

Strategic Plan 2011-2014



**Disabled Peoples' International North America and
Caribbean Inc.**

8/20/2011

DPI NAC Inc. Strategic Plan 2011-2014

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A. INTRODUCTION

The untimely passing of the Disabled Peoples' International North America and Caribbean (DPI NAC) Chairperson President George Daniel in 2010 and other unforeseen circumstances militated against the fulfillment of all its goals, objectives and plans outlined in its Strategic Plan 2004-2006. However, the determination of the Executive Board to stage its eight (8th) Regional Assembly in Jamaica (August 15 to 21, 2011) signaled a new start. A milestone was reached at this Assembly as DPI NAC's Constitution was ratified recommitting the now autonomous organisation to uplifting the lives of Persons with Disabilities in the region.

Disabled Peoples' International North America and the Caribbean, Inc. (DPI NAC, Inc.) was incorporated on April 29, 2011. The DPI NAC Office received the Certificate of Incorporation, Articles of Incorporation and By-Laws on April 11, 2011. Its headquarters is in Antigua WI.

This Strategic Plan 2011-2014 is the first step in building a sound foundation towards improving DPI NAC's credibility and visibility nationally, regionally and internationally. More importantly, it will move the organisation towards realising its true potential in serving its membership.

B. CURRENT STATE

1. DPI NAC Mandate

Disabled Peoples' International North America and the Caribbean (DPI NAC) is a cross-disability network of fourteen (14) member organizations of Persons with Disabilities and one (1) associate member organization, established to promote the human rights of persons with disabilities through full participation, equalization of opportunities and development.

2. Member Organisations

The following member organisations are cross-disability umbrella organisations, managed by Persons with Disabilities that are duly constituted and registered not-for-profit organizations. They are guided by their aims and objectives embodied in their respective Constitutions in advocating for the rights and equality of Persons with Disabilities, while providing support and services where possible.

- i. **Antigua & Barbuda:** Antigua and Barbuda Association of Persons with Disabilities, (founded in 1995)
- ii. **Bahamas:** Disabled Persons' Organization, (founded in 1981)

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- iii. **Barbados:** National Organization of the Disabled Inc.,(founded in 1983)
- iv. **Belize:** Assembly of and for Persons with Diverse Abilities, (founded in 2009)
- v. **Canada:** Council of Canadians with Disabilities, (founded in 1976)
- vi. **Dominica:** Association of Persons with Disabilities, (founded in 1983)
- vii. **Grenada:** National Council of the Disabled, (founded in 1985)
- viii. **Guyana:** Coalition of Citizens with Disabilities, (founded in 1983)
- ix. **Jamaica:** Combined Disabilities Association, (founded in 1981)
- x. **St. Kitts and Nevis:**St. Kitts and Nevis Association of Persons with Disabilities, (founded in 1982)
- xi. **St. Lucia:** National Council of and for Persons with Disabilities, Inc., (founded in 1981)
- xii. **St. Vincent and the Grenadines:** National Society of Persons with Disabilities, (founded in 1987)
- xiii. **Trinidad and Tobago:** Trinidad and Tobago Chapter of Disabled Peoples' International, (founded in 1985)
- xiv. **United States of America:** United States International Council on Disabilities, (founded in 1988)

Associate Member: Barbados Council for the Disabled is the umbrella body comprising institutional members only. All the members are organisations which represent a specific category of disability in Barbados.

3. Roles of Executive Officers¹

a. President

- i. Presides at all meetings of the Company and in cooperation with other members of the Board and Executive Director supervise the affairs of the Company and implement any decision of the Company in Regional Council Meetings.
- ii. Commence all meetings with the assistance of the Secretary and Executive Director and shares responsibility with the Executive Director for the release of all official information concerning the Company.
- iii. Performs such other duties as pertain to the duties of the office of President or as may be directed by resolution of the Board, such duties not to be inconsistent with the Articles or the By Laws
- iv. Provides effective leadership for the Company by ensuring the democratic process of decision making and implementing the vision of the Company in line with that of DPI.
- v. Ensures representation at meetings of CARICOM, the OAS, the OECS, the United Nations and other regional or other international organizations.

