



CBM Ireland Strategy 2021 - 2025



Anjarasoa Christophine is suffering from hearing loss. She is a single mother and her children thank CBM and SAF FJKM for their support. ©CBM / Viviane Rakotoarivony



The population comes to fetch water from the Mandrare River where the oxcart is used as a means of transport. ©CBM / Viviane Rakotoarivony

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OUR VISION & MISSION

5 year old Shalom on the swings at her school, Little Bears Kindergarten during play time. ©CBM; all rights reserved/Charity Ainembabazi

CBM Ireland is a Christian international development organisation, committed to improving the quality of life of persons with disabilities in the poorest countries of the world. Our vision is of an inclusive world where all people with disabilities enjoy their human rights and achieve their full potential.

CBM Ireland is part of the CBM Global federation, working alongside and is accountable to people with disabilities in the world's poorest places. We draw on more than 110 years' experience to fight poverty and exclusion and transform lives.

We are driven by our mission: Fighting to end the cycle of poverty and disability.

We do this because people with disabilities living in poverty face stigma, violence and discrimination, and have reduced access to health care, rehabilitation, assistive devices, safe and accessible living environments, education and employment. In emergencies, people with disabilities are often the worst impacted and face a higher risk of being injured or losing their lives during a disaster.

Disability contributes to and deepens poverty due to **discrimination, institutional, and attitudinal barriers**. A person with disability, and their family, are less likely to have access to rehabilitation, education, skills training and employment opportunities – opportunities which could otherwise reduce poverty.



Extreme poverty causes disability through many factors including a lack of access to **adequate nutrition, preventative and curative health care, access to clean water and sanitation, and unsafe working conditions**.

OUR VALUES

Esterei is a member of CBM's partner Mental Health Users and Carers Association (MEHUCA) local committee, in Malawi. ©CBM/Eshuchi

We Champion Inclusion

We believe everyone is equal. We are passionate about working with people with disabilities to build a world in which all people are included, valued and respected.

- We challenge discrimination.
- We embrace diversity.
- We work with people of all faiths and none.
- We promote accessibility and opportunity.

We Strive for Justice

We work for positive change, inspired by a vision of a just and equitable world. We will model justice on serving those in greatest need, regardless of race, gender, age or religious belief.

- We challenge injustice.
- We serve with compassion.
- We promote fairness and equality.
- We equip others to exercise their rights.

We Embrace Partnership

We achieve more when we work with others. We commit to partnership, listening and learning together. We collaborate creatively with partners, supporters, governments and colleagues to achieve lasting change.

- We collaborate effectively with others.
- We learn together with our partners.

- We communicate respectfully and honestly.
- We are flexible and responsive.

We Pursue Excellence

We are committed to achieving the greatest possible impact from the resources entrusted to us, attaining high quality in all our work. We challenge ourselves to constantly learn, innovate and improve.

- We focus on quality.
- We creatively innovate.
- We pursue continual improvement.
- We maximise our impact.

We Live with Integrity

We hold ourselves accountable to our supporters and those we serve, seeking to live authentically, responsibly and honestly.

- We are accountable.
- We practice servant leadership.
- We are honest and faithful.
- We consider all impacts of our actions.

At CBM we live out our values, which underpin our determination to end the cycle of poverty and disability.



LEAVE NO ONE BEHIND

The children are always curious and cheerful despite the food shortage in southern Madagascar.
©CBM / Viviane Rakotoarivony

The following principles and approaches underpin CBM Ireland's work.

- Authentic partnership with the Disability Movement underpins all we do;
- Our inclusion expertise as a dual mandate organisation promotes disability inclusion in both development and humanitarian contexts;
- Our multiplier approach combines programme, advisory and advocacy work to maximise impact; and
- We seek to rebalance power.

We're deeply committed to working alongside people with disabilities and their representative organisations, and to the principle of "nothing about us without us". We work with and support organisations of people with disabilities in our programmes, to ensure we meet the needs of, and are accountable to, the individuals and communities we serve. Our advocacy aims to support and amplify the voices of people with disabilities, from

community to global level. Our advisory approach is undertaken with the lead experts on disability inclusion – people with disabilities themselves.

CBM Ireland operates within the frameworks provided by the UN Convention on the Rights of Persons with Disabilities (CRPD) and the Sustainable Development Goals (SDGs). We create concrete and sustainable change for and with people with disabilities, their families, and communities through our three vehicles of change: community field programmes, advocacy and advisory services.

Community Field Programmes

We deliver inclusive community programming, particularly focusing on the foundations for inclusion:

- Accessibility
- Non-discrimination
- Support services for people with disabilities

Our key areas of work

Community-Based Inclusive Development

People with disabilities are routinely excluded from health, education, livelihood opportunities and the chance to fully participate in their communities. We work in partnership with the disability movement at all levels to promote inclusion. Our life-changing community development programmes across Africa, Asia and Latin America establish the foundations for inclusion; improve access to inclusive education, employment and healthcare; and improve quality of life for women, men and children with disabilities and their families. We use evidence and learning from our community-based work to support the disability movement in advocating for inclusive national laws and policies and achieving global change.

