

SCIDAB

STRATEGIC PLAN 2013-2017



**SPINAL CORD INJURIES' DEVELOPMENT
ASSOCIATION BANGLADESH (SCIDAB)
CRP, CHAPAIN, SAVAR, DHAKA**

June, 2013

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01. About SCIDAB:

Spinal Cord Injuries Development Association Bangladesh (SCIDAB) emerged following the decision of a concerned group of people living with spinal cord injury in Bangladesh to come together for a common purpose. The purpose being to increase opportunities for people with spinal injury in Bangladesh to realize their rights as enshrined in the United Nations Convention on the Rights of Persons with Disabilities. Although the Convention has been signed and ratified in Bangladesh many people with spinal injury continue to live in poverty and face daily barriers in accessing for example, healthcare, rehabilitation, education and employment. Therefore SCIDAB established its core objective is “to organize Spinal Cord Injured People (SCIP) in Bangladesh enabling to unite them for their rights and entitlements from the state and society.

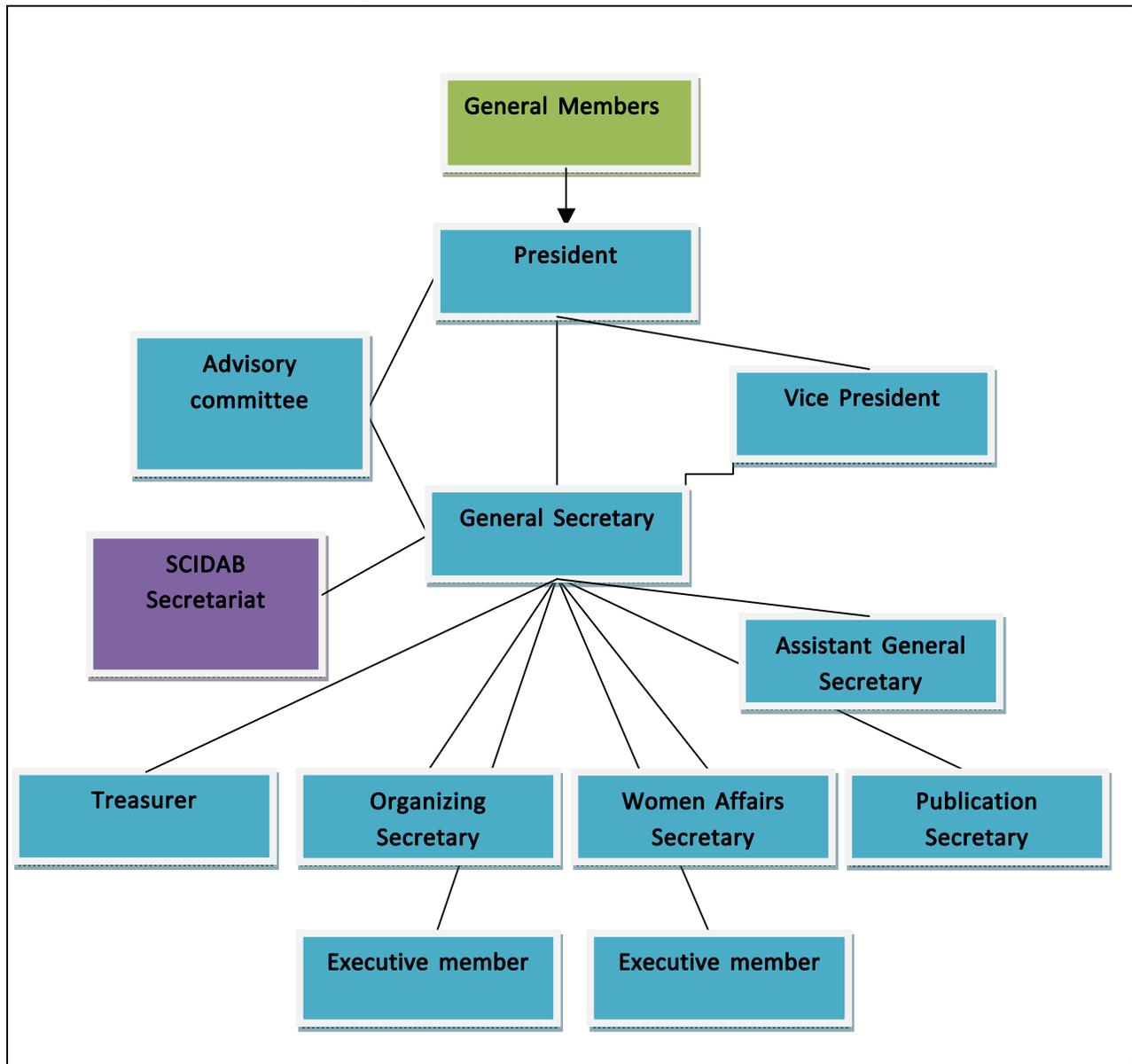
With the support of Centre for Rehabilitation of Paralyzed (CRP), SCIDAB has now been transformed into an organization and started to work closely with spinal cord injured people for their protection, rights and prevention from further spinal cord injury in Bangladesh. Primarily more than 7,000 thousand spinal cord injured persons (SCIP) who received treatment and rehabilitation support from CRP during last few decades have been targeted to bring them under this platform and make them members of SCIDAB so that they can work closely on certain social and human rights issues across the country taking into consideration that as a common agenda both for CRP and SCIP.

SCIDAB is founded as a membership base organization comprising three types of members:

- **Founding Members:** The members involved at founding stage is now working at organizational level for its strong foundation and development are the founding members. Total 14 members have been registered as founding members of SCIDAB who actively participate and provide voluntary services at different point of time.
- **General Members:** Members of SCIDAB are the general members. Total 59 general members have so far been registered including members of Executive Committee. Anyone with spinal cord injury is eligible to become a general member but shall have to comply with constitution, rules and procedures of SCIDAB. Each general member shall have to fill up an application form and pay a token fee during registration to become a general member. Each general member has voting right to elect executive committee of SCIDAB. General

members are the highest authority of SCIDAB as per constitution for any policy issues. Annual plan, budget, annual report and audit report are approved by the general members in Annual General Meeting. An 11-member executive committee was elected by general members for a period of two years (2013-2014). The following diagram shows the structure and hierarchy of SCIDAB

Diagram-1: SCIDAB organizational structure



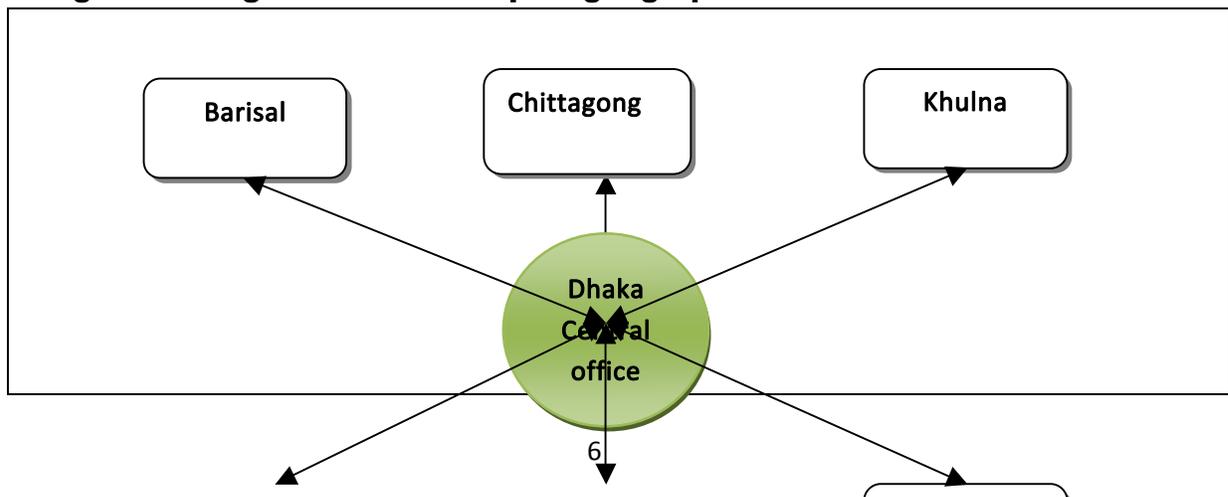
Organogram: General members elect Executive Committee for two years term is the highest decision making body of the organization. Under leadership of President, the executive committee works for organizational policy and management matters where General Secretary is entrusted as chief executive with responsibility for SCIDAB’s operation and management. A five member advisory committee is involved with SCIDAB in guiding EC and providing strategic direction and facilitating funding raising of the organization.

- **Co-opted Members :** Members of SCIDAB who are not registered as general member and also do not have voting rights but they are members of Spinal

Injury Association of Bangladesh (SCIDAB) are called Co-opted members. They are known as primary member and associated with SCIDAB central and regional set-up.

- **Paid staffs:** It is clear that SCIDAB wants to grow and develop and wants to implement this plan. For this to happen they will need both an active and involved Executive and also a core group of staff to run the day to day business of the association and also staff to work on specific projects as new funds are acquired. This will lead on to planning considerations relating to the numbers and types of staff required bearing in mind the funds available. At this stage a priority would be to secure funds for the continued employment of the project officer. Within the strategic plan itself consideration should be given to activities aimed at securing funds to employ key people within the organization.
- **SCIDAB structure:** The elected Executive Committee by General Member is the central body located at central office Savar – Dhaka. SCIDAB has few regional offices at different region of the country. SCIDAB has planned to establish six regional offices at divisional headquarters of the country. These regional offices will be at Mymensingh, Barisal, Khulna, Sylhet, Rajshahi and Rangpur. Each of these regional offices will have office bearer/committee elected by registered general members of respective region. Any spinal cord injured people either rehabilitated in Centre for Rehabilitation for Paralyzed (CRP) or staying in any other situation near to any regional office are entitled to be member of SCIDAB. Each regional office will have close link with CRP regional set-up on social development and rights issues of SCIP. At present there are four regional offices of SCIDAB in Barisal, Sylhet/Moulvibazar, Rajshahi and Chittagong and cover 20 districts of Bangladesh. SCIDAB has become member of ASCON, an international organization relevant to spinal cord injury.