¹Articles of Incorporation and By-Laws April 11, 2011

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Vice President

The Vice President assists the President in his duties and act in the office of President in the absence of the President.

b. Secretary

- i. Records and/or ensures the recording of the minutes of all meetings of the Board.
- ii. Ensures the preservation of proper and up-to-date records of membership, correspondences and materials at the Office of the Company and in conjunction with the Executive Director, assists the President in the preparation of agendas for all meetings.
- iii. Reports on personnel matters to the Board and act as a focal point for staff grievances.
- iv. Substitutes as a signatory with the Treasurer for all financial matters in the absence of the President.

c. Treasurer

- i. Oversees all revenue and expenditure of the Company and in conjunction with the Executive Director administer the funds on the instruction of the Board, and ensures proper accounts of receipts and expenditure, supported by documentary evidence is submitted for annual audit.
- ii. Ascertains all moneys paid into the Company are deposited in the bank or banks of deposit prescribed by the Company except such amounts as the Board may authorise to be held as petty cash.
- iii. Ensures that all promissory notes or any negotiable instruments drawn in favour of the Company are properly prepared, and in conjunction with the Executive Director, ensures audits of the finances of the Company are submitted at each Biennial Regional Council Meeting of the Company and such other times as the Board may from time to time require.
- iv. Collaborates with the Board, prepares a year ahead, a budget for presentation at the biennial Regional Council Meeting.
- v. Oversees the development of fundraising strategies.

d. Public Relations Officer

- i. Protects the reputation of the Company In conjunction with the Executive Director and promotes understanding and support for the Company, as well as to influence opinion and behaviour toward the Company.
- ii. Uses all forms of media and communication in collaboration with the Executive Director to build, maintain and manage the reputation of the Company, ranging from public bodies or services to businesses and voluntary organizations.

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- iii. Monitors publicity and conducts research to find out the concerns and expectations of stakeholders of the Company. Reports and explains findings to the Board.
- iv. Ensures the company plans, develops and implements PR strategies.
- v. Liaises with colleagues and key spokespersons.
- vi. Liaises in consultation with the Executive Director with and answering enquiries from media, individuals and other organisations, often via telephone and email.
- vii. Monitors that the Office of the Company collates and analyses media coverage.
- viii. Assists the Executive Director in writing and editing in-house magazines, case studies, speeches, articles and annual reports
- ix. Works with the Office of the Company to prepare the production of electronic publicity brochures, handouts, and direct e-mail leaflets.
- x. Devises and coordinates photo opportunities.
- xi. Sources and manages in collaboration with the Office of the Company speaking and sponsorship opportunities.
- xii. Manages in collaboration with the Office of the Company the PR aspect of a potential crisis situation.

e. Woman with Disabilities

- i. Acts as spokesperson for the Regional Women's Network (RWN) in respect of receiving and disseminating information to the Board and the Company.
- ii. Publicizes all the activities of the RWN by use of all forms of communication.
- iii. Reports on activities referenced in 2 to the Office of the Company.
- iv. Disseminates publications and news to the Company and brings to the attention of the Board and members, any information and news relevant to the furtherance of the mission and objectives of the RWN.

f. Youth with Disabilities

- i. Acts as spokesperson for the Regional Youth Network (RYN) in respect of receiving and disseminating information to the Board and the Company.
- ii. Publicizes all the activities of the RYN by use of all forms of communication and reports on activities to the Office of the Company.
- iii. Disseminates publications and news to the Company and brings to the attention of the Board and members, any information and news relevant to the furtherance of the mission and objectives of the RYN.

g. Past President

In order to facilitate continuity, the past president will remain as an ex officio member of the executive until the next election.

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h. Executive Director

- i. Attends all meetings of the Company except where he is specifically requested by the Board not to so attend.
- ii. Performs all functions of his office as determined by contract with the Board.
- iii. Promotes in conjunction with the President, the public image of the Company and raises the public portfolio of the Company particularly with reference to liaising with the media for suitable coverage for the Company.
- iv. Sources and receives all monies paid into the Company and immediately after receipt deposits all funds in the bank or banks of deposit prescribed by the Company except such amounts as the Board may authorise to be held as petty cash.

