



STRATEGIC PLANS 2004-2006

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I. INTRODUCTION

1. History of the National Centre of Disabled Persons (NCDP) is a Cambodian non-governmental organisation whose goal is to promote the full participation of people with disabilities in the social and economic activities of Cambodian society. NCDP was established in 1995 and formally inaugurated in May 05, 1997. NCDP currently operates 2 programs (Information and Referral Services Program and Community Based Rehabilitation Program) and a Retail Outlet Project. The organisation employs a total of 45 staff, operates in Phnom Penh City and in the provinces of Kandal and Kampong Speu. NCDP currently receives donor funding from American Red Cross, ICCO, UNICEF and WRF. NCDP is a recognised affiliate of the Ministry of Social Affairs, Vocational Training and Youth. It occupies an office in one of the buildings of MoSALVY.

2. History of the Strategic Planning Process

For sometime, NCDP had been operating on annual timeframe plan developed per programme and project. The recognition was borne out of a series of activities that raised the level of awareness among the senior management and staff on the need to look the future of NCDP strategically. The Executive Director led the process with support from the Management Advisor and the expatriate members of the Management Team.

Prior to the processes facilitated by VBNK, NCDP has been able to organise a strategic planning committee responsible for defining the needs and the relevant activities necessary to evolve a strategic plan vis-à-vis awareness and understanding of the strategic issues among the Khmer Management staff. The strategic planning team was composed of the Executive Director, two expatriate programme managers and the management advisor. They had carried out initial brainstorm on the process to be followed and initial identification strategic issues both programmatic and organisational nature.

Since the initial processes involved only the expatriate Programme Managers, Management Advisor and the Executive Director, the processes involving the facilitation of VBNK would involve raising the awareness of the Khmer Management Team regarding the whole process as well as validation of the initial outputs of the brainstorm of the strategic planning team. Therefore, the aims of the strategic planning processes are,

1. To prepare the Khmer Management Team to enable them to have meaningful involvement in NCDP's strategic planning process
2. To facilitate the involvement of NCDP's Khmer Management Team and staff in the strategic planning process.
3. Working with NCDP's Strategic Planning Team and Khmer Management Team to make the final review of NCDP's goal and objectives and agree the new goal and objectives for NCDP. (Specific to this objective is to ensure that the Khmer management and staff understand the link between the organisational goals and objectives and their programme objectives.)

4. Working with NCDP Strategic Planning Team and Khmer Management Team to review priority strategic issues and finalize strategic objectives. (Specific to this objective is to ensure that the Khmer management and staff understand the link between the organisational goals and objectives and their programme objectives).
5. Working with NCDP's Strategic Planning Team and Khmer Management Team to develop action plans to achieve each of the strategic objectives over the next 3 years from 2004 to 2006.
6. Produce NCDP's written strategic plan, the specific activities were designed to achieve each of the above mentioned aims of the strategic plan that build up to develop this document.

This strategic plan shall be the guiding document for the programmes and management decisions and the bases for defining the annual operational plans of NCDP.

II. ORIGINAL NCDP GOLD AND OBJECTIVE

NCDP has been operating for over five years and now has been evolved some changes as the environment in which NCDP operates also changes. The original goal of NCDP is *"The National Centre of Disabled Persons shall be a sustainable centre run by people with disabilities and shall provide resources to people with disabilities and organisations working on disability issues in order to promote the full participation of people with disabilities in social and economic activities of the Cambodian Society."*

It also has a six point over-all organisational objectives

1. To facilitate and promote access of people with disabilities to rehabilitation services, training, education and employment opportunities.
2. To provide market support and a venue for people with disabilities to sell and display their products and aid to increase their income.
3. To provide venue for meetings, seminars, and discussions on disability issues and exhibition of skills and crafts of people with disabilities.
4. To aid in the development of policies and recommendations to improve programs and services for people with disabilities through action oriented research.
5. To train disabled persons to manage all aspects of the centre.
6. To investigate other possible activities for the centre which will serve disabled persons either through income generation, community development or advocacy. Some parts of the centre shall be run as a business when practicable.

A strategic review of these statements and a reflection process of their experience would help them define their learning's and look forward to a more positive future.

III. DEFINING VISION, MISSION, GOAL AND OBJECTIVE OF THE ORGANIZATION

A review process of the organisational goals and objectives generated the following re-caste statements of Vision, Mission, Goal and Organization Objective. These were defined after discussion of the understanding that what is a strategic plan and element which are included in it.