Diagram-2: Organizational setup in geographic areas.





SCIDAB Secretariat. In view of growing with institutional capacity SCIDAB has already established its secretariat within CRP premise and engaged secretary general as the chief executive to play operational and management role on behalf of EC. However, it is clear that SCIDAB wants to grow and develop further through this strategic plan where involvement of Executive committee and core group of staffs at secretariat and project level is essential to run the day to day business of the association and also staff to work on specific donors' funded project. This will lead on to planning considerations relating to the numbers and types of staff required bearing in mind the funds are available. At this stage a priority would be to secure funds for the continued employment of the project officer. Within the strategic plan itself consideration should be given to activities aimed at securing funds to employ key people within the organization.

02. Vision and Mission:

SCIDAB began its journey with one core objective “to organize Spinal Cord Injured People (SCIP) in Bangladesh enabling to unite for their rights and entitlement from the state and society and that has concisely articulated its vision and mission. To step ahead with strategic plan and direction this newly organized SCIDAB needs to set its vision and mission so that it should have clear and defined direction with programs and actions to achieve certain milestones at different interval of time for its sustainable growth and development. In consultation with stakeholders and analysis of position of SCIDAB and target population, following vision and mission have been articulated to formulate this Strategic Plan.

Vision: SCIDAB envisions a society and country as whole free from social, cultural, economic, political and infrastructural barrier for Persons with Spinal Cord Injury enable to adhere to equity and justice on human rights base principles.

Slogan: A barrier free society & country for SCIP

Mission: SCIDAB is to unite Persons with Spinal Cord Injury for collective actions towards establishing economic, social, cultural, political and environmental rights for them in the society & in the country

03. Methodology of formulation strategic plan:

To develop this strategic plan two days long workshop was organized by SCIDAB where strategic issues have been identified and discussed within SCIDAB team using some key questions:” who we are, where we are at now; where we want go; and how we can go there”. Based on responses of key questions this workshop outcome has further been consulted with CRP key players and then developed this strategic plan determining organizational vision, mission and strategic objectives with strategic action for a period of five years. This strategic plan is expected to be the master piece document for SCIDAB program direction and management in view of protection, development, rights and entitlement of SCIP in the family, society and the country.

04. Situation Assessment:

04.1. External context:

Perceptions of disability in Bangladesh: In Bangladesh, physical limitations are often not considered as the most difficult obstacles that a disabled person needs to face in his/her everyday life. Attitudes to and perceptions of disability are often even more challenging. There is little awareness in Bangladesh of disability, its causes and consequences. Many 'traditional' views on the subject still prevail, especially in rural settings taboos, superstition and community beliefs are detrimental towards Persons with disability (PWD). Disability is often seen as a curse from God, inflicted as retribution for the sins of the disabled person's parents. Many believe that disability is infectious and that having a disabled person in the house will bring on an 'evil wind' after which others will be infected with this condition. Even a person becomes disabled from any accident is also seen as consequence of sin or misdeed of the person or family members. Not only this superstition but also caring about their rights and entitlement in the family and society are neglected. Disability on spinal cord injury is one of them being treated in the same way.

Pressure care for paralysed patients: Records from CRP show that patients admitted to CRP often arrive with complications as a result of spinal cord injury. The most common complication is the prevalence of pressure sores caused by inappropriate care and treatment either at home or in medical establishments. Paralysed people are especially vulnerable as they are not or less able to change position and their sensation of touch, pain and temperature is frequently impaired or absent. Bony parts of the body are most at risk including heels, hips, elbows, the base of the spine and shoulder blades. Left untreated, pressure sores can become infected leading to severe damage. If the infection

spreads to the bone surgery may be required. Infected pressure sores can ultimately be fatal.

Unsafe working practises in Bangladesh: Accident from unsafe working practises in the country which results Spinal Cord Injury (SCI) is very common. One of the most common and dangerous working practise is that of carrying heavy loads on the head. It is not unusual for loads to exceed 50kg. Should the load shift while being carried this can lead to serious and often irreparable cervical spinal damage. Many spinal injuries are sustained falling while harvesting fruit from trees. Construction workers are also at great risk of falling from heights due to lack of safety equipment like harnesses or mechanical equipment which avoids workers subjecting themselves to high risk work.

Road accident in Bangladesh: Road accident in Bangladesh is now common and regular consequence in the life of people and in many cases the post-accident handling results in spinal injury and paralysis. Every day numbers of patients are admitted in orthopaedic hospital following road accident and many of them eventually are transferred to CRP with complication of spinal cord injury for further treatment.

CRP is committed, not just to the treatment and rehabilitation of patients with spinal injuries, but also to raising awareness about causes of injury and researching and implementing measures to prevent cause of accidents and awareness to make people cautious in road safety. Thus, it was a natural development for CRP to begin a campaign to prevent road accidents.

Accessibility in Bangladesh: Disabled people in Bangladesh face immense difficulties in accessing services, facilities and opportunities. There are a number of reasons behind the poor accessibility in Bangladesh; however, probably the root of the problem is lack of awareness of disability, ignorance to government policy and lack of understanding about needs of disabled people. This results in disabled people being marginalised and excluded from mainstream society in particular to mobility of wheel chair users. They are rarely consulted or considered when planning infrastructure or services. Even if a building is designed to enable a disabled person to enter, his or her mobility may still be restricted. Light switches may be out of reach, sinks and mirrors too high, lifts and ramps unavailable or doorways too narrow to pass through. Additionally, even if a disabled person is educated, healthy and qualified to do a job, the prevailing attitudes to disability will often prevent him or her being considered for that post. The same can be said of training and financial or credit opportunities.

UNCRPD relevance to Spinal Cord Injury: The human rights argument for equalizing opportunities for people with disabilities was initially expressed by the United Nations in its 1971 *Declaration on the Rights of Mentally Retarded Persons* and its 1975 *Declaration on the Rights of Disabled Persons*. Finally the UN Convention on Rights of Persons with Disabilities was developed in 2006 and was ratified by a number of states including Bangladesh. Following ratification of UNCRPD most nations now have disability policies/acts which express commitments to equalizing opportunities for people with disability. Predictably considering their long histories of dealing with disability issues and considering their relative abundance of resources, the world's high income countries, particularly those in Europe and North America, tend to be characterized by more advanced and better funded institutional approaches to disability than most low and middle income countries. CRPD article-9 is found relevant to wheel chair users' accessibility and mobility in the society which is highly respected and executed with services and facilities in developed countries while it has poorly understood and considered in developing countries like Bangladesh. Article 9 of UNCRPD has clearly articulated that it is to enable persons with disabilities to live independently and participate fully in all aspects of life, States Parties shall take appropriate measures to ensure to persons with disabilities access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and in rural areas.

Disability Welfare Act 2001: Opportunities for persons with disabilities in Bangladesh to participate in the development components of communities are limited. Still a small number of not-for-profit organizations (NGOs) provide basic-needs support to persons with disabilities. As rehabilitation services for persons with disabilities are still in the early stages of development in Bangladesh, level and quality of services provided by these NGOs are dubious. Hence, there is a need for an in-depth contextual analysis of disability with respect to services in the country and also to find pathways essential to strengthen the capacity of local NGOs on disability and development. If then, millions of persons with disabilities could reach quality services even from the remote. In 1995, the Government of Bangladesh drafted a national policy on disability for the first time. Thereafter, the Government in cooperation with national and international agencies developed Disability Welfare Act in 2001. In recent time the disability act-2012 has been developed but yet to be approved for execution with necessary rules and procedures.

Disability Action Plan: A National Disability Action Plan has been formulated involving all related ministries. Government has appointed 46 officers as Focal Points concerning Disability in 29 Ministries, 2 Divisions, and 5 Departments and in 10 autonomous bodies. The Ministry of Social Welfare has taken up programmes for enabling and integrating persons with disabilities with mainstream of society through various programmes including stipend programmes for students, subsistence allowance, skill training, and interest free micro credit. In addition to its own initiatives, the government provides funds to NGOs to provide education facilities to persons with mental disability. Bangla Sign Language in Television News Bulletin for persons with hearing disabilities. Government of Bangladesh has constituted 31 members national monitoring committee in accordance to UNCRPD article 33 to draw up action plan for implementation of the convention as well as to examine and address different area of weakness and take measures for strengthening of legislative measures and administrative policies towards ensuring protection and promotion of the rights of persons with disabilities in Bangladesh.

04.2. Internal context:

Transformation of SCIDAB from CRP initiative: CRP developed a project to organize Spinal Cord Injured People (SCIP) under one platform in order to work together uniting and raising voice for their rights and entitlement as well as mobilizing for social and policy issues relevant to disability with special emphasis on issues relevant to spinal cord injured people. The project from its inception is financed by Livability Ireland through CRP. In addition, CRP and

Manusher Jonno Foundation (MJF) extended event specific technical and financial support to this group. This association of Spinal Cord Injured People (SCIP) transformed into an organization called Spinal Cord Injured Development Association of Bangladesh (SCIDAB) following a process to meet the standard norms and rules of the country. The persons with spinal cord injury who had so far been treated by CRP are primarily targeted to be the members of this organization. As the organizational capacity of SCIDAB grows and in line with its mission to *unite Persons with Spinal Cord Injury for collective actions towards establishing economic, social, cultural, political and environmental rights for them in the society & country* every person with a spinal injury in the country will be eligible and encouraged to join SCIDAB. Registration of SCIDAB for its legal entity is under process with Department of Social Services (DSS) to get formal registration. SCIDAB has currently been functioning through its central office at SAVAR located within the premise of CRP and other three regional offices at Barisal, Sylhet and Chittagong.

Experience inherited from the past: At individual level of each SCIP has many years of experience from identified issues in their life, livelihood, mobility and behaviour and attitude of the society and family that they have been facing in their daily life. This experience of individual level has been considered as great resource and, therefore, by the initiative of organizing them under one platform have created better opportunity for the SCIP to work together and unite their voice for prevention and protection from those issues. These people who are not disabled by birth but from accident or disease process, have never had been brought under lime light earlier in the form organization. Spinal Injury Associations have been developed around the world and have proven be effective agents for change for people with spinal injury and disability.

