

DRAFT

WORK IN PROGRESS

DISABILITY ACTION COUNCIL: STRATEGIC PLANNING AND FUTURE DIRECTIONS FRAMEWORK 2009 -2011

Vision of the Disability Action Council:

Individuals and society understand that people with disabilities have equal rights and obligations to those of all citizens of Cambodia. People with disabilities have equal opportunities to participate fully in society, free from physical, social and economic barriers.

1. Introduction

The Disability Action Council (DAC) has been functioning as a semi-autonomous disability coordinating body since it was established in 1997 under Government Prakas 308. The DAC has close connections to the Ministry of Social Affairs, Vocational Training and Youth Rehabilitation (MoSVY) which is the nodal government ministry responsible for the well-being of persons with a disability in Cambodia. Because of the cross-sectoral, multi-dimensional nature of disability numerous government ministries are involved in the areas of disability including the Ministry of Education, Youth and Sports (MoEYS) and the Ministry of Health (MoH). It is envisaged that all government ministries will, in the future, be involved in specific aspects of the development of disability and rehabilitation services and support in Cambodia.

This Strategic Planning and Future Directions Framework is informed by the following:

1. The Draft Disability Legislation on the Promotion and Protection on the Rights of persons with Disabilities currently before the Council of Ministers which stipulates the Disability Action Council as the 'national coordinating mechanism to provide advice to the Royal Government on disability issues' *
2. The United Nations Convention on the Rights of Persons with Disabilities signed by the Royal Government of the Kingdom of Cambodia in 2007. The Convention has yet to be ratified.
3. United Nations Economic and Social Commission for Asia and the Pacific (UN-ESCAP) Decade of Disabled Persons, 2003-2012
4. Asia Pacific Disability Forum Second General Assembly - Bangkok Statement conducted by Asia Pacific Disability Forum (APDF) in collaboration with UN ESCAP
5. The Ministry of Social Affairs, Veterans and Youth Rehabilitation (MOSVY) Five Year Strategic plan (2008-2012) Disability and Rehabilitation Sector
6. The Biwako Millenium Goals+2
7. United Nations Convention on the Rights of the Child
8. The National Policy on Education for children with disability
9. DAC Strategic Plan 2005-2008

10. The National Plan of Action for Persons with Disabilities including Landmine and ERW Survivors
11. Experiences and lessons learned during the past three years.

The Draft Disability Legislation stipulates the Disability Action Council will have the following responsibilities:

- To provide advice on disability and rehabilitation issues
- To assist the Royal Government ministries and concerned organisations in preparing policies, national plans, and strategies related to disability and rehabilitation
- To promote the implementation of policies, laws, and other regulations relating to disability and rehabilitation
- To provide recommendations for the Royal Government to change, to add or to amend on policies, laws, national plans and other regulations on disability issues
- To monitor and evaluate the implementation of policies, laws, national plans and other regulations on disability issues
- To communicate with national and international community to exchange experiences and resource mobilisation both at national and international

*Taken from Draft Disability Legislation: English translation

It is therefore necessary to design a **long-term** DAC Strategic Plan and Future Directions Framework based on the above with a focus on the stated role and responsibilities of the DAC under the new legislation. However this will be done in stages.

2. Background Overview

The Disability Action Council (DAC) was created to provide a mutually advantageous forum for government and the wide range of international and national non-government organisations to meet on disability issues to further develop services and support for people with disabilities and their families in Cambodia. The DAC seeks to act in a professional advisory capacity to government policy makers, civil society and key non-government organisation (NGO) representatives on issues affecting the well-being of persons with disabilities. It also serves as a national focal point on disability matters to facilitate the continuous evolution of a comprehensive, integrated national approach to rehabilitation, equalisation of opportunities and prevention of disability.