4. Internal/External Assessment

a. Internal Assessment

A review of the Strengths and Weaknesses reveal an organisation despite limited financial resources and some surmountable administrative weak spots has the potential given the diversity and persistence of its membership to harness and mould the individual positive characteristics into a progressive, professional and self-sustaining organisation.

b. External Assessment

Upon closer examination of the DPI NAC's opportunities there can be a prosperous future. Should the organisation be provided the capacity to do so, access to local, regional and international financing and grant funding can become a reality. Critical success factors are adequate funding, leadership and succession planning.

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5. Stakeholder assessment

Stakeholder	Stakeholder expectations of DPI NAC
Regional	
i. Members Organisations (N/As)	Leadership
ii. Caribbean Development Bank (CDB)	Accountability
iii. CARICOM	Functionality
iv. Organisation of Eastern Caribbean States (OECS)	Functionality
International	
v. Disabled Peoples' International (DPI)	<ul style="list-style-type: none"> • Compliance with DPI Constitution. • Sustainable operations
vi. Private International Funding Agencies/Organisations	Accountability
vii. Organisation of American States (OAS)	Functionality
viii. United Nations (UN)	Convention on the Rights of Persons with Disabilities (CRPD) Compliance and Accountability

To find out what Stakeholders think and want of DPI NAC the best way to gather stakeholder feedback is to solicit it. Feedback will be obtained by a Stakeholder Advisory Committee whose responsibilities will include but not limited to the conduct of written and telephone surveys, staging of public meetings and hearings, and the preparation, distribution and retrieval of comment forms.

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C. FUTURE STATE DPI NAC (2011)

1. Vision

Full and equal enjoyment of all human rights and fundamental freedoms by all Persons with Disabilities in the Region.

2. Mission

To raise awareness about Persons with Disabilities as embodied in the Convention on the Rights of Persons with Disabilities (CRPD) and other human rights treaties. Create and promote an environment for sustainable development.

3. Core Values and Principles

a. Values

The Organisational Values governing Disabled Peoples' International North America and Caribbean include the following:

- i. Carrying out business in accordance with the highest standards in all relationships and stakeholders.
- ii. Fostering a climate, which encourages excellence in all activities, caring for others, innovation, diligence and team work amongst members.

b. Principles

- i. Compassion
- ii. Courage
- iii. Democracy
- iv. Empowerment
- v. Excellence
- vi. Integrity
- vii. Persistence
- viii. Respect
- ix. Tolerance
- x. Understanding

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4. Specific Goals

- i. Signing and ratification of the United Nations Convention on the Rights of Persons with Disabilities and the accompanying Optional Protocol in the region.
- ii. Social and Economic development resulting in significant improvement in standards of living for Persons with Disabilities.
- iii. Establish a proper functioning Regional Youth Network (RYN) and Regional Women Network (RWN).
- iv. To be the Repository of Information on Persons with Disabilities in the Region.
- v. A strong and vibrant governance structure to support the development of its membership.

5. Specific Objectives

- i. To cause the ratification of the United Nation Convention on the Rights of Persons with Disabilities (CRPD) and the accompanying Optional Protocol in the Region.
- ii. To significantly improve the socio-economic well-being of Persons with Disabilities in collaboration with national organizations in the Region through direct liaisons with respective governments.
- iii. To ensure that significant and relevant support is given to both RYN and RWN in an effort to sustain their growth and development.
- iv. To ensure that DPI NAC becomes financially stable over the next three (3) years by developing feasible and sustainable business options; accessing financing/grant funding from local, regional and international institutions/agencies/organisations.
- v. To foster strong association with regional governments in order that our motto (*Nothing About Us, Without Us*) is firmly enshrined in the building of National Policies for Persons with Disabilities.
- vi. To undertake relevant and necessary research, collect data and information to establish a Regional Register for Persons with Disabilities.

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- vii. To ensure a significant increase in the development of national, regional and international awareness and solidarity on disability issues, and on any other matters that may have an impact on the well-being of Persons with Disabilities.
- viii. To significantly increase the capacity of its member organisations in respect of leadership and lobbying capabilities by conducting timely and relevant workshops and seminars.
- ix. To ensure that the DPI NAC Head Office has the capacity to manage daily operations and to efficiently and effectively administer the programmes and projects.
- x. To do all such other lawful things as are incidental or conducive to the attainment of the above objects or any of them.