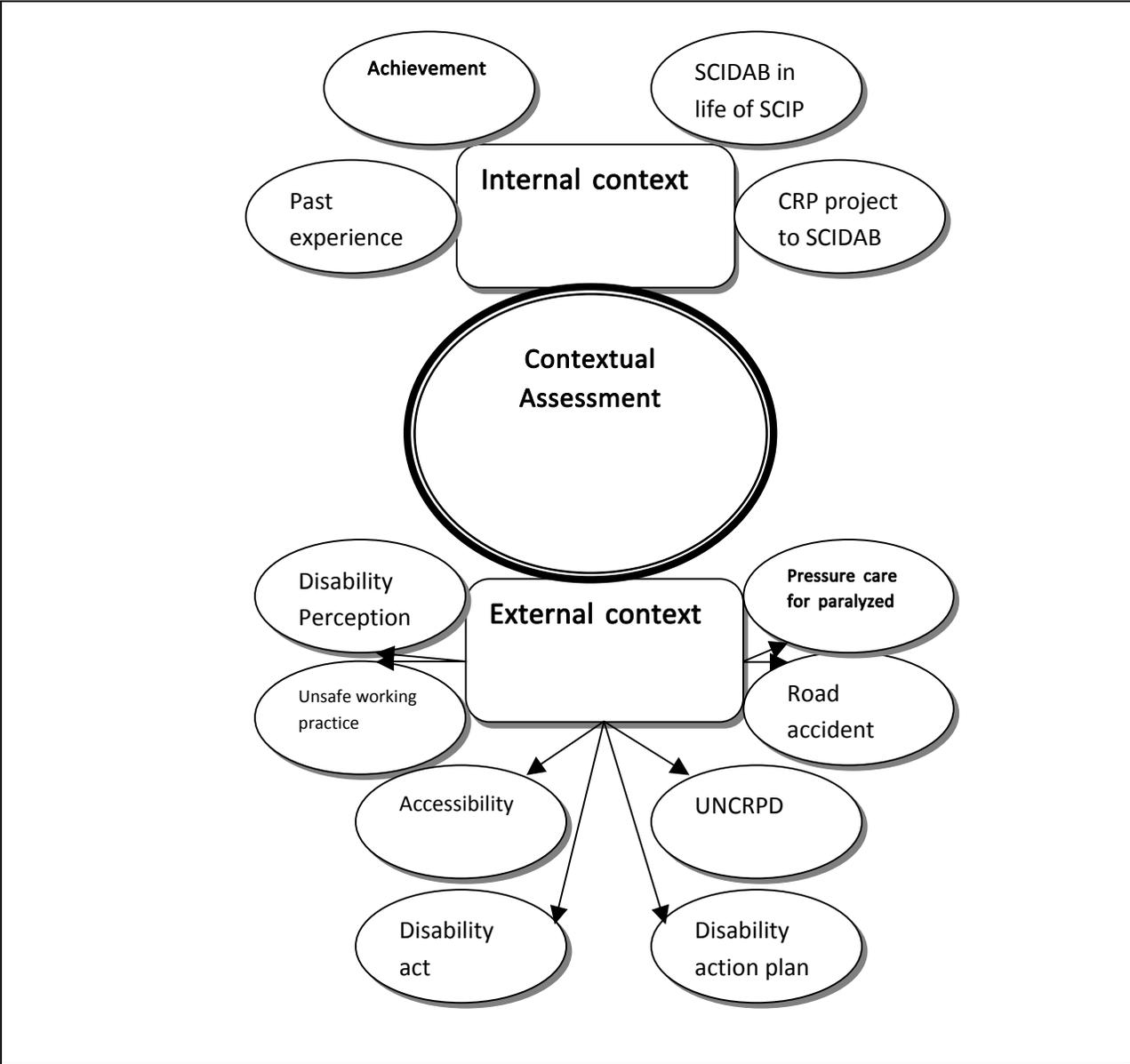
CRP has encouraged and facilitated SCIP to get together for working on social inclusion and rights issues. In these early days CRP has become a great resource for SCIDAB and has provided capacity development and practical support from the beginning. Based on this inherited experience and resources SCIDAB has already formed an 11 member Executive Committee through democratic process in last 17 November 2012. A constitution of the organization has been developed and approved by the Executive Committee and endorsed by General Members in AGM. This constitution is now being used as primary instrument for policy and management decision of this organization. Members of SCIDAB received some basic training and support for their growth and development to work closely with SCIDAB.

A project officer has been recruited by CRP and entrusted to establish database on members and communication network to stay in touch with each other. SCIDAB has already collected information of 500 SCI members for data base and is continuing to add more of them in data base. SCIDAB has developed a web site: spinalinjuries-bangladesh.com to post and update information for wider communication and dissemination about SCIDAB. A room is allocated within the CRP premise along with some basic furniture and equipment including one computer, printer, table, scanner machine, UPS, Camera enabling this newly established organization run its office. CRP is also assisting SCIDAB in administrative and financial management matters of the organization.

SCIDAB and its implications in the life of SCIP: Foundation of SCIDAB has brought hopes and lights among the SCIP who are highly emotionally deprived for their disability. They now feel confident to exclusively raise their issues, share their experience and learning with society and country. They learnt different causes and consequences in their lives and livelihood in which SCIDAB would be able to play vital role and address those issues for betterment in their lives. Most of them have acquired basic knowledge on UNCRPD and trained to manage themselves. Now, being organized, they will be able to raise their united voice and act as pressure group for their rights and entitlements from the society and country.

Significant achievement of SCIDAB: Since inception and in the name of SCIDAB has some significant achievements with cooperation and support from CRP. Two meetings were organized jointly by CRP and SCIDAB at Rajshahi and Barisal where SCIP participated along with community leaders, government and NGOs officials to develop consciousness, confidence, unity, network and obtain moral support for their increased mobility so that they can participate in socio-economic activities. Counseling was organized for certain numbers of SCIP and some of them had been referred to CRP for treatment. In addition to those meeting the SCIDAB organized: a) AGM, b) leadership development training, c) Peer counseling, d) workshop to form regional committee and follow-up meeting, e) Global Networking with ASCoN consumer network, f) Awareness sessions, g) Learning and sharing experience sessions. As a result some specific achievements have been noticed within SCIDAB and its members SCIP. This results include: a) Knowledge and leadership increased among the members: b) Increased mobility of Persons with SCI; c) Reduced frustration among Persons with SCI; d) Informed CRP & other services through awareness; e) increased Social communication of Persons with SCI

Diagram: Contextual assessment:



05. Needs Identification and strategic responses:

05.1. Identified Needs: Contextual analysis both external and internal context relevant to spinal cord injured people have been reviewed in order to identify strategic issues that hinder development and establishment of rights and entitlement of SCIP in the society and in the country as a whole. From above review and consultation with SCIDAB members and stakeholders, the following issues and their needs have been prioritised by SCIDAB for their strategic response through this strategic plan duly defining strategic objectives and actions:

Institutional capacity issue: Founded in December, 2011 SCIDAB has just passed over its first year. Despite this foundation and SCIP organized under this platform, still SCIDAB has lot to do in strengthening institutional and members' capacity enabling to work effectively in organized form for protection and rights of SCIP. This newly established organization does not have necessary policy and strategic documents and instruments for its efficient management. Members do not have sufficient knowledge and skills to help in organizational growth and development. The organization is yet to obtain legal entity duly registering with government authority. From analysis of internal context of SCIDAB it reveals that leadership quality and commitment of voluntary services from the members need to be improved to facilitate the team and link with different stakeholders and networks for its sustainable growth and development. With one paid staff, the organizational management support is found weak.

Policy issues: The policy and strategy on Persons with Disability (PWD) are adequate at global and national level while no specific policy is identified for SCIP except article 9 of UNCRPD for infrastructure facilities for accessibility rights of wheel chair users. Although articles 25 and 26 within UNCRPD relating to healthcare and rehabilitation and other relating for example to employment and sports and leisure do not specifically mention SCIP they would be relevant to all disabled people and SCIP. The disability welfare act and action plan did not specify any policy and strategy exclusively for SCIP. Despite the fact that other country policies and laws like building code, transport policy, etc. are not in enforcement and that encounters in mobility of wheel chair user or disabled people. Enforcement of policy and law is the worst in road accident which takes thousands of lives every year and left more as physically handicapped and significant numbers with spinal cord injury become paralysed/handicapped for rest of their life.

Social issues: SCIP has several social issues like other PWDs despite their physical condition are worse than physically handicapped persons like without leg or hand. People in the society do not have sufficient knowledge and understanding about life of SCIP at family and society level. The society does not

want participation of wheel chair users and their presence is negatively seen by other people in any social and political event. Perception on disability in particular to SCIP, the wheel chair users is very negative in the sense of curse of god.

Rights issues: Like other PWDs, SCIPs are equally eligible for their basic rights and the State is responsible for following ratification of UNCRPD. Despite policy and law of the country many of their rights remain unmet because of absence of enforcement – has already been mentioned. But few other basic rights that are exclusively necessary for this special group of PWD like wheel chair is their rights for mobility. Other rights issues are discrimination to have access to mainstream education, deprived from employment that is appropriate for wheel chair users both in terms of nature of job and job location, unavailable special health care and services with necessary aids from public health service system. Another rights issue is disability allowance where this group of people have been put under one single category of disability.

