as being 'disabling', rather than the impairment itself.

Our understanding of disability is derived from the 'social model', which has broadened in recent years to include a human rights component such as the right to healthcare, education, rehabilitation, social protection and participation: The UN Convention on the Rights of Persons With Disabilities (UNCRPD) acknowledges that disability is "an evolving concept", but also stresses that "disability results from the interaction between persons with impairments and attitudinal and environmental barriers that hinder their full and effective participation in society on an equal basis with others".

Based on this understanding, we focus on the barriers which prevent the full inclusion of disabled people. At the same time, we recognise that disability includes all the dimensions of disabled people's experiences: physical, psychological, cultural, social and political, and we work with disabled people to address these issues within the framework of human rights, including the UNCRPD.

 WE RECOGNISE THE INEXTRICABLE LINKS BETWEEN DISABILITY AND POVERTY

 Disability is both a cause and effect of poverty. It is a core factor in chronic (as opposed to transient) poverty, and therefore needs to be at the heart of the development process if it is to be truly effective. The economic and social impact of disability discrimination and exclusion affects non-disabled as well as disabled people as household and local economies are affected when the potential of disabled people is not nurtured. In our work we strive to reach and include the most marginalised disabled people – those living in extreme poverty and those marginalised by other factors such as gender, age (older people/ children/ young people) and location, which impact further on their social and economic status. At the same time, we work in partnership with the disability movement to highlight the links between disability

and poverty and to influence policymakers to ensure that poverty eradication efforts take disability issues into account and address the needs of disabled people.

WE RECOGNISE THAT DISABILITY INTERACTS WITH OTHER FACTORS TO COMPOUND EXCLUSION AND INEQUALITY

Disabled people are not a homogenous group - the experience of disability is unique to each individual, and is influenced by a range of context-specific social and economic factors. Disability interacts with multiple and intersecting factors – including gender, age, geographical location, ethnicity – which all combine to impact on the experience and level of exclusion and inequality experienced by each individual. We work with DPO and other partners to build understanding of different factors of exclusion experienced by disabled people; to identify, reach and include those who are most excluded; to gather evidence of the complex nature of disability exclusion; and to promote a wider understanding of this among policymakers and development actors.

WE BELIEVE THAT ALL DEVELOPMENT AND HUMANITARIAN POLICIES AND PROGRAMMES SHOULD BE ROOTED IN THE LIVED EXPERIENCE OF DISABILITY

Disability and the many ways it impacts on individuals, communities and development processes, is complex, dynamic and multi-dimensional. In order to develop effective development strategies it is essential for disabled people themselves to be active contributors in the process of identifying problems and developing responses so that these can be based on the lived experience of disability. The disability movement describes this principle as 'nothing about us without us'. It is not simply that it is more effective to involve disabled people in their own development – the participation of disabled people in all aspects of life is also a basic right, enshrined in the UNCRPD. In supporting the development of strong DPOs and disability movements, we contribute to the creation of a space within which disabled people identify their needs and develop solutions, and a platform from which they advocate for change. In this way, DPOs contribute to creating and sustaining the change needed for disability to be included within the development process. A key aspect of this process is forming partnerships with other social movements to promote disability inclusion as a common cause.

WE FOCUS ON THE EMPOWERMENT OF DISABLED PEOPLE

The participation of disabled people is an essential part of a process of empowerment where disabled people take control of their own lives and shape their environment. We believe that at the heart of the change process is the transformation in the individual's own understanding of their situation and recognition of their own potential to change not only their own lives, but the lives of others through advocating for sustainable social and structural change. It is this change in individuals which is the catalyst to the formation of strong and representative DPOs and disability movements which can be effective in influencing development policy to become more inclusive of disability issues.

In this way, we see the empowerment of disabled people as both a means and an end: We work towards a more inclusive society where disabled people are empowered; and we believe in the empowerment of disabled people as a core strategy to achieving this vision.

OUR WORK IS BASED ON PARTNERSHIP

In all our work we act as an ally to disabled people, using a rights-based approach, engaging with disabled people and their organisations to co-create shared strategic priorities, guided by the voice and needs of disabled people's lived experience of disability. We take a variety of roles in our partnerships with DPOs, acting simultaneously as ally, supporter, critical friend and donor, channelling money responsibly whilst holding the tension these multiple roles can create. We work in partnership and collaboration with a range of organisations (NGOs, Governmental bodies, private sector organisations) to achieve our mission, such as: joint policy and influencing work with allies and through consortia; engagement with service providers to improve the inclusion of disabled people in their work; engagement with private sector to improve opportunities for disabled people.