These statements were first drafted in Khmer and then translated in English for the benefit of the expatriate colleagues. These were then validated in both languages with Khmer as the primary language to base the English strategic plans.

Vision

NCDP aims to see disabled persons fully participate and develop their capacity in all fields of Cambodian society.

Mission

NCDP's mission is to provide services and opportunities for disabled persons to fully participate and develop their Capacity in social, economic and political activities.

Goal

Disabled persons receive information, health and rehabilitation services, skills training and Employment and income generation opportunities so that they have a better standard of living, more meaningful participation and choices in social and political activities and can serve as an important human resource for Cambodian society.

Organization Objective

1. To promote disabled people's access to rehabilitation, training, education, employment opportunities, health care and other services.
2. To support disabled people in producing high quality products and to provide markets for these products.
3. To raise awareness about disability issues amongst disabled people and their families, in local communities, in the public and with local authorities in order to challenge discrimination and to develop positive attitudes.
4. To collaborate with the NGO sector, private sector, and Royal Government of Cambodia to share information, ideas, practices in order to contribute to a common strategy on disability issues.
5. To strengthen and maintain NCDP human resources including volunteers, support staff, assistants, workers, supervisors, managers, the Director and to board members.

IV. CRITICAL ISSUES

1. Programmatic Critical Issues

a. Discrimination against Disabled People

One of the most discriminated sectors in Cambodia is the disabled people. Most organisations and business companies would not hire people with disabilities. They are also pitied and perceived as not being able to contribute to the development of the country because there is no use for them. Although this is slowly changing specially in regards to government policies and programmes, the general public still need a stronger and better understanding about the people with disabilities.

NCDP activities should make sure the involvement of contribution to omit or improve positive image discrimination of disabled people in it's own target area.

b. Target groups and target areas are not clear

The programmes of NCDP had broadly targeted the disabled people. Being a national NGO operating in many provinces, there is a challenge posed in terms of what the priority areas and groups should be in terms of types of disabilities and geographical location. This would have to be addressed for more efficient use of resources and greater impact of programmes.

c. Limited local and international marketing

The Retail Outlet Programme of NCDP currently operates on its own funds without support from external funding. It is currently aiming to expand the marketing of the products of its beneficiaries. The marketing of the products directly and indirectly benefits individuals who sell their product through NCDP Retail Outlet Programme. This programme also promotes Khmer craftsmanship both locally and internationally through showcasing quality Khmer products.

d. Limited quality and diversity of products

To be able to compete in the local and international market, NCDP needs to be able to continue developing new designs and ensuring high quality standards of the products they sell. This would need providing technical support to the groups of disabled people they are supporting who in turn supplies the Retail Outlet Project with the handicrafts being sold in the NCDP's shop. The local and international market is very competitive and new designs and quality needs to be ensured to sustain the project.

e. Many disabled persons lack of skills, education, and/or experience for employment

Many persons with disabilities coming from poorer families do not access the opportunity to attend school and special training for people with disabilities because not many areas have services specifically for people with disabilities. This prevents them from becoming gainfully employed. This issue is also related with discrimination against people with disabilities. Most employers would not hire people with disabilities because they are perceived to be inadequate or lacking in skills. It is then important to provide the opportunity for disabled people to hone their skills to become gainfully employed or can start their own income generating activities to support themselves and show the bigger society that they also can contribute to the development of the country.

f. Families with disabled member(s) in the target areas are not confident with the rehabilitation activities

In the experience of NCDP, many families are reluctant to participate in the rehabilitation activities because of their lack of understanding and believe of what the rehabilitation activities is all about and as well as the disabled families in difficulty of economic situation.

It is also a challenge for NCDP to make more friendly with Disabled People and families such as infrastructure so that they can have access to specific buildings, etc.

- g. Group of disabled member(s) are not confident and does not believe in the strength of the group
There is still an issue of trust in this sector just like in any other sector in Cambodia. One of the challenges of development work in general in Cambodia is how to make people trust each other to be able to work together and address community issues and problems collectively. This is not only apparent in the disability sector but in most of the social and development sectors in Cambodia.

The importance of strategy issue is the sustainability of efforts in the villages and socio-economic or rehabilitation that base on the ability of community members to be able to work collectively.

NCDP sees itself as phasing out in some of its work in certain geographical sites. It is a challenge for them if the groups NCDP works with would not be able to work as a group to tackle issues that not one person can address - be it socio-economic or rehabilitation. There is a need for the target groups to realise that there is strength in number.