Since 1997 the DAC has gone through various stages after being established following a nine month feasibility study undertaken by a Task Force established by MoSVY in collaboration with non-government organisations who were providing services and support to the disability sector. A major finding of the Task Force was a recommendation to establish a body which would seek to unite the key stakeholders to be able to provide maximum services and support. Priority was also given to the inclusion of persons with a disability and their families in decision-making. Subsequently the Disability Action Committee was formed which became the Disability Action Council following official government recognition. A Governing

Board was appointed with a senior government official as the chairperson with representatives from government ministries, Disable People's Organisations (DPOs) and national and international NGOs.

The report of the Task Force focused on twelve (12) specific components that had been identified as needs and priorities for disability in Cambodia. These included education, physical rehabilitation, community based services and income generation. The Task Force report included implementation action plans. Funds were secured from USAID for an initial three (3) year period and the Disability Action Council Secretariat was established and staff appointed.

At its inception the DAC recognised the need to promote the active involvement of all stakeholders to maximise resources in order to provide comprehensive, integrated services and support. To this end various technical and specialised committees were formed in key areas e.g. Physical rehabilitation, children with disabilities, women with disabilities, vocational training and income generation. A Finance Committee was formed to monitor and assist with the financial management of the organisation.

Over the years the DAC tended to rely primarily on one donor although a sustainability committee had been formed to address the long-term financial needs. However staff changes and the reorganisation of the DAC resulted in long-term planning being disrupted. USAID continued to provide financial support until 2007. The DAC experienced financial difficulties when this major donor ceased and preparations were not made for funding diversification. At the same time internal staffing problems resulted in long-time staff leaving and new staff being employed. The repercussions of these situations resulted in the DAC experiencing severe funding shortages and staff salaries were reduced. In addition it appears that new staff were not adequately briefed on the nature of the Disability Action Council and what its main role and functions entailed.

Funding since mid-2007 has been received from AusAID, DFID (through Cambodia Trust), Handicap International-France, Handicap International-Belgium, UNICEF and the World Bank. This has enabled most planned activities to continue and new staff appointed as necessary. A new Executive Director was appointed in November 2007 and during 2008 four (4) new persons have been appointed to replace staff who have resigned or changed job positions within the Secretariat.

As part of the reorganisation of the DAC in 2001-2 the initial DAC Governing Board was disbanded and a new Board appointed. This Board has been functioning with a minimum number of Board members for the past few years. In October 2008 the Minister of Social Affairs, Labour and Youth Rehabilitation (MoSVY) officially appointed a Secretary Of State of MoSVY as the Chairperson of the DAC Governing Board. The members of the previous Board will remain as Interim Board members until the Sub-decree currently being prepared to designate the status of the DAC,

under the Legislation on the Promotion and Protection on the Rights of Persons with Disabilities receives Government recognition.

3. DAC Achievements from January 2007 – December 2008

3.1 Direct links with Government Ministries

- 3.1.1 Providing technical support to the Department of Rehabilitation (MoSVY)
- 3.1.2 Member of the Community Based Rehabilitation Steering Committee (MoSVY)
- 3.1.3 Member of Human Resource and Technical Sub Committee to implement a Memorandum of Understanding between MoSVY and five (5) international NGOs operating Rehabilitation Centres
- 3.1.4 Providing capacity building technical support to MoSVY and MoH including the upgrading the skills on physiotherapists working in rehabilitation centres and hospitals

3.2 Sector Policies:

- 3.2.1 Policy on Education of Children with Disabilities Ministry of Education, Youth and Sports (MoEYS)
- 3.2.2 Child Friendly School Policy; MoEYS
- 3.2.3 Support with the development of draft legislation on promotion and protection of the rights of persons with disabilities

3.3 Sector Plans

- 3.2.4 National Action Plan for Persons with Disabilities including Landmine Victim/ ERW Survivors
- 3.3.2 National Education Plan (NEP)
- 3.3.3 Cambodian Community Based Rehabilitation Guidelines

3.4 Enhancement of Quality Services

- 3.4.1 Quality standards for Vocational Training Centres; MoSVY, DAC TC
- 3.4.2 Standards on wheelchair production and quality of life of wheelchair users
- 3.4.3 Standards for Provincial Rehabilitation Centre (Prosthetic & Orthotics and Physiotherapy)
- 3.4.4 Coordinate the development of Physiotherapy Glossary
- 3.4.5 Guidelines on Accessibility