WE RECOGNISE THE IMPORTANCE OF ENVIRONMENTAL ISSUES IN OUR WORK

All aspects of the development process are bound up with environmental issues and climate change, as reflected in the formulation of international Sustainable Development Goals. We are aware of the disproportionate impact that climate change is already having on disabled people living in poverty, and that this will continue to increase - A report on 'The impact of climate change on people with disabilities' (GPDD & WB, 2009) concluded that, due to existing inequities and disparities, people with disabilities face a disproportionate impact due to climate change. Furthermore, increasing natural disasters relating to environmental/ climate change will also result in more disability: According to the World Disasters Report, for every child killed by a natural disaster, three become impaired. We therefore seek to highlight these issues and respond to them in our programmes, providing evidence to improve wider understanding of the links between disability and environmental issues. We also consider the environmental impact of our work through our policies on travel and communications, and through projects which identify and mitigate against negative environmental impact.

6. OUR GLOBAL THEORY OF CHANGE AND OUR STRATEGIC ROLE WITHIN THAT PROCESS

ADD International's Theory of Change (TOC) has been developed in parallel with this Strategic Framework and is presented in a separate document. Within our TOC we argue that development and humanitarian efforts currently fail to achieve maximum impact because disabled people are routinely excluded at all levels of society, and disability issues are not effectively addressed in policy development by civil society, non-governmental organisations and governments. In order to tackle this problem we identify the following changes which need to take place:

- Greater equality of access to rights, including rights to services

- Greater inclusion of disabled people in all areas of life – economic, social, cultural and political

- Greater inclusion of the disability dimension in all aspects of the development process

We believe that to bring these changes about there needs to be a **paradigm shift in understanding of disability** among policymakers, political and civil society leaders, communities and among disabled people and their families.

Disability needs to be understood as:

- A social issue - disability as a consequence of attitudinal and environmental barriers

- A human rights issue – disabled people have the right to equal access to the same services, participation and opportunities as non-disabled people, as confirmed by the UNCRPD

- A core development issue – development interventions cannot be truly effective if they do not consider the disability dimension and include disabled people

- An empowerment issue – disabled people are marginalised because of the imbalance of power between disabled and non-disabled people

Our experience tells us that a shift in understanding can contribute to **positive cycles of engagement and change** in different avenues of life (family, community, civil society and power-holders such as government, media and corporate sector) which leads to a shift in attitudes towards disability and disabled people, and consequent changes in behaviour and practice to become more inclusive. This process is illustrated in the following graphic:

Shift in understanding
of disability and the lived
experience of disabled people

Shift in attitudes
regarding disability and
disabled people

Disabled People's
individual/collective
EMPOWERMENT

**Changes in behaviour
and practice**
To become more inclusive of
disability and disabled people

We identify disabled people's individual and collective **empowerment as a catalyst** to stimulating these positive cycles of change which lead to improvements in the economic and social participation of individual disabled people, positive changes in attitudes towards disability, and greater inclusion of disability issues in policy and planning which benefits disabled people at all stages of the life course and those who will become disabled during their lives. The empowerment of disabled people is therefore both a means and an end.

Within this Theory of Change, ADD International's **strategic role is to support and promote the empowerment of disabled people** so that they can engage in all areas of life, thereby contributing to the creation of positive cycles of change as described above. We do this by providing strategic capacity building support and mentoring to DPOs and the disability movement (based on our learning through partnership) so that they can respond to the immediate needs of their members for social and economic empowerment; advocate for changes in policy and practice to promote the inclusion and empowerment

of disabled people; and develop initiatives which challenge negative perceptions of disability at all levels. We also support this process of change by drawing on the lived experience of disabled people and our extensive practical experience of disability rights issues to promote a greater awareness and understanding of the importance of disability inclusion among policymakers at all levels, while also securing specific practical action to address the exclusion of disabled people (the twin track approach). We further strengthen the process by demonstrating approaches and interventions which can be adopted by others, thereby extending the creation of conditions for positive change.

Over the period of this strategy we will seek to test this Theory of Change through monitoring, evaluation and learning processes (described in section 9) which will produce evidence on the impact of our interventions, and provide insights into the links between the different elements of the positive cycles of change described in our Theory of Change. In this way we will be able to identify which programme approaches and points of intervention have greater impact in achieving positive change for marginalised disabled people.