- h. Disabled persons are in need of capital grant support them in difficult situation and start up businesses

People with disabilities have the greater challenge in terms of being able to access resources for income generation. Not many social development organisations have programmes specifically targeting Disabled People. Though all of the NGOs for example do have income generating, food security and social development projects at the community, people with disabilities are not necessarily able to access this because projects may not be designed (not consciously) to gain the participation of Disabled People. Examples of these may include projects requiring intensive physical labour that limits the participation of Disabled People, regularity of meetings in different places where the Disabled People may not have access to, projects are not designed to include blind people, and training activities are conducted wherein deaf people would not be able to participate. This limits Disabled People to access resources intended for income generation because of requirements such as attendance to NGO sponsored training activities or meetings.

It is important that NCDP plays the role to fill this gap within the social development sector.

2. Organisational Critical Issues

- a. How can we have a clear structure for NCDP?

One of the major challenges of NCDP is the coordination among the different units and cross programme learning and sharing. Each of the programmes is implemented independently of each other. It is important that each programme learn from each other's experiences. There is also a need to look at potentials of collaborative work. The structure needs to be redefined to ensure that the various programmes are able to collaborate with each other.

- b. The building needs continuously maintain or partly renovation

The issue of maintenance and renovation of the building would need to be addressed within the next three years. There is a need for it to become more accessible for people with various types of disabilities.

- c. Need the budget and funding to run the NCDP

This is a constant challenge for many organisations. NCDP needs to define its sustainability strategies and fund raising activities. Although the Retail Outlet Project currently supports itself through its sales, there is a need to ensure the income generated by Retail Outlet could continue to support Retail Outlet itself.

- d. The limited staff capacity to perform certain tasks as the work needed

There is a need for continuing development of staffs' capacities as the work becomes more complex. There is a need to have a strategic approach to staff development and allocate the necessary resources for this. The work on Retail Outlet or Rehabilitation for example entails new approaches or designs that the staff need to learn on a continuing basis to ensure their competitive advantage in the local and international market as well as being effective in their work at the community level. There also needs to have continuing understanding of other development issues that would impact on their work with Disabled People.

e. The issues of gender, values & ethics and quality

NCDP believes in gender as a concept but needs to understand it better to be able to integrate the concept into their own work. There are issues pertaining to discrimination against people with disabilities and women with disabilities may experience double discrimination if gender-based issues are not addressed.

There is also a need to ensure the continuing efforts and adherence to quality not only in terms of products of Disabled People but also with the work that NCDP does at all levels. The issue of quality is directly related with the continuing staff development programme of NCDP. NCDP should involve any events and awareness raising to raise a high profile of women and women with disabilities.

NCDP also has a set of values and ethics it articulates to believe in. There is a need to continue reflecting on these to ensure that they are consistent with the development practise and that policy, management and programmatic decisions are based on the values and belief system that NCDP says it adheres to.

V. STRATEGIC OBJECTIVES

In order to achieve the **Organisation Objectives**, the Strategic Objective of Programmes, Projects, Departments and Organisation in general is drawn from the critical issues.

1. Strategic Objectives of Programmes, Projects and Departments

- a. Discrimination against Disabled People
- b. To review and make sure programme and project target groups and target areas are satisfactoriness
- c. To promote local and international market
- d. To promote and ensure quality and diversity of Khmer handicraft
- e. To increase the availability and accessibility services on training, education, and experiences
- f. To raise the disability awareness issues at the community level
- g. To strengthen standard daily living of Disabled People group in community
- h. To provide financial and technical assistance to start livelihood and small business to Disabled People in NCDP target areas.

2. Strategic Objectives of Organization in General

- a. To strengthen the management structure of NCDP in order to manage its operations effectively.
- b. To better involved disabled persons at all level in NCDP activities
- c. To build and maintain NCDP staff capacity
- d. To secure and maintain funding and income for NCDP
- e. To make sure NCDP should have permanent official secretariat.
- f. To develop and maintain an effective governing body
- g. To build more effective links between programmes, projects, and departments