3.5 Reports and Operational Research

- 3.5.1 Provincial Rehabilitation Centre study with MoSVY and INGOs
- 3.5.2 Community Based Rehabilitation Annual Report
- 3.5.3 UN Convention for the Rights of Persons with Disabilities Workshop Report
- 3.5.4 Global Initiatives
- 3.5.5 Provincial Rehabilitation Centre Statistics
- 3.5.6 Vocational Training Centre Statistics

4. Strategies for Collaboration

4.1 Participation in Sector Working Groups

- 4.1.1 Landmine Victim Assistance Steering Committee (LVASC)
- 4.1.2 Lead Global Campaign for Education....

- 4.1.3 Education Sector Working Group
- 4.1.4 Joint Technical Working Group on....
- 4.1.5 NGOs Education Partnership
- 4.1.6 Cambodia Country Report on Social Protection for Disabilities and Development 2nd ASEAN GO-NGO Forum
- 4.1.7 Sector Evaluation of PRCs with INGOs

4.2 Partnerships for Disability Development

- 4.2.1 MoSVY , Cambodian Disabled Organisation (CDPO) and the DAC Legislation Working Group: Draft Disability Legislation
- 4.2.2 UNICEF, ILO, UNOCHR, : UN Convention on the Rights of Persons with Disability
- 4.2.3 CMAA: Landmine Victim Assistance
- 4.2.4 GIHCD : Landmine Victim Assistance
- 4.2.5 World Bank, DAC TC : CWD Resource Materials (CHECK)
- 4.2.6 ILO: Learning on Success Case Replication
- 4.2.7 World Bank: Innovative inclusive media and materials
- 4.2.8 NGOs: NSDP Inclusive Committee

4.3 Strategic Alliances

- 4.3.1 Disabled Peoples Organisations (DPOs); Cambodian Disabled people's Organisation (CDPO), National Centre for Disabled Persons (NCDP), action for Disability and Development (ADD)
- 4.3.2 Non-Government Organisations: Cambodia Trust, Handicap International - Belgium, Handicap International- France ; Veterans International-Cambodia, Krousar Thmey, International Cooperation Cambodia and others up to approximately fifty (50) organisations.

4.4 Communications, Networking and Awareness raising with members, affiliated members , stakeholders and civil society

- 4.4.1 Provision of Information; Annual reports (2), DAC Newsletters (1), web site
- 4.4.2 Two (2) Membership Information Days were conducted in May 2006 and February 2007.
- 4.4.3 Data base of members, affiliated members and key stakeholders
- 4.4.4 DAC Resource Centre
- 4.4.5 TV spots and round-table talk shows

4.5 Conducting national and regional workshops

- 4.5.1 Organise a Roundtable 3 on "Mainstreaming Disability In Practice" the case of Inclusive Education,
- 4.5.2 Organise a Workshop on Water and Sanitation for disseminate the finding of research on water and sanitation for PWD, Loughborough University, DAC
- 4.5.3 A workshop to disseminate the Circular on Improving Quality of Vocational Training for Persons with Disabilities

- 4.5.4 Joint organise the SVO Specialist Team on Physiotherapy project- Cambodia- Singapore Partnership
- 4.5.5 National Congress of Physiotherapy (annually)
- 4.5.6 National Workshop on annual review and sharing best practices of Community Based Rehabilitation

4.6 Participation in International Days

- 4.6.4 International Days: Disabled, Child, Women, Aged
- 4.6.5 International Deaf Day
- 4.6.6 Teachers Day
- 4.6.7 Global Campaign for Education