SWOT of SCIDAB

Strength	Weakness
<ul style="list-style-type: none"> • Ensured donor Funding is helping in present project implementation for sustaining in growth and development. • Committed Executive Committee to work for SCIP. • Has an approved constitution • Considerable number of highly educated, well experienced and skilled members • Skilled Advisory Committee of SCIDAB • CRP gives parental care and support for its recognition and growth. • SCIDAB has an established secretariat with equipment, logistic facilities and own website. • SCIDAB has become member of an international Network called ASCoN 	<ul style="list-style-type: none"> • SCIDAB does not have yet registration for its legal entity. • It does not have an office of its own and transport facilities • Poor fund raising initiatives and dependence on CRP. • Slow in decision making process by the EC. • Lack of publicity for branding SCIDAB • Weak management capacity of the executive body. • Absence of policy documents for organizational management • Weak in leadership quality and development • Lack of understanding and mutual respect
Opportunities	Challenges/threats
<ul style="list-style-type: none"> • Numbers of global and national network of PWD exist 	<ul style="list-style-type: none"> • Lack of cooperation from political and government machineries for

<ul style="list-style-type: none"> • Accessibility Manual • Existence of Government policy and law like building Code, transport policy, quota for PWDs. • Ratification of UNCRPD by the Government • Disability Act 2012 approved • National Action Plan on Disability • Available strategic and development Partners exclusive for disability • Jatyio Protobondhi Unnayan Foundation established by Government 	<ul style="list-style-type: none"> enforcement of policy and laws. • Superstition, belief and negative attitude of people towards disability. • Absence of infrastructural accessibility in public and private facilities • Absence of exclusive policy and law for protection of SCIP • Absence of protection mechanism from any Natural disaster.
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Expectation of SCIDAB Members: SCIDAB members expressed their expectations during strategic planning development workshop as follow:

- SCIDAB the organization of SCIP will take initiative on policy advocacy for medical enrollment of Persons with SCI
- SCIDAB will work for SCIP enabling them to participate in all spheres of life.
- SCIDAB should setup regional offices with requisite logistic at six regions.
- SCIDAB should work to enhance and promote talents of SCIP in the society and country.
- SCIDAB should support in exploring opportunity for employment of members SCIP who are un-employed or under employed.
- SCIDAB will develop and maintain data base of SCIP and that may start using record available with CRPC.
- SCIDAB is organized to transform into a strong Disable People’s Organization (DPO) of SCIP.
- SCIDAB should create a welfare fund for safety net support to members SCIP.
- SCIDAB will constantly work with policy and strategic level for mainstreaming SCIP in the society and country.

05.2. Strategic Responses: From review and analysis of identified issues, SWOC on SCIDAB and expectation from Members of SCIDAB, the followings are the strategic responses to address identified issues:

Capacity building of SCIDAB: The response for identified Issues at institutional and individual level includes legal entity, needs of policy documents, management structure and procedures, data base, knowledge management, staff skills, networking, strategic partnership development, strengthening central and regional committees, etc.

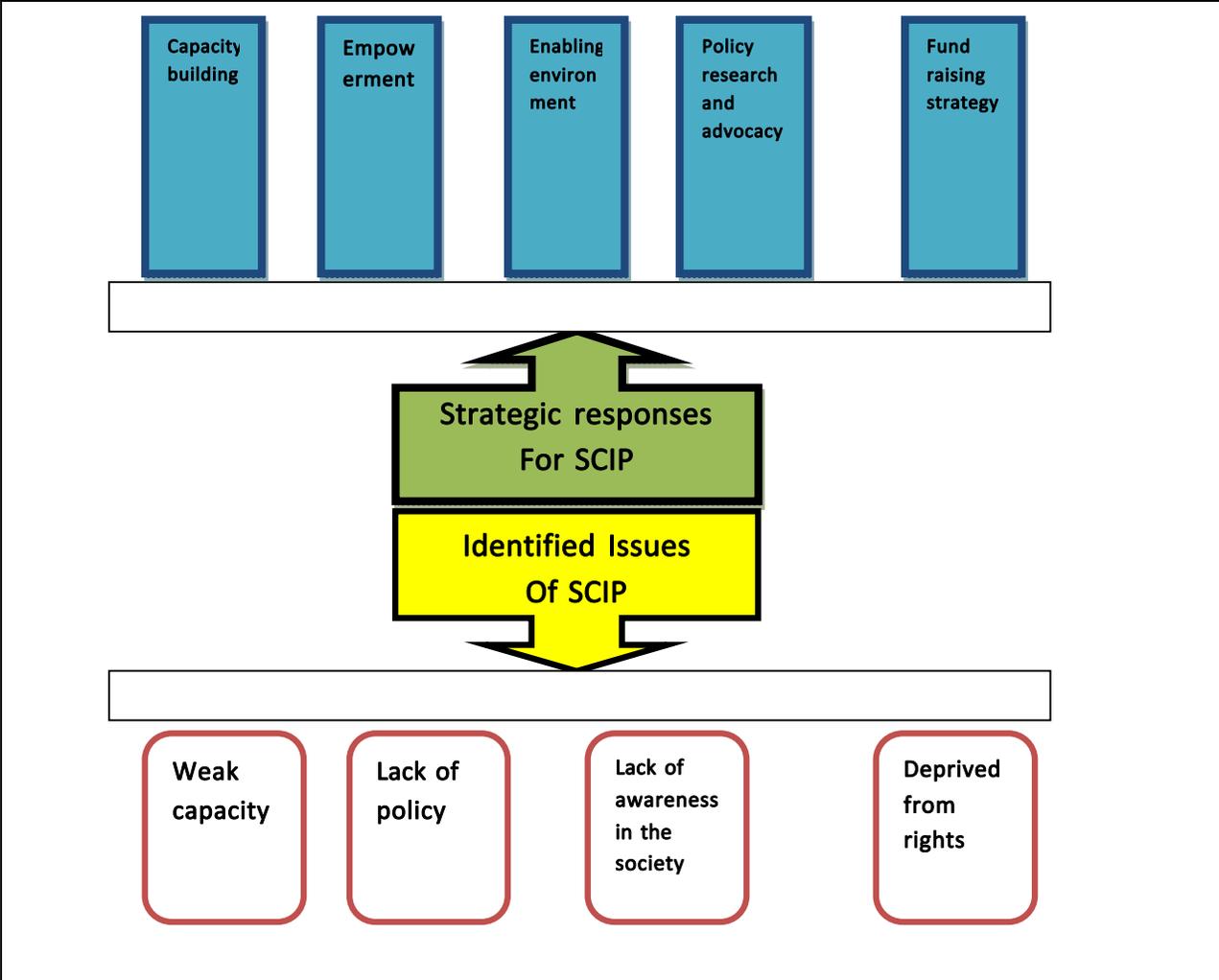
Empowering SCIP for rights: In order to establish rights and entitlements of SCIP, the response for their empowerment include: knowledge and awareness about global and national policy, organizing and mobilizing in groups, basic education, livelihood skills development, self or wage employment, accessing to public services, etc.

Prevention and protection of SCIP: To prevent and protect SCIP from any sort of exploitation, abuse, discrimination, exclusion, humiliation and deprivation, the response should include: awareness and sensitization of the society and institutes, creating enabling environment for their acceptability and mobility, awareness on building, inclusive development initiative in the society, etc.

Policy research and advocacy: Responses on identified policy issues include: developing research team, conducting policy research, preparation of documents for policy advocacy, conducting seminar, symposium, round table, policy dialogue, campaign, creating a pressure group like national caucus, stakeholder mobilizations, etc.

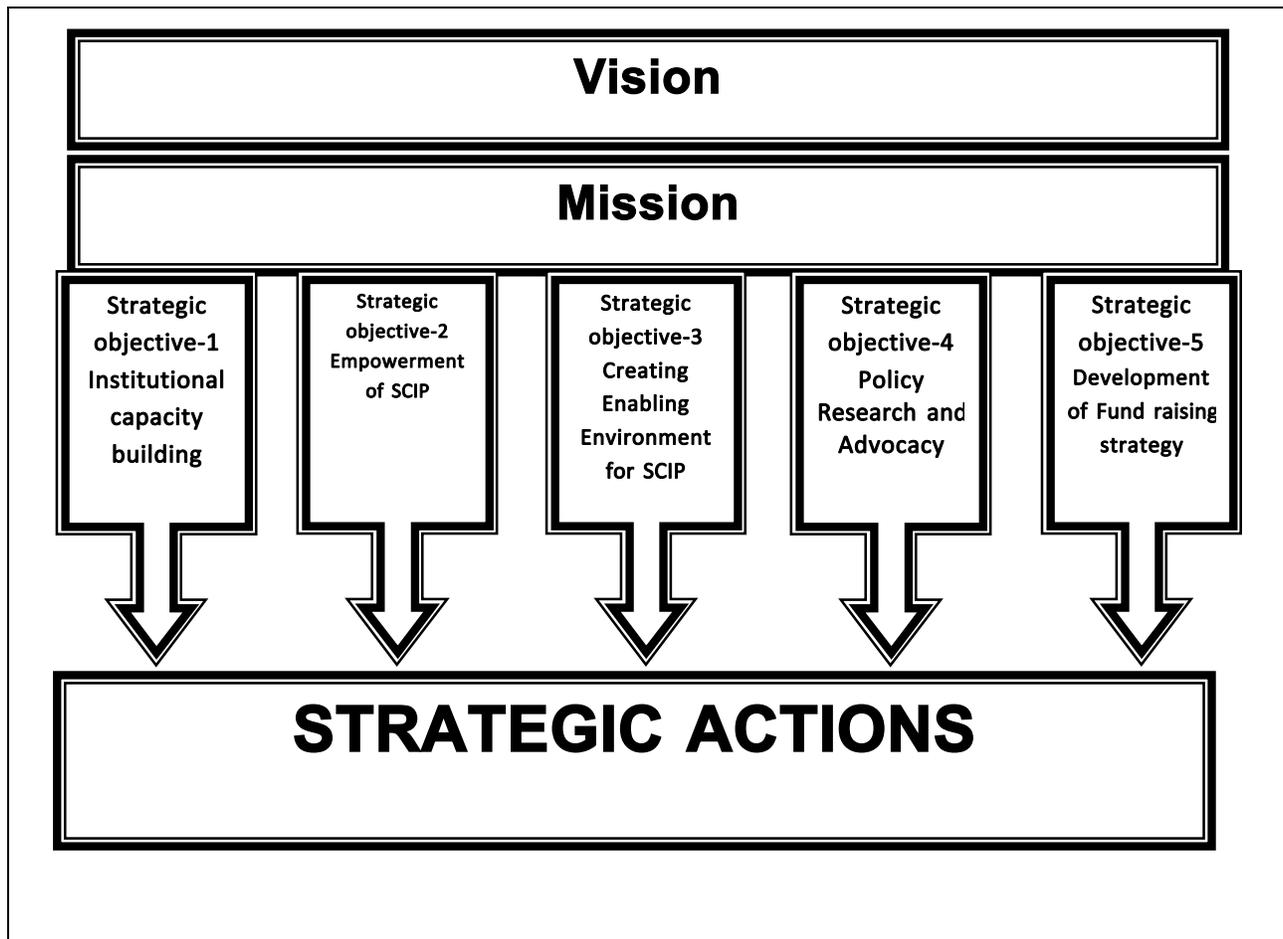
Financial sustainability: The significant response for this newly born institute is financial sustainability. To bring financial sustainability the response will include: mapping of potential donors and rapport building, donor data base development, developing information pack on SCIDAB, strengthening a fund raising unit and equipping fund raising office including skilled staffs, developing local fund raising strategy and establishing social enterprise involving SCIP duly developing their skills, etc.