VI. LOGICAL FRAME WORK

1. Major Activities Objective Relate to Programme, Project and Department

a. Discrimination against Disabled People

Indicators	Means of verification	Resources
<ul style="list-style-type: none"> • Number of people in the village who participate in these activities understanding the disability issue • Community members and leaders understand issues related to disabilities • The change in participation of Disabled People in various community activities and access to opportunities to earn income • The Disabled People participate in various event both national and international level • Products of Disable People are showcased and marketed at the national and international level • Appropriate of law protecting and recognising the capabilities of Disabled People to contribute to national development. • Increase number of Disabled People who are gainfully employed • Roads, public buildings, etc have at least access facilities for Disabled People 	<ul style="list-style-type: none"> • Attendance list • Monthly and annual report • Report of special institutions • Field observations • Conversations with Disabled People at the village level • Media coverage of events or ceremony • Project reports • Government recognition of participation of Disabled People in various area • Report from MoSALVY • Testimonies from Disabled People 	<ul style="list-style-type: none"> • Community staff • Materials for awareness raising • Transportation and accommodation • The advertisement • Food • These activities will need good collaboration with the local authority and other NGOs in the same or difference sector. • Support from the Government. • Press, Media, Newspaper, TV, Radio and Website

b. To review and make sure programme and project target groups and target areas are satisfactoriness

Indicators	Means of verification	Resources
<ul style="list-style-type: none"> • Standard research system in place and all programme and project implemented. • Each programme and project clearly reviewed, identified and having their target group and target area. • NCDP staff understanding and easy implements their work in the area that assigned • Selected the area that having many Disabled People who are in needed • Target group having direct and improve stability benefit. • The area are selected have good coordination and collaboration with the local authority. • The areas that NCDP selected is quite reasonable and available for staffs and volunteers 	<ul style="list-style-type: none"> • Adapt the tool for research, questionnaire or team working report • Allocate in the annual action plan • Minute or report of the explanatory workshop with the staff • Programme, Project and Department evaluation report • Direct observation the quality of work in the target area 	<ul style="list-style-type: none"> • Staff and Key staff of each project will be recommended and defined the tools • Target People input and agree upon • Collaboration with other NGOs • Community leader and local authorities in the community. • Material and equipment • Transport and accommodation

c. To promote local and international market

Indicators	Means of verification	Resources
<ul style="list-style-type: none"> • More products display in the Retail Outlet Shop with updated design • More clients know NCDP and Retail Outlet better by visiting and communication • Increase whole/retail sale and export • Increase number of local and international customers/consumers • Increase net profit to strengthen Retail Outlet Shop as capital. 	<ul style="list-style-type: none"> • Inventory list and record • Financial report • The sale report • Number of customers list increase • Marketing reports, Project daily sale, weekly and monthly reports 	<ul style="list-style-type: none"> • Material and human resource technical • Capital investment • Materials for promotion and advertising • Marketing Officer

d. To promote and ensure quality and diversity of Khmer handicraft

Indicators	Means of verification	Resources
<ul style="list-style-type: none"> • Good supplier group internal and external and as well as individual person • Disabled People as supplier of Retail Outlet have appropriate skill to produce the handicraft in high quality and quantity • NGOs and business community be attractive on Retail Outlet products • Retail Outlet Shop has experience and professional target group • The product has high quality and be more competitive in the market • Diversity of products and marketability • Retail Outlet Shop meets the market demands 	<ul style="list-style-type: none"> • Recruitment staff report • Retail Outlet having a strong and good producer • Customer observation • Number of Disabled People has developed their skills • Marketing report • Training and skills development reports • Staff evaluation report 	<ul style="list-style-type: none"> • Artisan • Trainer • Training materials • Raw materials • Location and capital investment • Production equipment • Staff • Workshop and study tour to other relevant activities company

e. To increase the availability and accessibility services on training, education and experiences

Indicators	Means of verification	Resources
<ul style="list-style-type: none"> • Disabled People received education, vocational training, appropriate skills and knowledge through referral service and access opportunities to work • Numbers of Disabled People apply their skill and knowledge against field work and showing numbers of success in employment and self employment. • Private and Government institutes accept and acknowledge capability of Disabled People • Numbers of Disabled People become potential resources in their community and society • Numbers of Disabled People has been assess against their knowledge and skills • The Disabled children register and enter in school and learning at home regularly 	<ul style="list-style-type: none"> • Training report • Evaluation and follow up report • Program and Project progressive report • Individual track record • Home visit directly • Observation at the school or institute where we provide service to • Meeting record • Disabled People use manpower and carry out important tasks in the private sector, NGOs and Government office 	<ul style="list-style-type: none"> • Transportation • School and training • Accommodation • Training materials • Resources person • Evaluation and tool/material • On the job training • School supply • Material adaptation to facilitate accessibility in the place i.e, Ramp

