Australian Disability & Development Consortium (ADDC)

Strategic Plan 2018-2021

**Purpose:** The Australian Disability and Development Consortium (ADDC) is an Australian based, international network focusing attention, expertise and actions on disability in developing countries, building on a human rights platform for disability advocacy.

**Vision Statement:** To have a world free of poverty and for people with disabilities to be able to exercise their human rights within an inclusive society: where they have the same opportunities and choices as any other members of their community.

**Mission Statement**: To promote the rights and inclusion of persons with disabilities in development activities, advocating that disability be fully integrated into all Australian development programs and policies.

# Strategic Plan 2018 – 2021: Outline

* The strategic plan has 4 ***outcomes***which ADDC will work towards.
* Under each outcome are several ***objectives***, which are more specific and measurable. The Strategic Plan is based on the premise that achieving these outcomes will lead to ADDC moving towards the higher outcomes.
* Achievement of the objectives will be measured by performance against ***indicators*** and the relevant ***targets*** set for each of these. These indicators will form the basis of ADDC’s Monitoring and Evaluation Framework. Reporting against this framework will be reviewed annually by our current host organisation (CBM Australia), the ADDC Executive Committee and our members.
* Against each outcome there are also possible ***activities***. These activities are just proposals, and are not mandated by this Strategic Plan. The ADDC Executive Officer will draft a yearly workplan to deliver upon the outcomes and objectives in this Strategic Plan; these workplans may include and prioritise different aspects of the possible activities from time to time. The workplans will reviewed by the ADDC ExCom and the host organisation.
* The ***rationale*** for the strategic plan is set out below. This overviews the basic logic of how the strategic plan will result in the change required to achieve ADDC’s vision and mission statements. The rationale seeks to articulate the connection (a) between the outcomes of the strategic plan that ADDC can feasibly work towards and (b) the ‘blue sky’ elements of the mission and vision statements that are beyond ADDC’s control. This separate articulation is required so that the objectives and indicators included within the strategic plan can be measurable and achievable – including too many high level elements that are beyond ADDC’s direct control within the strategic plan (such as increased DID funding, or overhauling DFAT reporting requirements for example), will not set ADDC up for success.

## Strategic Outcomes:

1. ADDC’s strong collective voice has resulted in Australian agencies and individuals engaged in international development work having increased accountability to the inclusion and rights of people with disabilities.
2. Disability inclusion is embedded in the work of Australian agencies and individuals engaged in international development.
3. There is improved technical knowledge and skills of DID practice by Australian agencies and individuals engaged in international development work
4. ADDC is strong and viable.

Definitions:

* Australian agencies: Government and non-Government agencies, including NGOs, Managing Contractors, DFAT, other donors where relevant, ACFID, DPOs and Australian domestic disability service providers that are undertaking work in developing countries. DID: Disability inclusive development means ensuring that all phases of the development cycle (design, implementation, monitoring and evaluation) include a disability dimension and that **people with disabilities are meaningfully and effectively participating in development processes and policies. DID** is founded upon the three key principles of **participation, non-discrimination and accessibility. It is** based on a **twin-track approach** that implies both (1) actions to **mainstream disability in all programmes**, and (2) **actions specifically targeting people with disabilities** to enable them to participate and benefit from programmes on an equal basis with others. [[1]](#footnote-1)

## Rationale:

In preparation for the development of this strategic plan, ADDC conducted consultations with the sector. Through phone and in person interviews and an online survey, input was received from over 50 stakeholders on the needs and priorities that ADDC should meet through its next strategic plan. Key findings of the consultation were:

* There has been a significant change in landscape over the past 10 years: ADDC’s audience is more divergent now, so the message and method needs to be more nuanced to meet needs of both those with sophisticated expertise in DID, and those who are just beginning their journey on this.
* There are still many working in the international development (ID) sector who remain ‘unconverted to DID’ – particularly in Managing Contractors, DFAT generalist staff and NGO generalist staff. While much progress has been made, it is important not to lose sight of these. Barriers to them practicing DID include lack of awareness, lack of resources (including financial), lack of mandatory requirement to do so, unfamiliarity and low confidence to engage in DID and people with disabilities.
* The domestic disability sector are increasingly working in developing country contexts, and need to be engaged on ID principles and opportunities for collaboration.
* Policy commitment does not necessarily translate to high quality DID work in practice.
	+ There are no strong mechanisms to keep organisations/DFAT *accountable* to their policy commitments.
	+ DID practice needs ongoing commitment and improvement to cover emerging areas and areas that are not well.
* Political support for DID within Australia’s aid program is currently strong, but always tenuous. Engagement needs to be strategic given how crowded the political lobbying space is now.
* ADDC need to work actively to ensure its viability, profile and effectiveness.

The consultation indicated that for ADDC vision of ‘a world free of poverty and for people with disabilities to be able to exercise their human rights within an inclusive society: where they the same opportunities and choices as any other members of their community’ to be achieved, there needs to be:

1. Increased and stable support for DID amongst key donors, particularly DFAT. This includes:
	* Continued adequate funding for DID.
	* Policy / strategy support for DID (e.g. through continuation of the Development for All strategy, and including an emphasis on the twin track appraoch
	* Requirement for robust and meaningful reporting against disability inclusion (thereby mandating DID amongst those who have not taken on board the importance of this).
2. Increased accountability of donors and agencies, particularly DFAT, against commitments. This will rely on ADDC building and using a strong collective voice to hold doors and agencies to account.
3. More practitioners more aware of the need for DID and feeling more confident to implement this. This requires:
	* Awareness raising and training around the basics of DID practice. This should aim at ‘entry level’ practice through ‘bite size’ resources focusing on stories of change and examples, rather than the more technical resources/training that is already delivered through DID4All, CBM Advisory team etc. This is targeted at the audience who say that even Inclusion Made Easy can be too long and technical.
	* ‘Demystifying’ disability – many may have access or knowledge of basic DID principles, but still lack confidence to actually approach DPOs or address disability within their work—particularly out of unfamiliarity or fear of doing it incorrectly or insensitively. These practitioners don’t need more DID checklists, they need disability to be demystified. A key to doing so is increasing opportunities for practitioners to engage with people with disabilities, e.g. by ensuring people with disabilities speak at popular sector events, and that that sector is more inclusive so that people with disabilities can be involved/employed more easily. There appears to be a demand for supporting agencies to work on their internal organisational accessibility capacity. While many resources already exist on this specific issue, there is a role for ADDC to collate these into a ‘hub’ on the website and promote them widely. Australian DPO members are an important partner in this work on providing resources to building internal organisational inclusion
	* Providing peer support to practitioners who wish to better implement DID within their work an organisations. A peer support program has been proposed; together with the established ‘Practitioner Interest Forums’ that ADDC has successfully run for many years.
4. Ongoing learning and development on more technical aspects of DID amongst those practicing in the sector e.g. previous examples of the Research Symposium or holding a PIF on disability data and M&E. These can inform ADDC’s positions and submissions on technical aspects. Traditionally ADDC often developed resources or events such as PIFs that targeted the sector as a whole; however feedback advised that there needs to be different pitches for the ‘beginners to DID’ vs those who are already practicing DID and have specialised knowledge or expertise in this. This will ensure that each groups’ needs are met and ‘beginners’ are not intimidated or overwhelmed. While ADDC’s advocacy and awareness raising focus will perhaps be more strongly on the beginners, there is also a need to capture and facilitate expertise of those more involved as to ensure ADDC’s relevance and credibility.