7. STRATEGIC OBJECTIVES AND ACTION

Over the 5 years of this strategy we will contribute to positive change for disabled people, especially those living in poverty, achieving progress against **3 STRATEGIC OBJECTIVES**:

➢ Inclusion of disability focus by governments and service providers (including international actors) in development processes.

➢ Through ADD International's support, DPOs from grassroots to national level, have increased operational capacity to secure improved access to services and resources for their members.

➢ Through ADD International's support, DPOs from grassroots to national level have increased operational capacity to represent their members and advocate for respect of disabled people's rights.

We will achieve progress against these objectives through **STRATEGIC ACTION** in the following 5 areas:

A. STRENGTHENING DPOS TO BECOME MORE EFFECTIVE IN BRINGING ABOUT PRACTICAL POSITIVE CHANGE IN THE LIVES OF DISABLED PEOPLE. We will provide capacity building inputs and work alongside DPOs[4] to help them develop effective initiatives which: address disabled people's immediate needs (through economic empowerment, access to information and services, building skills, confidence and self-esteem); challenge discrimination and negative attitudes; and promote the realisation of disabled people's rights and inclusion within their families and communities.

B. STRENGTHENING THE DISABILITY MOVEMENT AS A WHOLE TO BECOME MORE COHESIVE, REPRESENTATIVE, INCLUSIVE, AND EFFECTIVE in supporting member organisations and actively promoting and securing the rights of all disabled people. We will do this by providing targeted strategic support, capacity building inputs and mentoring at different levels of the disability movement, from grassroots to national.

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4 We describe this approach as 'accompaniment'

C. WORKING WITH NON-DPOS TO PROMOTE THE RIGHTS, WELL-BEING AND PARTICIPATION OF DISABLED PEOPLE. In addition to working with DPOs, in some circumstances we will work directly with organisations 'for' (rather than 'of') disabled people, such as Parents' Groups, or organisations dedicated to promoting the rights of disabled people, such as legal aid organisations.

D. INFLUENCING POWERHOLDERS AT ALL LEVELS TO INTRODUCE AND IMPLEMENT LEGISLATIVE AND POLICY FRAMEWORKS TO FULFIL THEIR OBLIGATIONS UNDER THE CRPD. We will engage directly with allies and powerholders (in the governmental, non-governmental and private sectors) drawing on our experience of working with the disability movement, and we will support DPOs to carry out their influencing role effectively.

E. PROMOTING THE INCLUSION OF DISABILITY ISSUES IN ALL AREAS OF DEVELOPMENT. We will engage with development actors in the public, private, and NGO sectors at all levels to build understanding of the equal right of disabled people to participate in and benefit from the development process (in line with the SDGs/ UNCRPD), and to promote the active inclusion of disability issues in all areas of development policy and planning, as well as interventions which address the specific needs of disabled people (twin track approaches).

8. STRATEGIC FOCUS AREAS FOR 2015–20

In order to achieve our strategic intentions the following areas have been identified as being of particular importance. They do not aim to describe everything we will do – rather, they represent priority areas where we need to pay particular attention in order to move forward and to be effective in our work.

A. FOCUS ON POVERTY

We will ensure that our work provides evidence of the close links between chronic poverty and disability. We recognise the complex nature of poverty which goes beyond simple economic definitions, and we will promote the well-being of disabled people (3 dimensions of well-being: material, relational and subjective). We will also identify and evidence how the interaction between disability and other development factors can exacerbate marginalisation and poverty.

B. FOCUS ON REACHING THE UNREACHED

We will work to ensure that our programmes include and impact positively on the poorest disabled people and those who are most marginalized as a result of factors including gender, age (older people, children, young people), ethnic identity, geographical location and type of impairment. We will do this by working with DPOs to help them to become more inclusive, as well as by working directly with excluded groups where necessary.

C. FOCUS ON LEARNING

Learning will be at the heart of our practice, both to strengthen our capacity building practice with partners and to inform advocacy and influencing. Our MEL systems will emphasise reflection and experimentation in order to strengthen our own organisational capacity - learning from both successes and failures - and to encourage the development of innovative approaches which will be captured and shared with others. We recognise the potential for mutual learning between ADD

International, our partners and our donors and will use MEL and capacity building processes as opportunities for shared reflection and feedback. We will build a supportive and open organisational culture with regular opportunities for reflection, dialogue and discussion to support individual and collective learning.