f. To raise the disability awareness issue at the community level

Indicators	Means of verification	Resources
<ul style="list-style-type: none"> • The group member understand clear about the importance of Disabled People group(self help group/peer group) • The member trust in Disabled People group(self help group/peer group) which established by NCDP • Community member include local authority and school teacher understanding and knowledgeable of disability issue • The awareness number on Disabled People group(self help group/peer group), creation will increase • The group with similar capacity and financial form to support each other • Community member include local authority and school teacher involve and support NCDP activities • Disabled People understanding and confident with NCDP activities • Disabled People understanding and commit to strengthening their manpower on right and opportunity in order to fully participate in all social events • Cambodian Society decreased incidence of Discrimination against disabled people • Conduct exposure visit to exchange the experience from each group so that the group activities are strengthened • The group have the job that are suitable to the community and group needs • The family member and the community member have been improved positive attitude toward Disabled People in their area • Round table discussion about disability issue on TV, Radio or other public place • NCDP has good brochure, leaflet or poster which could be advocate as well • NCDP approach or involve in other activities of rural development in order to engage and integrate Disabled People in to their program • The sport team promotes disability awareness • Publicity NCDP information through out technology such as website, E-mail or newspaper 	<ul style="list-style-type: none"> • Observation group participant in the meeting • Observation the way of the group member manner before and after joint the team work • Verbally appreciation from the society member • Observation that more Disabled People in the public for work and advocate on behalf of their friend • Follow up report • Minutes of meeting • Group evaluation report • Direct observation on Disabled People products • Observe that Disabled People are happy with NCDP support • Observe that women and children are involve in NCDP activities • Television and Radio record during the round table discussion • Brochure, Poster or leaflet distributed to the relevant NGOs and to the public 	<ul style="list-style-type: none"> • Staff • Resource person who are disabled • Other NGOs in the same sector • Registration with TV, Radio, and Newspaper • Brochure, Leaflet and Poster • Transportation and accommodation • Grant for support the group member • Equipment for design and production material for awareness raising • Supply, utility and refreshment during the meeting or event

g. To strengthen standard daily living of Disabled People group in community

Indicators	Means of verification	Resources
<ul style="list-style-type: none"> • Disabled People group in NCDP target area understand clearly about the importance of working as group and team • Disabled People group in NCDP target area having earned daily income and poverty reduction • Support family economic and comparable standard living with other member in the community and become reproduction example to other disabled people and member in the community • Community having positive image/change toward Disabled People in NCDP target area • Strengthen the rehabilitation services direct and indirect to community in the target area, so that the family has more trust on the project and knowledgeable to help the Disabled People in their community • The local authorities understand the project and its importance to involve • Participation of people with disability, family and volunteer for the project will be qualified • Disabled People in the target area received rehabilitation materials (ramp, wheelchair etc) and physiotherapy services at home • Disabled People received counselling services • Good cooperation and solidarity among Disabled People and the member in the community • Exposure trip to exchange the experience between Disabled People family and local authority • Disabled People having stability through self employment 	<ul style="list-style-type: none"> • Observation that the Disabled People and their family have increase economic • Observation that the family could send the Disabled Children going to school and attend other activities • Observation that the key community people and the member of the community are happy and welcome NCDP staff • Observation that the local authority and teacher gradually having a positive change attitude toward Disabled People • Programme and Project report • Client progressive record shows in the Individual File • Volunteer report • Training report • Activities plan 	<ul style="list-style-type: none"> • Technical human resource such as physiotherapist • Awareness raising materials • Transportation • Accommodation • Community worker and volunteer • Equipments and materials

h. To provide financial and technical assistance to start livelihood and small business to Disabled People in NCDP target area

Indicator	Means of verification	Resources
<ul style="list-style-type: none"> • Disabled People who are in our target area will have information on service provider of other organization in order to make relation on loan and grant • Disabled People having capital and ability to manage by themselves • Disabled People receive proper information, technical business plan and communication assistance • Disabled People in NCDP target area having confident in career • Through the financial support Disabled People solving/improving difficulty economic situation • Numbers of Disabled People has the job as self employ in their community • The Disabled People situation has improved and positive change • The Disabled People in NCDP target area start their own business • The Disabled People group (self help group/peer group) has the capital to start the business • The Disable People knowing more about how to use fund and how to looking for funding support their activities • Disabled People has the market to sell their products • Disabled People has confidence to increase their income and business • Disabled People in NCDP target area having capital from the net income and revolving for the business • Disabled People in NCDP target area could share experience and knowledge to other group out side of NCDP area • Disable People in NCDP target area became resource to other group or NGOs who would like to do the same activities 	<ul style="list-style-type: none"> • Direct observation • Program and Project progressive report • Group record book • Individual file • Record and home visit report • Observation and evaluation by the local authority • NCDP evaluation 	<ul style="list-style-type: none"> • Technical training and human resource • Location for training • Staff • Business practical • Material, seed and fertilizer,..... • Transportation and accommodation • Supplies for supporting client