Inclusive Eye Health and Neglected Tropical Diseases

A billion people worldwide live with avoidable blindness or visual impairment due to lack of access to eye health services. For many women, men and children living in poverty, access to straightforward interventions such as cataract surgery or a pair of glasses are out of reach. We work to improve access to inclusive and comprehensive eye health services for all, strengthening national eye health systems, making services affordable and accessible to the poorest and most marginalised people, and helping eliminate neglected tropical diseases, even for the most vulnerable groups.

Community Mental Health

Mental health conditions are a major cause of disability and ill-health worldwide. Those living in poverty are at greatest risk and least likely to access treatment or support. Many people experiencing mental health conditions and psychosocial disability face stigma, discrimination and even abuse. With decades of experience in the field of global mental health, we recognise the central role of mental health in wellbeing and works to promote good mental health, challenge the exclusion of people with psychosocial disabilities and strengthen mental health systems, so that mental health needs are recognised and addressed.

Humanitarian Action

People with disabilities are among those most affected by humanitarian crises and often the last to receive help. When disasters strike, we work with local organisations of people with disabilities and other partners to deliver urgent aid. We promote the participation of people with disabilities in reducing the risk of disasters and preparing and responding to humanitarian crises. We share technical expertise and learning with mainstream humanitarian organisations to help them include people with disabilities in their response, through consultancy, tools and guidance, and advocacy at local, national and international level.

BUILDING AN INCLUSIVE SOCIETY

cbm
Promoting the rights of
Persons with Disabilities

Cash transfer session by CBM and SAF FJKM to Tonety, the mother of a 12 year old boy with intellectual and physical disabilities in Ambaniza Commune Berano city. ©CBM / Viviane Rakotoarivony

Advocacy

CBM Ireland is committed to building a world where all people with disabilities can enjoy their human rights and achieve their full potential. This cannot be achieved alone. Through advocacy, we amplify the voices of people with disabilities at various levels.

The goal of our advocacy work is to influence systemic and sustainable policy change in five key priority areas:

- UN Convention on the Rights of Person with Disabilities (CRPD)
- Improved data for increased accountability
- Inclusive Humanitarian Action
- Climate Justice
- Inclusion in the UN Security Council

We work to achieve change through these priority areas by leveraging the collective strength of ourselves and our OPD partners, both globally and nationally.

Global Citizenship Education

We believe that a global perspective and greater awareness on structural causes of poverty and inequality that persons with disabilities and their organisations (OPDs) come across is essential.

Our key strategic engagements:

- Mainstreaming disability inclusion in cross GCE sectors
- Providing technical advisory support
- Tracking progress on inclusion in GCE
- Creating high quality resources
- Networking and collaboration
- Engaging with OPDs and disability movement

External Advisory

Persons with disabilities routinely face discrimination and barriers to their full inclusion and participation in society.

Our Inclusion Advisory Group provides advice to governments, UN agencies, development banks, management contractors, NGOs and others, so that they actively practise and promote inclusion and protect rights under the CRPD.

ORGANISATIONAL VISION

70 year old Paul arrives at Norton Eye Unit and undergoes Cataract surgery that could change his life forever. ©CBM/CharmaineChitate

CBM Ireland's strategic goal for 2021– 2025 is to be Ireland's established leader in inclusive international development, working in partnership with the disability movement, to deliver quality development programmes and provide inclusion expertise.

The real change we strive for focuses on working with marginalised communities to break the cycle of poverty and disability, treat and prevent conditions that lead to disability and build inclusive communities where everyone can enjoy their human rights and achieve their full potential.

Formulation of this strategic plan was a collaborative effort involving board, senior management and external support. Accompanying this plan is a year by year breakdown of activities so that we can monitor our progress.

BUILD CAPACITY & EXPERTISE

Ensure CBM Ireland is equipped with the necessary resources and structures in place to maximise organisational growth and sustainability.

BUILD REPUTATION & INFLUENCE

Influence the mainstreaming of disability by both government and the wider international development sector.

BUILD PROGRAMME

Increase the reach and impact of our international programmes and grow institutional and grant funding.

BUILD DONOR GIVING

Grow a diverse and sustainable individual giving programme, providing the highest standards of donor care.

BUILD PROFILE

Raise the profile of CBM Ireland within the sector, amongst decision makers and the giving public.

Organisational – Building Capacity & Expertise

Key to CBM Ireland's growth is how we ensure our organisation meets governance and regulatory standards, and how we promote good governance and demonstrate accountability and transparency. We commit to continued high levels of governance, regulatory adherence, accountability and transparency.