Diagram: Needs Identification and Strategic Responses:



06. Strategic Objectives with Potential responses

At the time of foundation, SCIDAB was conceptualized as a self-help group, thus was organized and formed by a group of SCIP to become a Disabled People's Organization (DPO). But during strategic plan workshop it has been realized by members and participants that experience of self-help group in Bangladesh is not good. Moreover, the expectation from CRP and the role that should need to play by SCIDAB cannot be met by a self-help group who has limitation in programming, financing and coverage both in programmatic issues and areas. Therefore, three options: a) self-help group of SCIP, b) network of SCIP and c) organization of SCIP have been analyzed in the context of CRP and members expectation from this specific group. From review and analysis in strategic planning workshop, the EC and participants have decided to form it as an organization enabling to work at policy and program level enabling to respond strategic issues detrimental to the life of SCIP and their group. Therefore, this newly formed group has made shift from the concept of self-help group to an organization called SCIDAB duly setting its vision, mission, strategic objectives and action to deliver some results to the life of SCIP and society.



Strategic Objective-1: To increase capacity of SCIDAB and its team for organizational and program management and development.

Expected results: SCIDAB has become fully operational with necessary capacity in program and development management.

Indicator: # of key institutional components has been functioning as per program and management system.

Potential Responses:

☐ **Establish legal entity and policy documents development:** SCIDAB submitted application with relevant papers to obtain registration from Department of Social Welfare for its legal entity to work social development organizations focused on disability. This registration with DSS is expected to obtain by June following government procedure and work speed. Following this, SCIDAB needs to obtain registration from NGO affairs Bureau enabling to get and release funds from donors for its program and organization. Being the organization new, it should have some essential policy document for organizational management. This includes: a) Financial policy and manual for financial control and management , b) Human Resource policy and manual for human resource management and development, c) Procurement policy for purchase of goods, services and works and maintenance of equipment, d) Gender policy for gender friendly organization and protection, e) Spinal Cord Injured people development and protection policy, f) partnership policy for development partnership, strategic partnership and project implementation partnership with local NGOs/CSOs, g) SCIDAB Operation Manual which is underway to develop and complement in operational management procedures of SCIDAB. The present and approved constitution of SCIDAB will be key instrument for policy and strategic direction, but, following development these policy documents it needs to be revisited and adjusted.

Actions	Timeline	Deliverables
1. Obtain registration from DSS for its first legal entity as welfare organization	2013	SCIDAB registered as welfare organization for SCIP
2. Obtain registration from NGO Affairs for its legal entity to receive foreign donation	2013	SCIDAB has become eligible to approach for donor funding.
3. Develop relevant policies and manuals for organizational management	2013	Essential policies mentioned above are developed and in use by SCIDAB
4. Develop operational manual	2013	Developed operational manual is in use for SCIDAB operation
5. Review and update existing	2013	Constitution reviewed and

constitution of SCIDAB		updated to meet current institutional policy and legal binding needs.
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- ▣ **Strengthening capacity of EC and RC:** In absence of management staffs, the EC at central office and RC at regional office have been entrusted to play management role of the organization rendering voluntary services. Therefore, the EC and RC will be trained on: a) organizational management, b) communication, c) Public relations, d) project cycle management, e) fund raising. A core trainer team will be developed from EC and RC enabling to conduct training for members on UNCRPD, disability act and rights. A policy research team will be formed comprising representatives from EC and RC who will work closely with CRP research unit on any policy and legal issues to address through evidence base advocacy initiatives. A team with basic knowledge and understanding about donors market and development partners in the country and abroad will be strengthened their capacity with improved knowledge, resource materials and skills so that this team can work closely with CRP resource mobilization unit in fund raising for SCIDAB's program and projects. SCIDAB has already its secretariat within the CRP premise and it will make further effective through strengthening various teams with different responsibilities. The secretariat will be strengthened hiring staffs who will work closely with EC. With increased workload and growth of the organization, staffs in the secretariat will be increased.

Actions	Timeline	Deliverables
Provide training to core group of SCIDAB to develop multiple skills on organizational development	2013	A core team developed as trainer on organizational development
Provide training on Project Cycle Management	2013	A core team developed on Project Cycle Management
Provide training on UNCRPD, disability act to EC and RC member	2013	Selected EC and RC become knowledgeable about UNCRPD and Disability act.
Formulate a Policy Research and advocacy team to work closely with CRP unit	2013	A team comprising EC, RC and staff from SCIDAB secretariat formed for policy research and advocacy on SCIP issues
Form a Fund raising team comprising EC, RC and staff from Secretariat	2013	Fundraiser team formed and is working closely with CRP fund raising unit.
Develop staffing structure at secretariat for recruitment subject to	2013	An organogram for staffing at secretariat developed

project availability		
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- Strengthen SCIDAB secretariat:** The present staffing at SCIDAB secretariat needs to be strengthened along with this strategic plan for effective business operation and help EC in management. Based on current business operation and growth management in line with strategic plan, SCIDAB requires one Program coordinator to lead a team comprising program, operation and finance staff. Later this program coordinator position will be upgraded to director/executive director position based level of roles and volume of responsibilities. Staffing at secretariat and project level has further been presented with type, grade and key responsibilities areas under required organizational capabilities.

Actions	Timeline	Deliverables
Recruit a Program Coordinator to lead the secretariat services	2013	Recruited Program Coordinator is engaged in providing service at SCIDAB Secretariat
Recruit a Finance & Admin Officer	2014	Finance & Admin Officer is recruited and assigned with roles and responsibilities
Recruit a Program Officer	2014	Program Officer is recruited to facilitate program implementation of SCIDAB

- Knowledge management:** Information is knowledge which can be optimized if that information and knowledge are utilized for development and establishment of rights of SCIP. To support with information and developing knowledge base, SCIDAB will develop an information and knowledge hub with data, information, documents and materials relevant to policy, program, education, and training and communication requirements. These will be recorded and archived electronically and manually as available from the source of origin so that members can have access to this archive. SCIDAB has already started to develop a data base of SCIP who particularly received services from CRP. A website is developed which will further be improved taking into consideration of purpose of website, target audience and its key features. ICT is now well recognized for knowledge management to bring the whole under one screen. Therefore, SCIDAB will establish ICT base web-link and networks within and outside of the country for learning and disseminating information on disability and spinal cord issues.

Actions	Timeline	Deliverables
Establish a knowledge hub within SCIDAB secretariat for information,	2014	A knowledge management hub is established within

communication and dissemination.		SCIDAB secretariat.
Update data base with data and information on SCIP around Bangladesh	2013	SCIDAB established a comprehensive data based on SCIP in Bangladesh
Upgrade website to enrich for target audience and ICT linkage with other networks.	2013	Website is upgraded and enriched with data and documents and meeting expectation of target audience other networks.

- ▣ **Internal and external audit system:** To prevent the issue of due diligence and integrity, SCIDAB has strongly considered establishing internal and external audit system so that organizational management efficiency is well checked and balanced enabling to grow with reputation. An external audit firm will be engaged for annual review and audit of its finance and an independent internal audit team will monitor and work for day to day financial transaction to ensure value for money.

Actions	Timeline	Deliverables
Establish internal audit for internal financial control and management	2013	SCIDAB internal control system is established by engaging an internal auditor.
Engage external audit as per recommendation from stakeholders	2013	External audit firm is engaged to conduct periodic audit on SCIDAB

- ▣ **Networking:** The nature of member-base organization deserves networking to strengthen its capacity for greater interest of people with spinal cord injury. Therefore, SCIDAB will register its membership with National Forum of Organizations Working with Disability (NFOWD) to make its strong representation with specific issues on spinal cord injured people. SCIDAB will identify global network and obtain membership to have access and establish linkage with global stakeholders.

Actions	Timeline	Deliverables
Obtain NFOWD membership	2013	SCIDAB has become member of NFOWD.
Establish linkage with other local and global networks for sharing, learning and uniting voice for the interest of SCIP.	2014	SCIDAB has established linkage with numbers of local and global network and actively participating to share and learn from each other.

- ▣ **Strategic Partnership:** Strategic partnership will give opportunity to unite efforts and resources, influence policy making, implement projects and

exchange information and learning experiences. SCIDAB will build rapport and its identity to work as strategic partner with donor/development agencies with necessary capacity and specialization spinal cord issue. In this partnership approach SCIDAB will identify other organizations/consortium working right base approach and establish partnership. One of the key roles of SCIDAB, being the strategic partner will help grass root level organizations to build their capacity in SCI issues.

Actions	Timeline	Deliverables
Identify potential development/donor agency and establish relationship as strategic partner on spinal cord injury issues.	2014	Potential development partner/donor agency is identified and established strategic partnership
Identify strategic area and prepare a MOU to work closely with CRP	2013	A MOU signed between SCIDAB & CRP

Strategic Objective-2: To empower Persons with spinal cord injury for sustainable growth and development with rights and entitlement in the society and country.