4.7 Promotional materials

- 4.7.1 Translate and print the UNCRPD for 5000: MoSVY, DAC, UNICEF, ILO, OHCHR, JS-C,
- 4.7.2 Billboard on Promotion and Protection on the right of persons with disabilities and UN-CRPD General Principles-DAC, ARC and CRC
- 4.7.3 POSTERS: Poster on the fundamental right of every child: DAC, MoEYS; Poster on methodology to include children with slow learning into mainstream school: DAC, MoEYS; Poster on methodology to include children with seeing difficulties into mainstream school: DAC, MoEYS; Poster on methodology to include deaf children into mainstream school: DAC, MoEYS; Poster on methodology to include children with physical difficulties into mainstream school: DAC, MoEYS; Poster on promote job employment for persons with disabilities: MoSVY, DAC; Poster on general principle of UN-CRPD: DAC, ARC; Poster on Education for All: GCE, DAC; Poster on equal access to education: World Vision, DAC; Poster on Education is a basic right for every child: GCE, DAC

6. Participation at International Seminars, Workshops and Forums

- 6.1 Papers presented at xxx International events during past two (2)years
 - 6.1.1 The Second Annual International Forum on Children with Special needs, Doha, Qatar, April 23-25, 2007;
 - 6.1.2 High Level Intergovernmental Meeting on Mid point Review on the Decade of Persons with disabilities in Bangkok, April 19-23, 2007;
 - 6.1.3 Standing Committee Meetings to the Ottawa Convention in Geneva, June 02-07, 2008.
 - 6.1.4 Ninth Meeting of the States Parties to the AP Mine Ban Convention in Geneva, Nov 24-28, 2008
- 6.2 Attendance at xxx international events during past two (2) years :

- 6.2.1 UNESCAP (Bangkok), Promoting Disability Data Collection through the 2010 Population and Housing Censuses, 8-10 April 2008, Bangkok, Thailand
- 6.2.2 GO-NGO Forum on Social Welfare and Development on 3 December 2007, Ha Noi, Vietnam
- 6.2.3 World Assembly of Global Campaign for Education, 18-22 January 2008 in Sao Paulo, Brazil.
- 6.2.4 Mid term review on Asia-Pacific Countries to Achieve the EFA Goals by 2015 Reaching the Un-reached: Meeting of Southeast Asian Countries to Achieve the EFA Goals Together by 2015
- 6.2.5 Mid point review on decade of person with disabilities in Asia and Pacific
- 6.2.6 Singapore National Congress on Prothetic and Orthotics
- 6.2.7 Sub-regional Meeting on Disability Legislation: Decent Work for Persons with Disabilities in Asia UN Conference Centre, 23-24 June 2008, Bangkok, Thailand
- 6.2.8 Asia Pacific CSO Strategizing Workshop for Adult Education Advocacy- ASPBAE, July 15-19, 2008 in Khandala, India
- 6.2.9 Regional Workshop on the Enhancement of Information and Communication Technology Accessibility for Persons with Disabilities, 29 September – 2 October 2008, Incheon, Republic of Korea
- 6.2.10 The 1st Asia-Pacific Community – based Rehabilitation (CBR) Congress on 9-11 December 2008, at the United Nations Conference Center in Bangkok, THAILAND

7. Mechanisms for Participation of Disability Sector Stakeholders

- 7.1 Technical Committees (monthly meetings)
 - 7.1.1 Physical Rehabilitation Committee
 - Physiotherapy sub committee
 - Prosthetics and Orthotics sub committee
 - Wheelchair sub committee
 - 7.1.2 Vocational Training /Job Placement/ Income Generation Committee
 - 7.1.3 Children with Disabilities Committee
 - 7.1.4 Disability Awareness Working Group
 - 7.1.5 Inclusive Committee
 - 7.1.6 Land Mine Victim Assistance Steering Committee
- 7.2 Specialised Committees
 - 7.2.1 Community Based Rehabilitation Committee
 - 7.2.2 Disability Classification Working Group
- 7.3 Special Event Workshops

- 7.3.1 Annual DAC Disability Information day
- 7.3.2 Annual DAC Membership day
- 7.3.2 Participatory Consultative Meeting: October 2008
- 7.4 Joint assessments, monitoring and evaluation
 - 7.4.1 Community Based Rehabilitation monitoring visits to provinces with MoSVY

8. DAC Strategic Planning

8.1 The Planning Process

Strategic Planning is a process that must involve all stakeholders. Especially in the area of disability when a rights based approach and a comprehensive, integrated model of disability is being pursued. This means that the input of all stakeholders is considered and mechanisms for making this happen need to be designed and implemented.