D.   FOCUS ON IMPACT

In all areas of our work we will sharpen our focus on achieving positive and far-reaching sustainable impact in the lives of disabled people living in poverty – for ADD International, success will be measured by the impact of our work on individuals, and on disability inclusion throughout the development sector, rather than the size of our programmes. Our planning processes will clearly identify desired impact, and we will capture evidence of the impact of our work, both expected and unexpected, through improved monitoring, evaluation and learning (MEL) processes. We will ensure that evidence of the impact of our work is shared with all stakeholders to ensure accountability and to improve future practice.

E.   FOCUS ON EXTERNAL COMMUNICATIONS

We will develop more effective ways of communicating our experience and learning in order to raise awareness and understanding of disability issues in the context of development, and to inform and add value to the work of other development actors. In our communications work with donors, policymakers and the general public we will strive to develop a compelling narrative rooted in our experience, highlighting ADD International's distinctive contribution, and we will support our country programmes and partners to do this effectively in their own context.

F.   FOCUS ON RESOURCING

We will build and strengthen ADD International's capacity (people, culture and systems), and that of our partner DPOs for fundraising (including local resource mobilisation), drawing on and capitalizing on improved M&E, learning and programme delivery. We will ensure that we secure the right financial, human and ICT resources needed to deliver on our Strategic Framework, and that these resources are used to deliver maximum sustainable impact and value for money.

9.   OUR APPROACH

A. USING STRATEGIC CRITERIA IN OUR DECISION-MAKING PROCESSES

At all levels of the organisation we will pursue a systematic and 'nuanced' approach to our decision-making processes. When making decisions on what kind of work we will develop in order to achieve our strategic intentions we will consider the following criteria:

Level 1:

- Does it have a positive impact on disabled people living in poverty?

Level 2:

- Does it have a positive effect on changing attitudes towards Disability?

- Is it rooted in the lived experience of disabled people?

- Is it rooted in an inclusive/ rights based approach to disability? / Is it compatible with social and rights-based models of disability?

- Can it be scaled-up? Does it have the potential to affect a larger number of people?

- Does it strengthen civil society?

- Is at least one DPO involved?

- Does it contribute to learning?

Level 3:

- Do we have the capacity to deliver it?

- Does it offer value for money?

- Can we afford it/ Can we source funds for it?

- Can we evidence the impact? (or: is it possible to develop a tool to measure and demonstrate impact?)

- Can we demonstrate ADD International's contribution to the impact?

- Will it have a positive impact on ADD International's reputation? Are there any risks to ADD International's reputation?

B. PARTNERSHIPS - WHO WILL WE WORK WITH?

ADD International will work with a range of organisations, institutions, networks and individuals, through direct partnership (providing funding, capacity building support, accompaniment and mentoring) and collaboration (joint project development, consultancy advice, cultivating allies and joint influencing work) in order to promote the empowerment of disabled people and to achieve positive and lasting change in the lives of disabled people, especially those living in poverty.

- We will retain our focus on disabled people and our identity as a disability focused organisation by continuing to work primarily with DPOs and DPO networks, unions and federations.

- We will also work with groups of disabled people and their families not yet part of the established national disability movement in order to promote wider participation and inclusion of marginalized groups.

- We will work with other development partners (government departments/ service providers/ NGOs/ private sector) where it contributes to promoting the empowerment and well-being of disabled people, such as through income generation, CBR, and legal advice.

- In some cases we may make a strategic decision to work with non-disabled people affected by disability. We will pay attention to the impact of our interventions on non-disabled people, such as the children of disabled people, and observe the principle of 'doing no harm'[5]. We will also identify potential for learning and generating evidence which will contribute to a deeper understanding of the links between disability and poverty at the household and community level.
- For all partnerships we will have 'partnership agreements' identifying ADD International's 'added value' and outlining specific objectives, roles and responsibilities and accountability procedures.

In making strategic decisions about who we work with in a given context, we will consider the following criteria:

1) Is the empowerment of disabled people the central strategic focus of the intervention?

2) Does the partnership contribute to achieving ADD International's strategic priorities?

3) Is the distribution of our work with different groups proportionate with our identity as a disability focused organisation?

4) Is the partnership based on shared goals and responsibility?

5) Does the partnership contribute to learning? Does it enable ADD to add value to others' work and learning? Is there openness to learn from one another?

6) Does the partnership provide potential for leverage (of funding/ other programme opportunities)

7) Does the partnership promote sustainability and ownership by beneficiaries?