2. Major Activities Objective of Organization in General

a. Strengthen the management structure of NCDP in order to manage its operations effectively

Indicator	Means of verification	Resources
<ul style="list-style-type: none"> • The organizational structure of NCDP facilitates the planned work over the three year period • The organization is not bureaucratic and the decision-making processes are clear and well understood by all concerned • Clear relationships (reporting, supervisory, and coordination) among the various units of the organization • NCDP has the appropriate and adequate staff (right skills and number) to implement the plans of the organization • The list of personnel from the manager, supervisor to staff • The Deputy Director serves in the position • The Marketing Officer serves in the position • The Management Team has the capability to manage and govern the organization • NCDP has a clear staff development plan and is being implemented effectively • Each Programme, Project and Department has their own annual work plan 	<ul style="list-style-type: none"> • Organization diagram • Review the structure during and assessment processes • Minutes of meetings • Programme and Project evaluation reports • Staff development reports • The report of strategic plan assessment annually 	<ul style="list-style-type: none"> • Staff • Facilities and other materials • Financial and technical resources • Development staff planning workshop • External facilitator for planning workshop • The workshop materials • Office supplies

b. To better involve Disabled Persons at all level in NCDP activities

Indicator	Means of verification	Resources
<ul style="list-style-type: none"> • The Disabled People are given priority when recruiting staff for positions within NCDP. Women are encouraged. • Disabled People recruited for vacant positions are capable in doing their work. • Technology available in NCDP to enable a wide range of Disabled People to perform work more effectively and efficiently • Better accessibility to work for people with various types of disabilities. (Eg., lifts, platforms, etc.) • Good coordination of all work related to all types of Disabled People. • Good communication between Disabled People and non Disabled People (Eg. Computer with software to facilitate type of disability) • NCDP staffs have deeper understanding of disabilities issues. • Disabled People participate in NCDP activities from the community to the organization level 	<ul style="list-style-type: none"> • Staff Recruitment Policy • List of personnel • Disabled People have job in NCDP and with other organization • Observation that the number of employment Disabled People are increased • Programme and Project progressive report • Direct observation • NCDP Evaluation 	<ul style="list-style-type: none"> • Recruitment • Human resources available in Cambodia • Training • Accessibility construction to the place that Disabled People working • Materials and technical resources

c. To build and maintain NCDP staff capacity

Indicator	Means of verification	Resources
<ul style="list-style-type: none"> • Develop and implement staff development programme based on priority needs of the staff and management of NCDP. Example internal and external training. • Staff participate in staff development activities available from within and outside the organisation • Staff have skill and knowledge as the need of their project • Conduct regular staff evaluation linked to staff performance and development • Staff understand and show the strength, weakness and create action plan that they responsible • Staff having opportunity to share and input ideas in to the development action plan for NCDP • Staff have ability to implement their role and responsibility • Staff have ability to understand and implement NCDP rule and regulation 	<ul style="list-style-type: none"> • Reports and work outputs • Staff evaluation report • Programme and project reports • Supervisory and team meetings • Direct observation staff capacity • Indication of improved performance of the staff and management • Staff training report 	<ul style="list-style-type: none"> • Technical resources • Time allocation for the performance evaluation and regular supervisory and team meetings • Training materials and training fee

d. To secure and maintain funding and income

Indicator	Means of verification	Resources
<ul style="list-style-type: none"> • Having funding proposals for three years period based on clear action plan and organization strategic planning. • Good relationship and understanding donors, such as understanding about their guideline, procedure, goals, interests and priorities • Khmer Senior Manager knowing and learning to do fund raising • Khmer Manager have capacity to do fund raising management • Strong network with other organizations in the same sector in order to access information • Access to relevant information that could help NCDP mobilize resources • NCDP sound financial management that balances programme and overhead costs • Have budget for the programme, project and administration expense • Audit NCDP expenditure every year • NCDP Foundation exist and awareness for collected funding. • Prepare and encourage the public membership to attractive fund raising. 	<ul style="list-style-type: none"> • Realistically enough money to run the Programme, Project and Department of NCDP • Financial report • Grant agreement • Donor relation • Proposal • Activities progress report • NCDP foundation names has been existed 	<ul style="list-style-type: none"> • Technical resource (internal and external) • Senior staff • Information technology availability • Training • Technical Advisor/ Consultant