**To achieve all of the above, there needs to be:**

* Political support for DID, garnered through lobbying, awareness raising and relationship building. Given the crowded political advocacy space around aid and development, this needs to be very strategic and targeted. Activities should focus on:
	+ Identifying political targets that will be open to the message, briefing/building relationships with these, and calling upon them to undertake key, meaningful actions e.g. questions during Senate Estimates, speeches, raising key policy asks. These targets should be bipartisansupport.
	+ Establishing and maintaining strong, mutual relationship with the Minister, which allows ADDC to raise priorities and asks, including providing technical input.
* Strong mutual relationship with DFAT, particularly the Disability Section, which allows ADDC to raise priorities, concerns and asks and provide feedback. ADDC may also decide to take further, more arms length action to ‘hold DFAT accountable’, such as releasing a report of DFAT’s performance against commitments on DID.
* ADDC being a credible collective voice on disability and development issues, with standing to hold DFAT and other players accountable to their commitments. To have the standing required for this, ADDC needs to be seen as the ‘go to’ hub for positions and resources on DID issues.
* ADDC being a source of resources on DID. These include case studies and for beginners, submissions and position statements for advocacy and lobbying, and practice notes/case studies on more technical issues. Care must be taken to not duplicate the wide range of resources already available, and finding ADDC’s niche—the consultation suggested this was in the ‘bite sized resources’ for those starting DID, guidance on internal organisational inclusion, and telling stories of change. These can be disseminated through a range of ways including trainings (especially in collaboration with members such as ACFID), via the website and Bulletin, to submissions and briefings.
* ADDC being internally strong and viable, as to ensure stable and sustainable operations. This includes exploring funding options beyond CBM’s hosting, e.g. sponsorship fees for when we co-host event or co-brand position papers etc.

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| **Outcome 1**ADDC’s strong collective voice has resulted in Australian agencies (including DFAT) and individuals engaged in international development work having increased accountability to the inclusion and rights of people with disabilities. |
| **Objectives** | **Indicators** | **Target** | **Possible activities** |
| 1.1 | Increase active membership | Core:* Increased membership.

Success may also be indicated by:* Increase in active involvement from non-Executive members (hosting events, collaborating on resources etc).
 | 20 new members a year.Reflective M&E sessions capture any involvement of non-ExCom members, with aim of increasing these. | * Opportunities for engagement besides attending events and being on ExCom
* Review ADDC membership system (individual vs organisational vs subscription) and clearly articulate value for membership.
* Promote ADDC membership through relevant channels (ACFID, NDS, ID media).
* ExCom members to promote membership to their contacts and organisations.
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| 1.2 | ADDC’s collective voice is informed by the voice of people with disability and their representative organisations particularly from the region. | Core:Develop and implement system for regional and national DPOs to have input into ADDC * DPOs formally represented on the ExCom.
 | *Ongoing conversation with PDF on this – target TBC pending this*.At least 2 DPOs. | * Approach and form agreement to regularly engage with regional and national DPOs
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| 1.3 | ADDC is recognised as the prominent voice on DID issues. | Core:* ADDC develops resources and materials (e.g. practice notes, case studies, submissions) in partnership with members and other organisations.

Success may also be indicated by:* DFAT, ACFID and others approach ADDC for positions and consultations on key issues.
 | At least 40% of resources and materials developed by ADDC are co-branded/developed in partnership with members.2 approaches/year | * Strategy for developing clear and consistent messages and resource development.
* ADDC responds as collective voice to relevant political and sector announcements and developments. .
* Relationship building with members and partners on materials.
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| 1.4 | DFAT (and any other relevant donors from time to time) are regularly informed about needs and priorities to advance inclusion of people with disabilities in their funded work. | Strong record of frank and constructive dialogue between ADDC and DFAT, with the Disability Section and beyond, that can accommodate both propositional and reactive matters. | Potentially ‘report in’ regular system with DFAT (at least 2 x year) (*this is part of ongoing conversation with DFAT – target TBC pending outcome of this)* | * Approach DFAT re establishing more regular reporting/dialogue process.
* Ongoing informal liaison with DFAT.
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| **Outcome 2**Australian agencies and individuals engaged in international development are adequately supported to embed disability inclusion in their work.  |
| **Objectives** | **Indicator** |  | **Activity** |
| 2.1 | Through lobbying and meaningful, constructive relationships, DFAT and political leaders are encouraged and supported to increase commitment to DID.  | Core:* ADDC identifies and builds relationships with key political targets.
* ADDC builds and maintains constructive relationship with Minister and Shadow Minister for International Development and the Pacific.