Expected results: Spinal Cord Injured Person (SCIP) as an individual or in group have attained at sustainable development level.

Indicators: %/# of SCIP are living in the society attaining at sustainable development level.

Potential Responses:

- ☐ **Knowledge and awareness building on rights and entitlement of persons with disability (PWD):** The prerequisite to empower PWD is to enhance knowledge awareness with information about their rights and entitlement in the society and country. Therefore, series of orientation on UNCRPD and Disability act-2012 will be organized for members of SCIDAB.

Actions	Timeline	Deliverables
Organize and conduct series of orientation on UNCRPD and disability act to SCIP members in groups.	2014	SCIP members of SCIDAB have gathered basic knowledge and information about UNCRPD and disability act

- ☐ **Livelihood skill development and job placement support:** Dependency of SCIP on family and society for living and livelihood is common which has negative impact resulting of disempowerment and lack of confidence among these types of disable people. But in the society and country there are scopes for SCIP to work if they can acquire necessary knowledge and skills appropriate to the job requirement. SCIDAB will conduct job market research to identify potential employment based on which

customized training package will be offered to SCIP in collaboration with UCEP – a specialized development agency for skills development. Following successful completion of training course, SCIDAB will assist them for placement in appropriate job so that they can be self-reliant and develop confidence to become empowered in the family and society. SCIP will also be helped to develop their skills for self-employment through income generating activities.

Actions	Timeline	Deliverables
Conduct job market research to identify potential employable jobs for the SCIP	2013	Potential employable jobs are identified through job market research by SCIDAB
Organize and conduct training through UCEP to develop livelihood skills of SCIP members.	2014	SCIP Members trained on Livelihood Skill
Provide job placement support to trained SCIP members who are vulnerable to livelihood	2014	SCIP Members received support from SCIDAB/UCEP for livelihood development.
Assist SCIP members to get micro-credit and/or financial loan for micro-enterprise development.	2014	Members get credit and financial assistance for creating self-employment/micro-enterprise development

- **Education for SCIP:** Many SCIDAB members do not have any formal or non-formal education in their life and, disability adding with their life has made them more vulnerable. To provide basic education to those members, SCIDAB will establish linkage with organizations working for poor people education and arrange enrollment of SCIP in basic education course. This education course will help them to improve their basic literacy and numeracy skills.

Actions	Timeline	Deliverables
Provide non-formal education to adult SCIP member	2014	SCIP Members received non-formal education to establish basic foundation in their life.
Provide stipend for education to young SCIP members	2014	Young members received stipend for education support.

- **Mobility aids:** The big barrier of SCIP is in their mobility because of lower part of the body is paralyzed and it has made them handicapped both physically and mentally. To overcome this barrier each one of them requires mobility aids like wheel chair, walker, etc. Many of the SCIDAB members received wheel chair, walker and other mobility aids from public and private sectors. But still lots of SCIP do not have mobility aids for which SCIDAB will

further explore public and private sector to collect those mobility aids for those SCIP members who have not yet received.

Actions	Timeline	Deliverables
Mobilize resource like mobility aids from public and private sector – as a part of Corporate Social Responsibilities (CSR)	2014	SCIP members received mobility aids like wheel chair, walker, etc.

- ▣ **Participation in sports and culture:** PWDs have already established image and reputation for their performance in sports and culture. Wheel chair users have many track records in outdoor and indoor sports. These sports and culture are not only for their recreation but also to help overcome their frustration in individual life. For that SCIDAB has considered sports and cultural event and competition among the SCIP members to help building confidence about their ability and overcome frustration of their disability. At least one sport and cultural events will be organized linking with annual general meeting and retreat of members.

Actions	Timeline	Deliverables
Organize sports and cultural event for SCIP members once a year during AGM of SCIDAB	2014	Sports and cultural event organized for SCIDAB members once in a year.

- ▣ **Peer counseling:** Among members of SCIDAB some human resources have already been trained on counseling who are working with CRP and SCIDAB as peer counselor. This has already been recognized as one of core activities of SCIDAB. SCIDAB will develop further counselor among members to conduct peer counseling. These trained counselors will work at regional and community level to help SCIP in reducing frustration and building confidence. The present counseling package will further be reviewed and updated to make peer counseling more effective and appropriate for the members of SCIDAB.

Actions	Timeline	Deliverables
Train more SCIP members on peer counseling and engage them counseling services at regional and field level for door steps service delivery	2014	Further trained SCIP members are providing counseling services within their region and community level.
Review and update Peer counseling package for improved services	2014	Existing Peer counseling package reviewed and update to make more effective peer counseling

- ▣ **Health care support:** Health issue is part of daily life of SCIP who needs special health care support. SCIDAB will organize regular orientation and

experience sharing session with its members based on experience gained from CRP health support program. In addition medical aid as part of health care support will also be organized linking with CRP and other potential health service agencies in public and private sector. Special health care package will be offered to female SCIP.

Actions	Timeline	Deliverables
Organize orientation and sharing meeting with SCIDAB members based on CRP health support program	2013	Members are well oriented on health care support.
Organize referral services and linking with different service provider	2013-2017	Referral service provided to SCIP members through establishing linkage with other service providers
Provide special health service package for female SCIP	2013-2017	Female SCIP received special health package

Strategic Objective-3: To create an enabling environment for SCIP in the society and country for their participation and accessibility to services and resources.

Expected results: Institutions and society have become supportive for mobility of SCIP and their access to public and private resources and services.

Indicators: # of institutions and society have become supportive to SCIP in their mobility and accessing to resources and services.

Potential Responses: The strategic objective-2 is for empowering of SCIP as an individual which is one side of the coin, and the other side is external environment for effectiveness of individual empowerment. If the external environment is not favorable to SCIP will face obstruction in their mobility, accessibility and establishing rights in the society and country. Therefore this strategic objective is set-out with numbers of strategic action to create enabling for rights, access to information and resources by SCIP

☐ **Access to information:** For institutional capacity building SCIDAB has made a provision of knowledge management hub with necessary data information required for SCIP to comply with Right to Information (RTI) act-2009. But stakeholders in public and private sector do not consistently comply with RTI act. SCIDAB will work closely with government and private sectors relevant to disability services and facilities to make aware about RTI act and comply with it so that SCIP can have access for necessary information when is required.

Actions	Timeline	Deliverables

of RTI to sensitize them on RTI act		through orientation and interaction by SCIDAB members
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- ▣ **Access to government services and quota:** The department of social services keeps provision of disability allowance and services every year for which PWDs are eligible. SCIDAB in association with other actors working for human rights will mobilize PWDs to demand their rights and entitlement. Similarly the DSS personnel at Upazila and district level will be sensitized to disability rights issues and help them for logical scrutiny for quota and services to PWD including SCIP. SCIDAB will work closely with Jatyo Protibondhi Unnayan Foundation (JPUF) to distribute mobility aids/assistive device to eligible SCIP.

Actions	Timeline	Deliverables
Mobilize PWD including SCIP to demand for their rights in government safety net program.	2013-2017	PWD including SCIP are mobilized and demanded their legitimate rights from government safety net program.
Organize sensitization session with DSS staff at Upazila level	2014	DSS staff at upazila level sensitized and motivated to help SCIP through government safety net program.
Lobbying for disability allowance and quota for government services	2014	Members got disability allowance and job in govt. quota
Lobbying with JPUF to get mobility aids from govt. quota.	2013	Obtained mobility aids from JPUF for SCIP

- ▣ **Awareness building on accessibility building code:** Government has deployed building code enabling accessibility of disable person using ram. The PWDs in particular to wheel chair users are highly deprived from their accessibility in government and private infrastructure due to absence of enforcement of this building code. SCIDAB will work closely with government authority and stakeholders to comply with building code in public and private sector so that necessary accessibility facilities and/or infrastructure is built allowing wheel chair users' mobility and accessibility in those building.

Actions	Timeline	Deliverables
Organize dialogue with stakeholders relevant to building code for consensus building.	2014-2015	Stakeholder dialogue organized, sensitized and built consensus
Organize public awareness campaign about building code and accessibility of wheel chair users in public and private	2014-2015	Mass people sensitized on building code and accessibility facilities as one of the rights of PWD particularly wheel chair

infrastructures		users.
Organize policy research and dialogue with policy holder for enforcement of building code	2014-2015	Enforcement of building code at public and private sector began.

- **Mass campaign on SCI issues and rights:** To create public awareness and increase knowledge particularly on SCIP and their social and economic issues, SCIDAB needs to play critical role in collaboration with CSOs, government agencies, development partners. SCIDAB will play critical role for building awareness on issues related to SCIP among various stakeholders and to promote human rights in order to attain a more inclusive society for Persons with SCI. SCIDAB will organize event and mobilize SCIP and stakeholders to increase public awareness including events, demonstrations and working with media. Initiatives will be taken for empowerment of SCIP through community based services in collaboration with Government, Civil Society Organizations (CSO) and private sector.

Actions	Timeline	Deliverables
Organize Social networking like Face book for mass awareness	2013	Mass people are aware on SCI issues
Organize dialogue with GO, NGO & other civil society	2014	GO, NGO stakeholders are aware on SCI issues
Organize press conference on SCI issues	2014	SCI issues have been published in print and electronic media.
Publish Articles on news media	2014	Mass people are aware through media communication.

- **Inclusive initiatives by public and private sector:** Despite existence of country policy and rules for inclusiveness of PWD, enforcement is very poor which gives ample of opportunity to work closely with private and public institutes like educational institute, hospitals, business centers, corporate houses, public transport authority and private transport association. SCIDAB will work closely with educational institutes for inclusive education enabling PWD specially wheel chair users for accessibility and enrolment in formal education system. SCIP in association with other actors working for human rights will work with public hospital and clinics to get special treatment and services for SCIP. In private sectors some jobs are very much suitable for SCIP. SCIDAB will organize seminar and round table consultation to promote and motivate private sector leaders/employers for job placement of SCIP in those positions. Awareness about rights for mobility of SCIP will be built among public and private transport authority to allow SCIP travelling through those transport.