e. To make sure NCDP should have permanent official secretariat

Indicator	Means of verification	Resources
<ul style="list-style-type: none"> • NCDP having a good relationship with the Government officer. • All documentation is reviewed and refreshed. • The situation will review and negotiation with government mid of 2005. • NCDP current building will be well maintenance and safety. • NCDP research on location and expanding the organization office in Phnom Penh or other province. • The decision making will be clear for NCDP secretariat to be moved or to maintain the same as it is authorization by the government • In the difficulty situation NCDP shows the evidence of the new location for the main secretariat and fund raising to build the new place for the same purpose. • NCDP having a strong secretariat office, which completely equip assertive divide for cross disabilities in order to facilitate other activities and as a venue for disabled people in Cambodia as well as to be a place where other NGOs in the sector could use as the venue. 	<ul style="list-style-type: none"> • Progressive report • Activities plan • Contract and other proof documentation • Direct observation 	<ul style="list-style-type: none"> • Research • Registration • Location and land • Renovation and maintenance • Or build the new building if it is needed • Assertive divide • Technical consultant

f. To develop and maintain on effective governing body

Indicator	Means of verification	Resources
<ul style="list-style-type: none"> • NCDP Constitution and By-Laws specially pertaining to roles and responsibilities of a Governing Board, recruitment processes and qualifications. • Clear guidelines for the recruitment of members of the Governing Board as written in the Constitution and By-Laws • Recruitment and strengthening of Governing Board • Appropriate number and persons are in place to serve as Board members of NCDP • Board members are clear about their tasks, roles and responsibilities specially as differentiated from the Management Team or Executive Director • Enhancement sessions of the Board • The board show a commitment to carry out the task relate to NCDP. • The board provide monitoring, planning and legality, especially recruit Executive Director 	<ul style="list-style-type: none"> • Constitution and By-Laws • Amendments in the Constitution and By-Laws if necessary • Minutes of meetings • Observations • Documentation of enhancement sessions with the Board 	<ul style="list-style-type: none"> • Member of NCDP Governing Body • Transportation • Accommodation • Food • Office supplies • Staff • Training

g. To build more effective links between programmes, projects, and departments

Indicator	Means of verification	Resources
<ul style="list-style-type: none"> • Having regular coordination meetings among the different programmes, projects, department in order to solve the problems and exchange experience information • The quality of work has improved • Decrease difficulties in implementing work • Each unit is aware of the activities of the other units. • Learn from each other's experiences • Solve the problems and difficulties on time • Less coordination and communication problems within the organization • All the staff understand activities of each project • Able to provide comments for improvement • Good communication and sharing resources between programmes, project and department • Monthly, Weekly and Management meeting are regular set up among the key position in NCDP • Sharing action plan between programme, project and department 	<ul style="list-style-type: none"> • Progressive report • Activities plan • Plans for the cross unit learning • Feedback from those who participated in the process 	<ul style="list-style-type: none"> • Exposure trip • Materials and equipments • Supplies and utilities • Transportation • Accommodation • Staff • Venue

VII. SOCIAL INTEGRATION

- Gender: Women's Day, Disabled People's Day, NCDP Women Committee, local and international relation.

The NCDP had successfully implemented various programmes that relate to gender specifically those that addresses of involves women with disabilities. We had been actively participating in the celebration of the International Women's Day involving women with disabilities in various activities of the celebration.

NCDP women's committee had also been organised specifically tasked to ensure that the needs and issues of women with disabilities are being addressed as well as the women staff of NCDP. There are many issues concerning the women with disabilities such as discrimination against women because of their gender, limit ability and culture.

- NCDP had also been actively involved in international and local conferences with various organizations addressing the issues of disabilities. The Director and Management Team had been actively promoting the activities of NCDP both with government and international bodies. NCDP has been recognised by international association particularly associations of people with disabilities.

- Awareness: Sport for Disabled People, International Day of Disabled People (3rd December), Children's Day, Deaf 's Day, and Human Right Day.

The NCDP has sponsored together with other organisations and the government sports activities for Disabled People in Cambodia. It has also sent delegations to international sporting events such as the Special Olympics.