8) Are the mechanisms in place for transparency and accountability (of all stakeholders and to all stakeholders)

9) Is the partnership based on credibility and integrity? Does it pose any potential risks to ADD International's reputation?

10) Does the partnership represent good value for money?

C. AT WHAT LEVEL OF THE DISABILITY MOVEMENT WILL WE WORK?

We will develop work with partners at all levels of the disability movement, balance our engagement at different levels depending on local strategic priorities. We have identified the following 4 criteria:

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5 The concept of 'doing no harm' means that we will identify situations where our interventions may have an indirect negative impact on others, and take steps to address this. For example where children accompany their disabled relatives to DPO activities, they may miss out on schooling or be otherwise vulnerable – we have a duty to ensure their safety, and may take initiatives to ensure their developmental needs are addressed.

1) What enables long-term, sustainable, positive change for disabled people living in poverty?

2) What gives disabled people the greatest say?

3) What equitably distributes power within the disability movement? (i.e. ADD International interventions with certain groups to address imbalance – reaching the unreached)

4) What builds a vibrant, representative, inclusive, connected civil society?

We will also observe the following principles when making decisions about working at different levels of the disability movement:

1) We will work with organisations that choose to work in partnership with an emphasis on mutual support and learning.

2) When we work with grassroots organisations, we will seek links to national advocacy. If working nationally, we seek this to be rooted in grassroots experience.

3) We will modify what we do over time based on learning and we will also share that learning with others

D. BALANCING RIGHTS AND NEEDS

We will seek to balance our work to promote the rights of disabled people with interventions which address their immediate needs. In doing this we will retain our identity as a 'capacity development', rather than a 'service provision' organisation. This means that we will seek to enhance the capacity of our partners to secure improvements in the lives of individual disabled people through economic and social empowerment as well as access to basic services (health, education, rehabilitation, and social protection). We will explore collaboration opportunities with other organisations (such as CBR/ Community Based Inclusive Development programmes, credit and savings providers, vocational training organisations etc.) which are well-placed to address the immediate needs of disabled people through providing services and other inputs.

In some cases we may make a strategic choice to provide services to disabled people for a limited period as part of a long-term empowerment and capacity building strategy or to demonstrate learning that can then be shared and picked up by others. This might be in contexts where no other organisations are able to provide services - for example because of conflict or isolation. We will explore the following strategic criteria when considering providing direct services:

1) Will the intervention promote the long-term empowerment of the beneficiaries?

2) Is there potential for learning which will produce a model for others to replicate? Have we built in time and resources to ensure that this happens?

3) Can we engage with other organisations or institutions which will be able to provide these services in the long-term?

4) Will the service we provide contribute to a greater understanding of disability issues and changes in legislation/ provision which will benefit disabled people more widely?

5) Is the intervention time-limited?

6) Does the intervention represent good value for money?

E. DEVELOPING CAPACITY

We recognise the importance of strengthening the capacity of partner organisations, so that they can meet their purpose, live out their values, handle their own change and remain relevant to their context and their membership. Our capacity development interventions will be informed by a holistic assessment of the needs of individual organisations, their stage of development and the challenges and opportunities presented by the local context. We will work with partner organisations in building a shared picture of the organisation and ownership of the issues to be addressed and any capacity development support needed. We also encourage the development of partners' internal capacity to sustain learning in any capacity development work we do.

Alongside training workshops and specific inputs, we have learnt that experiential learning and longer-term accompaniment and mentoring support based on a relationship of trust are effective and valued ways of building and sustaining capacity in our partners. We are committed to creating the space and conditions which enable reflective learning and practice to take place – with and between our partners, as well as for ourselves.

We also recognise that in our capacity development work there may be a need to access additional external facilitation support (ideally from local organisations) to handle deeper or more sensitive issues that may need third party facilitation or where other specialist skills or input are needed. We will therefore seek to identify, collaborate and learn from external organisations, consultancies and other individuals who share our vision and approach and bring in fresh thinking and specialist skills.

In line with our Focus on Learning we seek to improve our practice in drawing out and sharing learning in capacity development work across ADD International and in the wider sector. We see capacity development as a mutual learning process - for partners, ADD International and donors - and we seek feedback on aspects of our practice and relationships which might help or hinder the strengthening and empowerment of DPOs and their members. From our own experience, we have learnt about the importance of relationships and leadership in organisational change. We recognise that organisational change is often emergent and complex, rather than linear, and as such demands different ways of working and thinking together including handling difference, creating spaces for connections and conversations, and challenging habits and assumptions. This learning will in turn inform our capacity development work and the development of our own understanding of organisational change.