A series of planning sessions have been held with DAC staff and with participants of DAC Technical Committees. The process has been guided by an external advisor with previous experience of working in the DAC. Informal interviews have been held with government ministry personnel and senior representatives of Non-Government Organisations (NGOs) including Disabled people's Organisations (DPOs). DAC Technical Committees have also conducted SWOC assessments. A Participatory Consultative meeting was held to promote the involvement of stakeholders in the development of the strategic plan. It is planned to hold additional forums for stakeholder participation when the DRAFT Strategic Plan is ready for consultation.

8.2 Main findings from the DAC strategic planning sessions include the following:

- Recognising the cross-cutting, inter-sectoral and multi-dimensional nature of disability
- Persons with a disability and their families are among the most vulnerable in Cambodian society
- Persons with disabilities and their families must be involved at all levels of decision-making
- The scope of the problem is such that it requires the commitment, collaboration and cooperation of all stakeholders and society in general
- The need to mainstream disability into all government and non-government development programs and projects
- The need for standardised data collection, storage and management
- The need for capacity development for DAC staff, some government personnel, non-government organisations and the community
- Research is needed to enable decision-makers to make informed decisions
- Improving access to information for all stakeholders including persons with disabilities and their families
- Creating more effective communication systems and networks
- Promoting an inclusive society through advocacy, awareness raising and mainstreaming
- Promoting physical and non-physical accessibility
- The need for a comprehensive, integrated disability strategy and plan

- The need for promoting and advocating for more income generating opportunities for persons with disabilities and their families
- The need for persons with disabilities to access specialised services as necessary
- The need for more emphasis on early detection and prevention

Part of the strategic planning process also involved assessing what has been done and what is currently happening within the DAC. This took the form of reading and reviewing past reports, minutes of meetings and other relevant documents. Some of these findings are documented in Appendix.....

8.3 A Changing Environment for the Disability Action Council: Implications for Strategic Planning and Future Directions

It must be acknowledged that the DAC is in the midst of a changing environment especially relating to the Draft Disability Legislation on the Promotion and the Rights of persons with Disabilities in Cambodia.

Long-term strategic planning for the DAC is influenced by the following factors:

1. The possible changing status of the DAC once the legislation has been approved and a sub-decree developed
2. The formation of a new Disability Action Council Governing Board
3. The specific role that DAC will play in the implementation of the National Plan of Action for People with Disabilities and Landmine/ERW Survivors
4. The change of location for the Disability Action Council Secretariat
5. The need to access and secure long-term diversified funding

Due to this changing environment it was agreed that to design a long-term detailed strategic plan was not possible due to the above variables. A strategic planning framework has been devised from which a long-term strategic plan can be further developed when the factors mentioned above become known or are clarified. For example a new DAC Governing Board should be involved in the development of a longer term Strategic Plan.

Short-term planning and implementation:

In view of the above factors it was agreed that a DAC Operational Plan would be developed for 2009 based on strategic goals and priorities. It will also encompass existing goals and objectives and activities being implemented through donor funding while giving recognition to the overall Strategic Planning Framework

Incorporated into the 2009 Operational Plan will be a funding strategy and plan to ensure continuity and diversification of funding. In line with this is also the development of a communications strategy and plan which is closely related to funding and marketing.

It is to be acknowledged that considerable time has been spent during the strategic planning sessions on providing a foundation on which to build the knowledge, skills

and abilities of DAC Secretariat staff which is needed to be an advisory body and to fulfil its current function as a coordinating body. Certain staff members who have been Program/Project Officers for some time are familiar with the overall aspects of disability and rehabilitation and have considerable knowledge relating to their own areas of expertise. However, staff new to the DAC and the disability sector, need to learn about many aspects of disability, about the sector and about the context in which the strategic plan is being developed. In addition the skills and abilities needed to perform their own specific areas of responsibility also need to be developed.