Success may also be indicated by:* Demonstrated practice of DID in the Performance of Australian Aid report across different sector programs.
* Renewed, bipartisan commitment to Development For All 3.
* Expenditure to disability as a proportion of overall aid budget remains or increases (currently $12.9 mil).
* DFAT increasing the mandatory reporting around disability in their tenders, contracts and reporting.
 | Meaningful correspondence with 6-10 targeted politicians / year.Correspondence with Minister and Shadow Minister at least 2 / year.4 mentions of disability in sections other than DID section.As per indicator.As per indicator.As per indicator. | * Develop and implement political engagement strategy/election strategy.
* Research into current expenditure, performance in Australian Aid report etc; advocacy around increase.
* Develop DFAT engagement strategy – process for regular meetings, reactive work, propositional work; propose more regular engagement to DFAT.
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| 2.3 | Practitioners are more aware of and feel supported to implement basics of disability inclusion in ID work. | Core:* Disability sections/ mainstream sector training or learning sessions e.g. ACFID induction training, ACFID Conference, webinars or seminars.

Success may also be indicated by:* Members report finding the resources useful and relevant in the annual membership survey.
* Participants in ADDC facilitated training or learning sessions, or other programs such as a peer support program, report feeling more supported to implement the basics of disability inclusion in their work.
* Increased engagement with managing contractors.
 | 2 sector training / learning sessions per year. Over 50% of survey participants report this.Over 60% of participants report this.To be captured and tracked through M&E reflective sessions. |  Work with ACFID, DevPolicy, universities, other relevant players to include disability content in their training, events and webinars.Develop hub of basic, entry level resources (‘bite sized resources’) for beginners to sector on website.Initiatives to engage with and empower disability point people in organisations – particularly scope feasibility of a peer support program.Scoping exercise to identify what is being done through managing contractors and how ADDC can support their greater DID practice.  |
| 2.4 | ‘Demystifying disability’: practitioners have more opportunity to engage with people with disabilities | Core:* People with disabilities from Australia and developing countries speaking at sector events.
* Development of hub of resources on ADDC website regarding internal organisational inclusion, which members report to be useful and relevant in the annual membership survey.

Success may also be indicated by:* Mainstream events are more accessible to people with disabilities (e.g. ACFID Council, Micah events, DevPolicy) due to ADDC’s support and advocacy.
 | At least 2 high profile events / year.Over 40% of respondents in annual survey report this. ADDC liaises with organises of 3 events per year to ensure accessibility is addressed. | Liaising with organisations and campaigns who hold high profile events, to support inclusion of speakers with disabilities from developing countries, and to ensure events are accessible.Collating /developing hub of resources on website regarding internal organisational inclusion (e.g. how to make workplaces, events and recruitment more inclusive), and promoting these to sector and members. |
| 2.5 | Domestic disability services providers, advocacy organisations and DPOs are engaged with on international development principles. | More domestic agencies engaged with ADDC e.g. as members, at events or accessing resources. | 2-4 new agencies / year. | Develop and implement domestic sector engagement strategy. |

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| **Outcome 3**There is improved technical knowledge and skills of DID practice by Australian agencies and individuals engaged in international development work |
| **Objectives** | **Indicator** |  | **Activity**  |
| 3.1 | Players practicing or wanting to practice DID have access to high quality resources and networking opportunities on technical aspects of DID. | Core indicators:* Technical resources developed and shared each year in response to emerging needs or strategic advocacy priorities.
* ADDC convenes discussions on technical issues to promote learning and expertise (e.g. round tables, symposiums or facilitating research).
* Bulletin is used to inform members of new resources, research etc.