F. INVOLVING DISABLED PEOPLE IN OUR WORK

In all areas of our work we will base our action on the lived experience of disabled people. We will ensure the active participation and contribution of disabled people in shaping our programmes and informing our influencing work, taking steps to identify and address barriers to participation. We will strive to be a model employer of disabled people and to create a culture of inclusion within the

workforce. We will do this by being proactive in reaching disabled people in our recruitment processes, ensuring that our workplaces and practices are accessible and inclusive, providing support and assistance where required to enable equal participation, and creating opportunities for disabled people to gain experience within our workforce.

G.   BEING RESPONSIVE

Our interventions vary from one programme to another in response to the different stage of evolution of the local disability movement and the level of national debate on disability and inclusion issues. In developing our work at country level, we strive to be responsive to the changing needs of disabled people and the disability movement in the local context. We will base our country programme strategies and work plans on a thorough analysis of the local context, needs, challenges and opportunities, with the aim of adding maximum value, with regular opportunities for learning from our practice and context, and to adapt our strategy accordingly. We will also seek engagement and feedback from DPOs, disabled people and other key stakeholders as part of this process, and as the Strategic Framework is put into practice through country programme strategies and projects at local level, specific thematic areas of work will be identified in response to locally identified priorities and opportunities.

H.   ENSURING SUSTAINABILITY

We will develop local strategies to avoid creating situations of dependency of DPOs and other partners on ADD International. This will include establishing clear objectives and withdrawal strategies based on the capacity of each partner, and the nature of the support required from ADD International. We will develop joint sustainability plans at the start of partnerships, which will consider capacity building strategies, fundraising strategies, and establishing links with potential donor organisations.

In order to maximize the long-term sustainability of our work in-country we will develop a framework to assess the best way forward for each country programme depending on the local context and our capacity within each programme. Analysis and decision making will be supported by evidence gathered through improved M&E and learning systems. Options will range from a model where ADD International's presence is reduced as the local disability movement gains strength, to the creation of a permanent local organisation. In all cases decisions will be based on our core purpose of achieving positive change in the lives of disabled people living in poverty.

I.   WORKING IN NEW COUNTRIES

During this strategy period we will be open to the possibility of developing work in new countries, either directly or indirectly through other organisations. We recognise that involvement in new countries can take on a number of forms, ranging from collaborative partnerships with organisations based in countries where ADD International does not have a programme (e.g. to support influencing work/ to provide strategic capacity building support/ to bring in expertise and learning, etc.), right through to establishment of an ADD International presence and local programme.

We will develop a set of criteria for responding to opportunities for working in new countries, and we will identify clear decision-making processes for different levels of engagement in new countries.

J. ORGANISATIONAL DEVELOPMENT OF ADD INTERNATIONAL – MAKING THE STRATEGIC FRAMEWORK A REALITY

Within this strategic framework, country programme strategies and a strategy for UK based and international level influencing work will be developed, with a strategic prioritisation of activities based on minimum and optimum levels of human and financial resources.

We are mindful that many organisational and programme strategies are not effectively implemented because the underlying culture of the organisation remains unchanged (summarised by the phrase 'culture eats strategy'). Therefore, we will strive to develop the necessary capacity, ways of working, shared leadership and culture at all levels to make this strategic framework a reality and to continue to learn, renew and adapt to ensure we remain relevant to the lives of disabled people in their local context. In order to support this process we will develop a strategic approach to **Organisational Development and Learning** (based on our approach to capacity development outlined above in 9e) through the following steps:

- We will assess our own organisational capacity in country programmes and in the UK office in relation to our purpose, strategic priorities and context (for example, relationships within and between and with partners, roles and responsibilities, ways of working, leadership qualities and skills, team working and learning culture, skills in M&E, capacity development, advocacy and influencing, working with difference, disability awareness, fund-raising, systems etc)

- We will identify areas for development and seek the necessary human and financial resources and appropriate support to address them. This process will be supported by the development of specific strategies and plans to guide different aspects of the organisation, including: Information technology; public fundraising; institutional fundraising; and human resources/leadership development, as well as developing the culture, ways of working and relationships we need.

- Through this approach to organisational development we will seek to strengthen our capacity to handle change and to learn from practice in the longer-term. A key aspect of this will be the development of strategies and ways of working to ensure that our intention to be a **learning organisation** becomes a reality.