9. Elements impacting on the DAC Secretariat and future directions:

9.1 Change of focus: Future role and responsibilities

The role of the DAC under the Legislation is to be the National Advisory Body on Disability in Cambodia. In examining the responsibilities as stated in the Draft Disability Legislation the main focus of activities is in the areas of national policy, planning, reporting, monitoring and evaluation. Therefore the main objectives and activities of the DAC Secretariat should comply with these. DAC is already involved in some of these areas but more emphasis will be given to specific key areas such as policy, planning, monitoring and evaluation. The implications in terms of being a national advisory body and what that means in terms of the capacity of the organisation and the capacity of the staff to be able to provide the necessary advice and support which is required. Staff should have the necessary skills, knowledge and abilities to be able to adequately fulfil the functions of an advisory body.

9.2 The further development and consolidation of Specialised Working Groups

It is unlikely, however, that the DAC Secretariat itself will be able to provide all of the professional and technical expertise that will be required to effectively fulfil its function as the mechanism for providing advice on all matters relating to disability. Therefore external input will be required from both national and expatriate personnel. It is being recommended that small Specialised Groups be formed with Terms of Reference for a specific time period and for a specific topic or issue. These will be facilitated by a senior DAC staff member. The additional advantages of forming such groups include; providing opportunities for all affiliated members or organisations at different levels to become involved in providing advice and recommendations; responding to identified needs and gaps in services

9.2 Changing Role: Facilitation

A key role of the DAC will be to **facilitate** operations. Facilitation refers to the process of keeping partnerships and coalitions together. Facilitation also refers to a set of cross cutting activities aimed to support and reinforce implementation of a program and its components by all parties concerned. The facilitation of linkages will become more critical as strategic partnerships

and coalitions need to be strengthened. Other aspects will be to promote people's participation in all program activities and governmental programs. Attention will also be given to the development of poverty alleviation strategies and the development of poverty reduction policies, plan and programs on different levels and bringing various stakeholders together.

Facilitation differs from coordination as it places more emphasis on sharing responsibilities in the implementation of activities. This changing focus can also be the means of involving the members of DAC Committees and Specialised Groups in becoming more active and involved as well as utilising the expertise of members e.g. PRC Committee (P&O, Physiotherapy), the CWD Committee. This inturn will enable DAC staff members to be able to allocate more time to priority activities.

9.3 External and Internal Factors

9.3.1 External factors

The external political, social and cultural environment in which strategic planning takes place must also be acknowledged as it impacts not only on the process itself but also on the content of a strategic plan. Internal strengths, weaknesses, constraints and opportunities were explored during the planning sessions and these were examined in relation to the DAC Secretariat and affiliated government ministries and affiliated organisations. Mention has been made of the possible changing status of the DAC and its relationship to MoSVY and other ministries; the disability sector and civil society.

9.3.3 Internal Factors

Due to internal disruptions within the DAC during the past few years caused by changes in governance, physical location, staff changes and financial constraints the DAC has been constrained in fulfilling its obligations. There have been significant senior staff changes between 2002 and 2008. This has resulted in a lack of continuity and understanding in areas such as the main reasons why the Disability Action Council was formed and its major aims and objectives. The coordinating role has been manifest primarily through the Technical Committees and this factor has played a major role in enabling the DAC to maintain links with its members.

DAC staff members attending the planning sessions have recognised that to fulfil its responsibilities and to realise its aspirations and growth the DAC Secretariat has sought to address its organisational capacity and organisational development. For example it is known that the DAC

Secretariat requires appropriate staff and resource capability to significantly fulfil its role and responsibilities.

9.3.4 Management and Administration

If the DAC Secretariat is to function effectively it requires adequate and qualified staff plus efficient management, administrative and communications systems and adequate resources to effectively carry-out its duties. Efforts are being made to ensure that management and personnel systems previously in place are being assessed and updated.