Success may also be indicated by:* Increase in members who approach and engage with ADDC on technical issues (e.g. requesting positions, requesting round tables etc.).
 | 1-2 technical resources developed per year.1 formal discussion convened per year.Over 30% of Bulletins opened.M&E reflective sessions record incidents of being approached on this and aim to maintain/increase yearly. | * Developing and disseminating technical input e.g. practice notes, especially around the policy themes.
* Assisting members to actually write up what has been gathered by members in ways that are easy and accessible – capturing and disseminating what is being done, as practitioners are actually too time poor to do so themselves.
* Opportunities such as round tables, symposiums, for sharing and learning on areas that need more attention (emerging issues, issues that are not well understood – see Policy Gaps). These could be used to develop practice notes – see Resourcing activities above.
* Creating a podcast with interviews of practitioners with specific expertise/experiences to share.
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| 3.2 | Through ADDC’s submissions and briefings, DFAT and the Minister and other high-level policy makers are made aware of priority technical aspects of DID.  | * Satisfaction with inputs provided by ADDC on technical issues of DID to government, Minister and other policy actors (e.g. ACFID, multilaterals).
* Number of national/international high-level policy documents where ADDC’s submissions have been incorporated/considered.
 | Executive Officer reports on satisfaction through M&E reflective sessions. 2-3 policy documents per year have incorporated /considered ADDC’s input. | * Encouraging and supporting Minister to lead on strategic areas internationally.
* Lobbying other Ministers and influential politicians on to improve practices or areas of DFAT / partners’ work E.g. more specific support services for people with disabilities, inclusive health, aid for trade, private sector engagement.
* Preparing submissions on relevant policy and consultations.
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| **Outcome 4**ADDC is strong and viable. |
| **Objectives**  | **Indicators** |  | **Possible Activities** |
| 4.1 | ADDC has strong brand recognition. | Sector is aware of ADDC as a go-to place for resources, networking as evidenced through annual membership survey. | Over 50% of participants in member survey report this. .  | * Ensure presence at key sector events eg. ACFID Conference
* Regular bulletins
* Develop and deliver social media strategy.
* Prepare communications, branding and messaging strategies/guidelines to maximise profile building through communications, and to promote profile.
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| 4.2 | Risks are addressed to strengthen viability. | Core indicators:* ADDC establishes and delivers upon regular basis of communication with DFAT and ACFID (by end of 2019).
* Strategic alignment and point of difference between ADDC and CBM has been articulated and is periodically reviewed (by end of 2018).

Success may also be indicated by:* ADDC developing and implementing strategy for financial sustainability.
 | As per indicator.As per indicator.As per indicator.*This may be reviewed to include set targets of revenue raised if decided in strategy.* | * Liaise with DFAT and ACFID.
* Work with CBM to ensure strategic alignment between the organisations, so that ADDC’s activities complement rather than compete against or duplicate CBM’s work.
* Explore, and if relevant, start to charge for appropriate fees/sponsorship for activities e.g. sponsors for the peer support network, some sponsorship for developing practice notes
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| 4.3 | ADDC is effective and accountable. | Core indicators:* ADDC implements and maintains a monitoring and evaluation framework (yearly reporting against framework).
 | As per indicator. | * Establish and maintain system for reporting back to membership, M&E framework, system for capturing organisational memory and knowledge.
* Prepare relevant strategies and workplans cutting across objectives (e.g. advocacy, networking resource development, social media) to ensure work is streamlined and effective.
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1. Adapted from <http://www.hiproweb.org/fileadmin/cdroms/Handicap_Developpement/www/en_page61.html> [↑](#footnote-ref-1)