In an ever-changing landscape we must also leverage resources to maximise organisational sustainability and growth. We cannot deliver on our mission without a strong, supported team in place. Our HR activities and performance management system equips us to attract, develop and retain talent, building a strong foundation to deliver our strategy.

Advocacy – Building Reputation & Influence

CBM Ireland will continue in its efforts to effect real change through its efforts to influence government and the wider international development and humanitarian sector to mainstream disability in policy and programming.

In support of this goal, we will also work with government and the sector to provide the necessary expert and technical expertise to support mainstreaming of disability into both development programming and humanitarian action.

Programme: Building Programme

Design and delivery of quality programmes is central to CBM Ireland's strategy. In order to deliver this, we will continue to work closely with our in-country teams and partners, with increased collaboration with Organisations of Persons with Disabilities (OPDs). Increased institutional and grant funding will be sought to support growth of our programme portfolio both in development work and humanitarian action.

Fundraising: Building Donor Giving

We will seek new ways of attracting new supporters across various platforms, in particular digital whilst improving the efficiency and effectiveness of our traditional fundraising activities, notably direct mail. Our individual supporters are so important to us, and we will continue to provide the highest levels of donor care and stewardship.

Communication: Building Profile

Sharing our stories of change will reinforce our vision amongst key decision makers who can effect real change and also raise CBM Ireland's profile with the giving public. Integrating our communications across all platforms, in particular digital will support our programme, advocacy and fundraising efforts.

Opportunities

As discourse on inclusion continues to increase on a local, national and global level, CBM Ireland is well placed to lead on the provision of technical expertise and support to both government and others in the sector to mainstream disability into policy, development programming and humanitarian action.

We have a strong and loyal supporter base from which to build. Our stories of change are powerful and can inspire others. An increased presence on digital platforms will give voice to those we serve and spread further our message of inclusion and the importance of engaging with the disability movement in matters that directly affect them.

Increased institutional funding will provide long-term securing and stability to our programming work, providing real and sustained change for people with disabilities, their families and wider community.

Ireland has published its first report to the United Nations Committee on the Rights of Persons with Disabilities. The report describes what Ireland is doing to protect and enhance the rights of people with disabilities since it ratified The Convention on the Rights of Persons with Disabilities (CRPD). This provides further opportunities to engage constructively with policy and decision makers in government to ensure development programmes supported by the Irish government must be inclusive of and accessible to people with disabilities.

Challenges

At time of writing, it's yet unclear as to the economic and social impact of Covid-19. Likely inflationary and cost of living increases will have a direct impact of people's ability to give and business operating costs. Continuing monitoring of income and costs continue to be of upmost importance as well as considered decisions for any financial investment.

CBM Ireland is a small organisation working in a crowded marketplace. Ensuring quality programmes and providing technical expertise and support to others in the sector result in the growth in development programming and humanitarian action that is inclusive of people with disabilities.

Progress towards inclusion can be a slow, particularly when reliant on policy and systemic change. By working in partnership at local, national and global level with the disability movement, local partners, other INGOs and sector organisations we can help drive a sustained campaign to ensure people with disabilities are not left behind in matters that affect their lives.

OUR VISION OF SUCCESS

14-year-old Puja with her mother Puspa after a successful cataract surgery on her right eye. ©CBM, all rights reserved/Kishor Sharma

The 2021 – 2025 Strategic Plan will be reviewed and rolled over on an annual basis. For the period of this plan, CBM Ireland as a Christian international development organisation will continue to provide real and long-lasting change to the lives of people with disabilities in the poorest communities around the world. By 2025, with the support of CBM Ireland board, our professional staff, the partners we work and the CBM Global federation, we expect to achieve the following:

Organisational

Continued high levels of governance, accountability, transparency and adherence to regulatory requirements. Resources used efficiently and effectively leading to organisational growth and stability. A talented, committed and supported team.

Fundraising

A solid and sustainable foundation of diverse fundraising income streams, including digital, providing the highest levels of donor care to an increase supporter base.

Advocacy

Definitive movement is evident on mainstreaming disability into government policy, development programming and humanitarian response, as well as in those of other sector INGOs. Technical expertise and support to many in reaching such levels is realised in partnership with CBM Ireland.

Programme

A growing portfolio of development programming and humanitarian action, with increase engagement with the disability movement. Increased institutional funding from Ireland and EU and other grant foundations.

Communications

Increased awareness of CBM Ireland and the work we do, as well as an established reputation as the lead on inclusive development programming, humanitarian action and expert technical expertise and support to others.



6-year-old Meghnath Mal had bilateral cataracts and is a client of CBM Global partner Biratnagar Eye Hospital situated in Eastern Nepal. ©CBM Global/ Kishor Sharma

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