9.3.5 Financial aspects

External funding will be required for the DAC Secretariat for some time. This must come from various sources; government allocations, multi-lateral and bi-lateral donors, International Non-Government Organisations (INGOs) and civil society. Membership fees from affiliated members are to be encouraged but contribute only a small percentage of needed revenue. It is acknowledged that financial sustainability is a major factor to consider. Senior management of the DAC Secretariat must give priority to this area of work and make the necessary arrangements for ensuring that appropriate staff are delegated the responsibilities to ensure that on-going funding is being pursued. Monitoring is necessary to ensure this is happening.

10. The DAC Strategic Planning Framework

The Strategic Planning Framework will be used as a basis for planning and prioritising in order to better integrate the needs of people with disability into all areas of policy. Inherent in this framework are the following elements identified by participants of planning sessions.

The Strategic Planning Framework is structured around the following priority outcomes:

1. Promoting legislation based on a human rights approach
2. Increasing awareness-raising, advocacy and mainstreaming
3. Equal access to mainstream government and non-government programs , services and facilities while recognising that specialised services are necessary
4. Promoting access to general services and the further development of quality services.
5. Promoting and advocating for Community Based Rehabilitation and Services to be strengthened at all levels
6. Women with disabilities and women with disabilities with children are among the most vulnerable in society
7. Working collaboratively with all stakeholders including parents

8. Creating an environment that promotes participation of all stakeholders and civil society and where all persons with a disability can reach their maximum potential
9. Promoting employment opportunities through diverse means e.g. micro-credit, vocational training, self-help groups, entrepreneurship and mainstream employment
10. Developing an inclusive and responsive education system
11. Meeting national disability standards for education
12. Supporting recreational and sporting activities
13. Research to enable decision-makers to make informed decisions and to assess the impact of services and support on the lives of persons with disabilities and their families.
14. Capacity development of the sector and of the DAC Secretariat staff.
15. Recognising that diversity, creative innovations must be encouraged
16. Assessing the feasibility and impact of services and support

10.1. Guiding Principles underpinning the Strategic Plan

- Equity: persons with a disability have the same rights as other citizens and equal opportunity to participate in the social, economic and cultural aspects of society
- Inclusiveness: mainstreaming programs, services and facilities into all development programs and projects
- Access: ensuring access for PWD into available general services and to specialised services as required
- Participation: Recognising and supporting diversity and acknowledging that the life experiences and knowledge of persons with a disability should be acknowledged and valued, including in government policy
- Prioritising Resources: Resources should be targeted to areas where they can make the greatest difference in the lives of persons with disability and their families. Priority should be given to those most in need.

10.2 The DAC Strategic Planning Framework takes into consideration the following factors:

- The Royal Government of Cambodia and the Disability Action Council recognises that greater progress can be made towards social and economic objectives by working **collaboratively with partners**. Achieving outcomes through developing shared priorities and approaches is a reflection of the desire of the government and DAC to create partnerships at all levels
- While Government Ministries play a key role in achieving the (vision of the framework), it ultimately relies on all sectors of the community working together to ensure that the objectives and outcomes are achieved. All sectors have a role to play and will need to work in partnership with each

other to address these challenges and build a more **inclusive Cambodian community**.