Every year, NCDP sponsors together with the government the celebration of the International Day of Disabled People. This has served as a venue for people to become aware of the issues facing Disabled People and being involved in the prevention of discrimination against them. NCDP had been involved in activities of other celebrations as well to project the issues of people with disabilities. This includes Children's Day, Deaf 's Day and Human Rights Day.

- Collaboration: Cooperation with other NGOs, Media, Legislation, and Empowerment of Disabled People, Government, Disability Action Council (DAC), World Rehabilitation Fund (WRF), Business Advisory Council (BAC), Cambodia Trust (CT), Ministry of Social Affairs Labor Vocational Training and Youth Rehabilitation (MoSALVY), UNICEF, teacher at the school and private sectors.

NCDP is well aware that the organization can not achieve its objectives alone. It needs to work closely and collaborate with various institutions both government and non-government in the promotion of the rights and protection against discrimination of Disabled People. It has strong links with organizations that work on the issues of disabilities. It had also worked closely with government agencies and legislators to help strengthen the laws and policies that would lend support to Disabled People.

- Ethics: NCDP policies and Involvement in Cambodian Law

NCDP policies are all consistent with the laws of the land. It adheres to particularly with labour laws and the benefits of the staff are consistent with what the law prescribes. We have adapted a few items as substitute for what is stipulated in the law and still working on other areas that need to be consistent. The work of NCDP is also consistent with programmes and policy directions of the government. It works very closely with MoSALVY and other relevant government institutions to ensure that they compliment or support the current thrusts and programmes of the government.

NCDP had been very active especially at the national level particularly in supporting the government to draft policies and laws that would have impact on the welfare of people with disabilities.

VIII. IMPLEMENTATION METHOD

To ensure that the strategic plans would be implemented, the following are the major action points that NCDP needs to do. This is already existing processes and activities that NCDP regularly does. A critical aspect of the next steps is the sending of copies of the plans to their donors for purposes of funding support.

To ensure quality of the activities, NCDP would closely monitor its activities from the field staff to the Management Team. This would include regular reflection processes, evaluation, and annual operational planning. The strategic plans would also be periodically reviewed to ensure that all activities are implemented.

Programme Action: Adapt annual work plan, Monitoring tool and future guidance.

- Distribution: To donor for funding support, to relevant NGOs for collaboration and NCDP Manager.
- Frame Work: Monitoring, team work, management team, evaluation, Action annual plan and time period (For annual and for strategic plan) review strategic plan.

IX. POTENTIAL THREATS

- Lack of funding, human resource, political crisis, disaster and economic image.

The most common concern of local NGOs in Cambodia is the source of funding and resources. NCDP would try to address their issue of sustainability within the period to ensure that NCDP have enough resource to implement their programmes and plans. Defining the fund raising strategies would be one of the major activities. NCDP feels that if resources would not be available for NCDP, this would be a major stumbling block in the implementation of the strategic plans within the period.

Another potential threat that NCDP foresee is if NCDP is not able to address the concern about the available human resources needed and the capabilities of the staff to manage and implement the programmes and projects. At present, NCDP have baled managers and staff but already can feel the demands of the work. NCDP might need to recruit more staff especially Disabled People but the challenge is finding the suitable person for the job. At the moment, NCDP is trying its best to address the staff development needs of its current staff.

The political situation is still not very stable given, example NCDP delayed implementing its activities during the past election experience. It might happen sometime in the future which we could not anticipate.

X. CONCLUSIONS AND EXPECTATIONS

The NCDP management and staff commit themselves to this strategic plan. Though we know there are challenges and potential threats during the period, we believe that we would be able to set up the appropriate mechanisms and define specific strategies to address their concerns and issues.

The senior managers and staff participated fully in the development of the strategic plan and there is full ownership of it. Though the disagreements in the course of defining the plan, we were able to have consensus agreements on important issues.

NCDP believes that this strategic plan is a main framework that will guide NCDP in the work but by no means written in stone if there are changes necessary to be made specially if the programmes would best respond to the needs of the people with disabilities in Cambodia (The people NCDP commits itself to serve).

With the commitment of the NCDP staff and management and the support of donors and friends, NCDP management and staff believes that it would be able to implement this plan despite of the challenges that would normally beset any organisation.

XI. ACKNOWLEDGEMENT

NCDP would like to acknowledge and appreciate to our partners and donors who work closely and support NCDP in order NCDP to support and become a strong Organization of Disabled People in Cambodia.

NCDP Management Team would like to profound sincere thanks of the successful strategic planning to staff, mid management, Management Advisor, VBNK institute and collaborative sectors.

Approved by NCDP Management Team on December 31, 2003