Actions	Timeline	Deliverables
Organize public dialogue with government and NGO stakeholders for accessing of SCIP in educational institutes and transportation.	2015	Access of SCIP in education and public transport system increased
Organize dialogue with private sector employer to sensitize and allocate quote for certain convenient post for SCIP	2015	More employers are motivated for SCIP employment in some positions appropriate for them.

Strategic Objective-4: To establish policy and rules exclusive for protection and interest of SCIP in the society and country.

Expected Results: Revised public policy is established and practiced for protection interest of SCIP in the society and country.

Indicator: # of public institutes is active in policy support and practice for protection of SCIP in the society and state.

Potential Responses:

- ▣ **Research team development and conducting research:** It has already been mentioned in institutional capacity where a research team has been proposed to work closely with CRP research unit for policy research. Capacity of this research team will be strengthened through technical support from CRP. The experience inherited by CRP research unit on policy issues will be capitalized to conduct research. However, the research team will remain focused on SCIP issues and relevant policies.

Actions	Timeline	Deliverables
Formulate a research team and build capacity to conduct policy research in association with CRP	2013	A formulated research team have been capacitated in policy research jointly with CRP
Conduct policy research on SCIP issues for policy change and inclusiveness	2014	Conducted numbers of research on policy issues and recommended for policy change

- ▣ **Development of advocacy package specific to policy development for SCIP:** Based on research outcome, SCIDAB in joint collaboration with CRP will develop an advocacy package enriched by research data and results for policy level advocacy. For local level advocacy with stakeholders an IEC materials will be prepared for wide dissemination and sensitization.

Develop advocacy package for policy dialogue and influence.	2013	Advocacy materials prepared by consolidating research outcomes.
Prepare IEC materials for public awareness and mass communication using research outcomes.	2014	IEC materials developed and used for public awareness and communication

- ▣ **Organizing advocacy events:** To conduct advocacy at national and local level targeting policy holders and policy users, SCIDAB in collaboration with CRP and other stakeholders will organize seminar, symposium, round table, policy dialogue in media.

Actions	Timeline	Deliverables
Organize seminar, symposium, round table, media talk with policy holders in collaboration with CRP	2015	Recommendation from seminar, symposium, round table, media talk is used for policy influence.

- ▣ **Creating pressure group like national caucus:** Formation of national caucus involving different stakeholders and eminent personalities from civil societies of the country where SCIDAB will facilitate this body to further complement in policy advocacy with parliamentarian standing committee. This national caucus will review and comment on disability act which will help to develop rules and procedures for its roll-out in the country. A policy dialogue will be organized with focal points of different ministries where national caucus facilitate the discussion.

Actions	Timeline	Deliverables
Formation of a National Caucus on SCIP issues	2014	National Caucus for SCIP is recognized in the country
Organize national Caucus for reviewing disability act and rules and procedure related to SCI	2014	National Caucus recommended for updating and amendment of certain disability act and related rules and procedures.
Organize a policy dialogue with 46 focal persons with different ministries and departments	2014	Issues relevant to SCIP is well informed to policy holder and focal persons of different ministries

Strategic Objective-5: To develop a fund raising strategy for financial sustainability of SCIDAB.

Expected results: SCIDAB has acquired certain level of financial sustainability with funding base for the organization and its program.

Indicator: # financial sources have been identified and recognized as funding base for SCIDAB's financial sustainability.

Potential Responses:

- **Donors mapping and database development:** To know donor who are potential for SCIDAB program funding, donors' market research will be conducted using primary and secondary source of information. The team proposed in institutional capacity building for fund raising will develop a donors' mapping and donors' calendar based on research outcome. This donors' mapping and calendar will help SCIDAB to know and understand who are the donors specifically funding to disability sector and when. This donors' mapping can be put into a data base for regular review and update with necessary information. Following this, a SCIDAB will prepare an information pack comprising organizational profile and program/project and visit donor's office taking into consideration of funding opportunity and schedule. A member from fund raising team will be entrusted to follow-up with donors and respond to donors' queries. Livability, Manusher Jonno Foundation (MJF) and members' subscription are the current funding source for SCIDAB. Other significant donors and grant makers funding and working in disability sector include: a) Handicap international, b) CBM, c) DPI-Canada, d) CIDA-Canada, e) DFID, f) AUSAID, g) HI-French & German, h) Disability rights fund-Australia, i) AUS Aid, j) EU, k) UN Agencies. In addition, +as a part of corporate social responsibilities (CSR), many corporate houses like Grameen phone, Unilever, Singer Bangladesh, Dutch Bangla Bank, standard Chartered Bank, etc. are funding and donating assistive devices to disable people. Numbers of international and national Foundations have been contributing in disability sectors.

Actions	Timeline	Deliverables
Organize a fund raising team		Fund raising team organized comprising EC and secretariat staffs
Conduct donors' market research and prepare donors' data base and calendar targeting potential donors for disability.	2013	Donor's database developed along with donors calendar for future funding approach by SCIDAB
Communicate and coordinate fundraising initiative by fund raising team	2013-2017	Donors' communication and queries responded by SCIDAB

- ▣ **Equipping fund raising office with necessary tools and materials:** Not only to strengthen team capacity is suffix in fund raising but also the fund raising unit office shall be well equipped with necessary IT facilities office

automation equipment and logistics enabling to produce, communicate and present quality materials and information as well as maintain relationships with donors. The team engaged for fund raising will acquire necessary skills in donors' communication, presentation and negotiation on program and financial issues. The existing website will be upgraded with special page exclusively designated with information and data to use for fund raising and donors' information.

Actions	Timeline	Deliverables
Strengthen fund raising office with equipment and ICT facilities	2013-2014	SCIDAB office equipped for fund raising initiatives.
Develop fundraising tools and materials to approach to donors.	2013	Fund raising office equipped by fund raising tools and materials
Up-grade website with special page for fund raising	2013	SCIDAB website upgraded for fund raising.

- ▣ **Required fund raising skills for the team:** Approach for raising fund from any donor is critical to the success of donors' funding. Therefore, the lead member on behalf of SCIDAB will get prepared prior to meet donor on how to ask for a specific cause that must be effective to motivate and give further opportunity to discuss about potential cooperation. SCIDAB core team will have specific research and information on donors to understand their interests and priorities so that the team leader can talk in same line and language with donor. Given that the donor's research outcome would be great resource to make right approach to right donor. The communication and facilitation skills in donors' communication and negotiation are essential for fund raisers. To sharpen further in fund raising skills corresponding to current funding environment and its management, the core team will have a) Writing skills, b) Computer and internet skills, c) Communication skills, d) Documentation skills, e) Creative thinking to response of any issue, f) Conceptualization of an idea to transform into project, g) Public Relations skills, h) Socialization skills, i) Skills in salesmanship, j) Organizing skills, k) commitment to the work on cause, l) Ability to ask and m) Retention of Confidence on rejection.

Actions	Timeline	Deliverables
Provide training to develop comprehensive skills by fund raising team.	2013	Fund raising team acquired comprehensive skills for fund raising.

- ▣ **Promotional package and materials for fund raising:** As a part of readiness to approach to donor or to present the organization and its program; SCIDAB will have one package containing organizational profile, a

brief about current programs and synopsis on specific program/projects for which funding are necessary. To write organization profile SCIDAB will follow an outline but not limited to a) Foundation, b) Legal entity, c) Governance structure, d) Organizational capacity, e) Development programs and f) brief on strategic plan. To complement further this package audit report, annual report copy of legal entity and sample of success story may also be included.

Actions	Timeline	Deliverables
Prepare promotional information pack targeting identified donors.	2013	Promotional pack comprising org. profile and program targeting donors prepared.

- ▣ **Fund raising tools and techniques:** As part of organizational preparedness, SCIDAB should use some specific tools and techniques in fund raising. The significant tools that will be used for fund raising include: a) Project concept paper and project proposal based on strategic plan, b) fund raising plans duly assessment of current funding commitment and sources, c) a budget for investment in fund raising, d) donors' mapping with funding calendar. In fund raising technique different approach needs to be used for different types of donors as follows:

- Institutional donors: - Professional application following guideline and format
- Foundation – Logical presentation focusing on tangible benefit to your community.
- Corporate donors – Demonstrate win-win opportunities.
- Charity – Align with their causes and objectives
- Philanthropist – A case for support
- Individuals – A good cause to touch emotion

Actions	Timeline	Deliverables
Develop Project concept paper, Project proposal based on strategic plan	2013	Concept notes and Project proposals are prepared and available to submit to donors
Prepare Fund raising Plan	2013	Fund raising Plan are prepared and available
Prepare a budget for fund raising activities	2013	A budget for fund raising activities are prepared and available

- ▣ **Developing social enterprise:** Members will be trained on livelihood skill to help them becoming self-reliant and empowered. These trained human resources will be great resource to establish social enterprise by SCIDAB for income generation. Through market research, SCIDAB will identify potential business opportunity and establish a social enterprise where SCIP can be

engaged with required skills. This will give two way opportunities: a) employment for the SCIP and b) SCIDAB income generating unit.

Actions	Timeline	Deliverables
Conduct research to identify potential enterprise/social business for income generation and employment of SCIP.	2013	Potential enterprise identified to establish social enterprise.
Take initiative to establish a social enterprise for SCI people	2014	Identified potential partner for establishing Social Enterprise

07. Strategic approaches:

Twin track approach: Twin-track approach to disability means both mainstreaming of disability into all strategic areas of development practice as well as supporting specific disability initiatives empowering persons with disabilities. The twin track approach involves the combination of two key strategies:

- a) **Disability Specific (Empowerment) –**Enabling and empowering persons with disabilities, their families and representative organizations through increasing their access to support services, healthcare, education, livelihood and social activities as well as through political empowerment. Disability specific approach will be used for achieving strategic objectives on institutional capacity and empowerment of individual SCI.
- b) **Societal (Mainstreaming disability)-** Working to identify and overcome the barriers in society that people with disability face e.g. physical accessibility, communication, attitude, legislation. It involves including persons with disabilities in all aspects of development and community life. For all actors in the field of development, this means working towards fully including persons with disabilities in their programs. Societal approach will be used for achieving strategic objectives on creating enabling environment in the society and country, and policy research and advocacy at national and local level.