- Strategies are needed to strengthen Cambodian communities to make them more welcoming, accessible and inclusive to persons with a disability and their families while recognising that persons with a disability may need specialised support and assistance to reach their maximum functioning capacity
- Persons with disabilities are not a **homogenous group**. As with all members of society there are differences therefore future directions must recognise and acknowledge diversity and encourage creativity and innovative initiatives and be flexible
- Ongoing working **partnerships and coalitions** are needed and new initiatives need to be considered to enable the maximum number of individuals and organisations to be involved
- The essence of any partnership is **communications** and fundamental to the Strategic Plan and Future Directions Framework will be new ways of doing business, both across the community and between government agencies
- Improving **access to information**: clear and precise information about services both government and NGO in a way that is accessible for people with a disability. Diverse methods and materials are needed including shop-fronts, radio, over the phone and on the internet
- Recognising that **capacity development** is needed ...the process of reinforcing the capabilities of organisations to fulfil their functions. Besides people's capabilities, these include organisational issues and structural aspects of the organisations involved. Capacity development can focus on local communities and civil society organisations, building people's capacity to represent themselves and to reinforce their capacity to improve their livelihoods, to realise their rights and fulfil their responsibilities. It can also focus on organisations of duty bearers, allowing them to better serve their target groups in various ways (including organisational aspects and support systems in place).
- **Community Based Services** will form a strong element of future development where efforts are focused on supporting persons with disabilities to live in their own communities
- **Research and analysis** is necessary to assess the issues of poverty, social injustice, vulnerability and marginalisation. This should be done in a holistic way, in a local or wider context, in an inclusive way, representing the views of various stakeholders, involving their active participation. Results should inform the development of a program and its components. Results of analysis during the diagnostic phase of program and components , ongoing throughout the program, in related research activities and in monitoring and evaluation of programs and components should be cumulative
- Improving physical accessibility; right to access public facilities and other buildings to enable persons with disabilities to fully participate in their local

communities. Physical accessibility is fundamental to getting a job and receiving an education; building standards should be promoted

- Availability of appropriate communication tools including the wider promotion of sign language, braille and assistive technologies and options to improve access to modern equipment and technology for those who require additional support e.g. blind, deaf.

The Strategic Planning and Future Directions Framework is composed of two components:

1. A Strategic Plan for xxx years (to be finalised once variables are known)
2. A one (1) year Operational Plan

The Strategic Plan addresses two elements

- 1 Goals, objectives and activities of the Disability Action Council (Secretariat)
- 2 Internal organisational development of the DAC Secretariat

The Operational Plan 2009 has been developed within the Framework and Goals of the DAC Strategic Planning and Future Directions 2009 – 2012 document. It represents priorities for action in 2009 and has been designed for a one (1) year period to enable activities to be implemented, monitored, reviewed and improved.

The Strategic Goals and Priorities for 2009 are:

1. THE RATIFICATION OF THE CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES (CRPD) AND THE ADOPTION OF THE CAMBODIAN DISABILITY LEGISLATION IS ACCELERATED
2. FURTHER DEVELOPMENT OF THE DISABILITY ACTION COUNCIL AS THE NATIONAL ADVISORY BODY
3. PUBLIC AWARENESS OF THE RIGHTS OF PERSONS WITH DISABILITIES IS BETTER COORDINATED
4. ATTENTION TO THE RIGHTS AND NEEDS OF PERSONS WITH DISABILITIES IS MAINSTREAMED WITHIN PLANS AND POLICIES AT ALL LEVELS
5. INCOME GENERATING AND EMPLOYMENT OPPORTUNITIES FOR PERSONS WITH DISABILITIES AND THEIR FAMILIES IS IMPROVED
6. THE QUALITY OF PHYSICAL REHABILITATION SERVICES IS MAINTAINED AND IMPROVED
7. EFFECTIVE COLLABORATION IS IMPROVED BETWEEN COMMUNITY-BASED REHABILITATION (CBR) OPERATORS TO ENSURE CBR GUIDELINES ARE FOLLOWED
8. INCREASED EDUCATION OPPORTUNITIES FOR ALL CHILDREN WITH DISABILITIES
9. CAPACITY OF THE DISABILITY AND REHABILITATION SECTOR TO BE IMPROVED FOR MORE EFFECTIVE SERVICES TO BE IMPLEMENTED
10. THE ORGANISATIONAL CAPACITY AND MANAGEMENT OF THE DAC SECRETARIAT WILL IMPROVE.

Please note:

The Framework for DAC Secretariat Strategic Goals and Priorities for 2009 is Document 2

An Operational Plan and Individual Work Plans are in the process of being finalised.