Use of twin track approach will contribute in sustainable improvements in the quality of life of persons with SCI and to establish towards inclusive societies. SCIDAB needs to play critical role for its members through collaborative effort with families, communities, civil society organizations, development agencies and government public services.

In addition, inclusive approach will be used by SCIDAB to ensure inclusiveness of PWDs with special emphasis on SCIP for their participation and raising voice from their experiences and challenges in their life. In line with strategic plan, both

twin track approach and inclusive approach will be considered to design and develop any project or program in future.

CBR approach: Another approach called CBR is a multi-sectoral approach will be used for community base rehabilitation of SCIP through programmatic interventions. CBR focuses on enhancing the quality of life for people with disabilities and their families, meeting basic needs and ensuring inclusion and participation. This approach will ensure inclusive development and avoid isolation of SCIP who deserve family care living in own community. Therefore, CBR approach will be applied for inclusive development retaining SCIP within their families and communities to address their issues.

Gender equality: SCIP who are women have been found most vulnerable in the society because of physical and biological challenge in their lives. SCIDAB will work through a process using gender lens to provide special care and support to women scip and encourage their participation in different initiatives so that they do not feel discrimination and exclusion due to gender and their disability. SCIDAB will develop a gender policy enabling to create gender friendly environment within the organization and gender sensitive program specifically aimed at addressing the needs and rights of women with disabilities.

08. Geographic and Population coverage:

More than 7,000 spinal cord injured patients who are treated by CRP as well as many other SCIP are spread over Bangladesh. Therefore, SCIDAB considers all over Bangladesh for its program and presence through regional centre at divisional Headquarters. Persons with spinal cord injury are the primary target and the population who are at risk for spinal cord injury are secondary target. Thus almost all the people in Bangladesh will be covered by SCIDAB program particularly prevention and protection from spinal cord injury and uniting them for rights of SCIP.

09. Required capabilities and resources:

The existing resource and facilities of SCIDAB, to some extent would be useful for roll-out of this strategic plan. However, fulfilling the strategic objective-1 of this strategic plan will help SCIDAB's capacity for effective rollout. To further complement and supplement in management aspect of this strategic plan, SCIDAB needs to strengthen its secretariat with necessary resources as finance, human, logistic, technical and policy materials. In absence of paid staffs the EC entrusted for SCIDAB shall have further technical and managerial skills to run and manage a member base organization and collaborative initiatives with CRP

and other organizations? Team should acquire strong program planning capacity, good advocacy and networking skills and ability to raise SCIDAB profile as a professional organization and promoting inclusive society for Persons with SCI.

Financial resources: To achieve five strategic objectives through series of actions require resources in the form of human resources, material, logistic and technical resources. The cost implications to these resources are estimated against each strategic objective on year basis as follows:

Strategic objectives	Year-1 In lakh taka	Year-2 In lakh taka	Year-3 In lakh taka	Year-4 In lakh taka	Year-5 In lakh taka	Total
1. Institutional Capacity building of SCIDAB	6.00	6.00	6.00	6.00	6.00	30.00
2. Empowerment of SCIP	8.00	6.00	6.00	6.00	6.00	32.00
3. Creating enabling environment for SCIP	4.00	6.00	5.00	5.00	5.00	25.00
4. Policy Research and Advocacy	4.00	4.00	4.00	4.00	4.00	20.00
5. Fund raising strategy development	5.00	4.00	4.00	4.00	4.00	21.00
Total	27.00	26.00	25.00	25.00	25.00	128.00

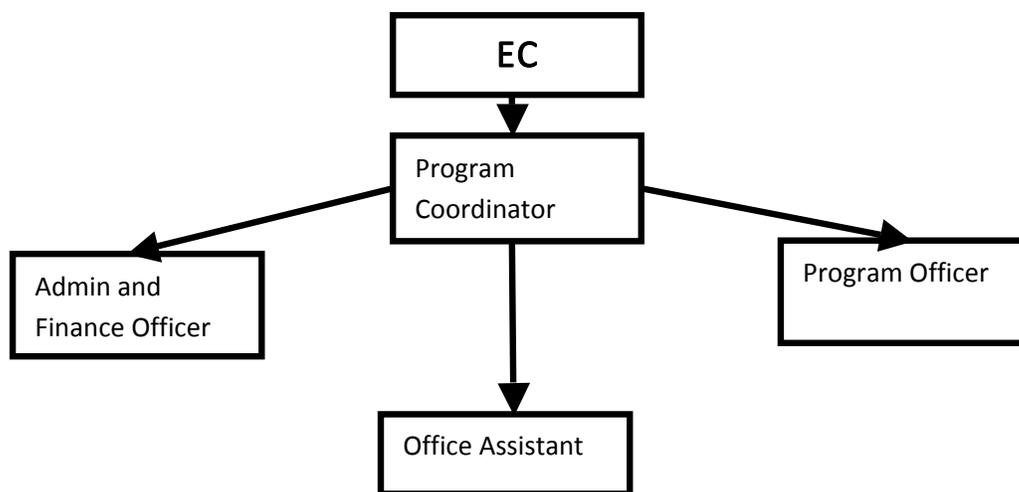
Stakeholder's relations: SCIDAB needs to work with stakeholders identified during strategic planning workshop. This includes:

- Centre for Rehabilitation of Paralyzed (CRP) to for all kinds of cooperation.
- Jatyo Protibondhi Unnayan Foundation (JPUF) to receive mobility aids, disability services and joint collaboration on spinal cord injury issues.
- Government Medical College & Hospitals for medical and health care support and collaboration.
- Department of social services for disability allowance under social safety net program.
- Private Medical College & Hospitals for health care and joint collaboration
- Relevant Ministries & 45 focal points in different ministries and department for policy and strategic issue in public sector
- Media for public awareness, promotion and advocacy.
- Civil Society Organization (CSO) for collective actions for rights and interest of SCIP.
- Local Government Administration for social development and protection in the community
- Public Works Department for building code and infrastructure development support following building.

- PWD, BRTC, Railway, BIWTA, Roads & Highway for accessibility to public transport and facilities
- ESCON (ESCON)

Networking: SCIDAB will have scope to network with the following organizations to carry out their common agenda: a) NFOWD, b) NADPO, c) BGDO, d) JPP.

SCIDAB Secretariat: Currently SCIDAB secretariat is led by secretary general who is also only the employee against project fund. This secretariat will be strengthened through increased staffs to meet the needs of this strategic plan as per following organogram.



Monitoring and evaluation: The strategic objectives developed with expected results require periodic monitoring to measure whether results are obtained at different interval of time. After two years of roll-out this strategic plan, a midterm evaluation will be conducted to assess whether SCIDAB is at par in line with strategic plan. A team at SCIDAB will be engaged to do monitoring of this strategic plan through a set of customized tools and method.

10. Potential risks and their mitigations:

Bangladesh is a complex operating environment and different factors could limit development effectiveness. Identified key risks and mitigation strategies are:

Identified Potential risks	Mitigation
<p>Corruption and misuse of funds: One of the potential risks for this newly formed organization is misuse and corruption of fund because of absence of proper control/check and balance mechanism that is may yet to be established.</p>	<p>Members and staff to demonstrate good governance and transparency. Periodic assessments to identify areas that will require close monitoring.</p>
<p>Misuse of Power: The newly elected EC has been empowered with executive authority which carries potential risk in misuse of power.</p>	<p>SCIDAB will promote grooming leadership with capacity and attitude of demonstrating role model. To bring balance and succession plan 2nd line and 3rd line leadership will be developed by necessary policy and practice.</p>
<p>Political instability: The country is experiencing frequent political instability and term-oil, which is identified a potential risk to attain strategic objectives.</p>	<p>Change in government may have changed priorities including disability issues. SCIDAB with its strategic partners will build rapport with concerned government ministries and agencies. Parliamentarian caucus on SCI need to be engaged and made more aware of different interventions and achievements.</p>
<p>Frequent natural disasters: Natural calamity is common phenomenon and frequent where no control exists.</p>	<p>Organizational contingency plans in place at organizational level to respond to disasters quickly. Engage in advocacy and take steps for inclusive disaster risk reduction and climate change across the programs.</p>

<p>Resource constraints: Strategic plan has implications with resources that are necessary timely and adequately. Constraint of resource will have negative results.</p>	<p>For the expected growth, SCIDAB will require a lot of additional resources. All other possibilities in addition will require a very innovative resource mobilization strategy</p>
<p>Internal conflict: This is an identified potential risk for this newly formed organization since it has yet to be gaining its stability involving multi-stakeholders and ownership.</p>	<p>The necessary policy documents of SCIDAB will be developed as the entire relevant stakeholder will work as per policy and guidelines. Terms of reference and Job description of the entire person will be specified and regular coordination meeting will be organized to mitigate the conflict.</p>
<p>Superstition: Social taboos, superstition and stigma sometimes may appear as barrier for working at family and society level to achieve strategic objective-3</p>	<p>The awareness package and sensitization initiatives involving different stakeholders will contribute to reduce these risk factors. Further, policy and their effective enforcement will bring such belief and practices further down at family and society level.</p>

11. Key factors for Strategic Success:

It is vital for the success of the Strategic Plan that group members challenge themselves to be clear in their purpose and intent. They must come together to review, discuss and take forward the challenge of implementing the strategic plan. In addition, involvement of the stakeholders from the country and globe in planning, financing and supporting in policy and program with time to time review for unified effort to increase individual and collective motivation towards achieving its vision and mission.

Critical Success Factor 1: It will be necessary to move out of the “comfort zone” of older paradigms in order to expand and step into common understanding, thinking the way to plan, implement and evaluate time to time.

Critical Success Factor 2: It will be important to differentiate between ends (What) and means (how) and to ensure attention to high quality processes as well as outcomes.

Critical Success Factor 3: Should consider macro and micro level during assessing, planning and evaluating results obtained time to time.

Critical Success Factor 4: Objective should precisely be stated with actions towards heading as well as the criteria to measure the results when is arrived at any achievement level.