D. MEASURING PROGRESS

DPI NAC will measure results and ensure accountability from a selection of performance measures as follows:

- a. **Inputs:** measure the amount of resources needed to provide particular services.
- b. **Outputs:** measure the amount of services provided.
- c. **Outcomes:** measure whether services are meeting proposed targets.
- d. **Efficiency:** also known as productivity measures e.g. Ratio of output to input.
- e. **Quality:** measures reflect effectiveness in meeting the expectations of Stakeholders.

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E. STRATEGIC PRIORITIES

1. Convention on the Rights of Persons with Disabilities (CRPD)

a. Strategic Goal:

Ratification of the Convention on the Rights of Persons with Disabilities (CRPD) by all governments in the region by 2014.

b. Activities:

- i. Develop and conduct regional CRPD awareness campaigns to educate civil society and encourage governments to sign and ratify the CRPD; actively engage in sourcing the required funding to conduct these campaigns.
- ii. Collaborate with member organisations in monitoring and evaluating the progress of their respective governments towards signing and ratifying the CRPD, and determine the nature of further interventions by DPI NAC in continuing the campaign towards its implementation.

2. Independent Living (IL)

a. Strategic Goal:

Recognition and mandating of “Independent Living” as enunciated in the CRPD by regional governments through the development and implementation of National Policies on Persons with Disabilities.

b. Activities:

- i. Identify governments who have not developed a national policy on Persons with Disabilities and liaise with the respective government officials on the importance of establishing such a policy and encourage these governments to act responsibly; develop and conduct regional campaigns accordingly; actively engage in sourcing the required funding to conduct these campaigns; monitor and evaluate impact/outcomes of these campaigns.
- ii. Collaborate with member organisations on status and progress made towards the development of these policies; ensure that governments include Persons with Disabilities on committees developing these policies; track and monitor their progress.
- iii. Emphasise to regional governments through direct communications and contact (at the Executive level) that access, assistive technology, education, employment, health,

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housing, recreation and rehabilitation, security, social services, sport and transportation are critical success factors to the realization of Independent Living for Persons with Disabilities; ensure that they are embodied in national policies.

3. Regional Youth Network

a. Strategic Goal

A fully functioning Regional Youth Network (RYN) with programmes designed to ensure sustainability through the achievement of its goals and objectives.

b. Activities

- Provide technical/financial support for the Regional Youth Network in the development of a Strategic Plan.
- Monitor the section of the website devoted to the issues of youth and develop and disseminate a Bibliography on youth issues in the region.
- Source financial support for representatives of the WYN to participate in International Conferences/Summits and other events.
- Coordinate the hosting of regional leadership and technical workshops, annual regional camps and sporting events.
- Collaborate with regional and national organisations e.g. Paralympic Committees, Special Olympics, Cricket and Football on developing sport in the member organisations.

4. Regional Women Network

a. Strategic Goal

A fully functioning Regional Women Network (RWN) with programmes designed to ensure sustainability through the achievement of its goals and objectives.

b. Activities

- i. Provide advice and source technical/financial support for the Regional Women Network in the implementation of their programmes/projects.
- ii. Monitor the section of the website devoted to the issues of women and develop and disseminate a Bibliography on women's issues in the region.

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- iii. Source financial support for representatives of the WRN to participate in International Conferences/Summits and other events.
- iv. Coordinate the hosting of regional leadership and technical workshops, annual regional camps and sporting events.

5. Business Operations

a. Strategic Goal

Financial stability

a. Activities

- i. Prepare business feasibility options for consideration and approval by the Executive Board.

6. Regional Register for Persons with Disabilities

b. Strategic Goal

A Regional Register of Persons with Disabilities (RRPD)

c. Activities

Short Term:

- i. Collate available information on Persons with Disabilities in member countries.
- ii. Develop a computerized database.
- iii. Identify member countries where census data is unavailable and make every attempt to obtain information from authorities.

Medium Term:

- i. Prepare Technical and Financial proposals for funding a comprehensive **RRPD** Project.
- ii. Source funding for the project

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7. Strengthening of DPI NAC Head Office

a. Strategic Goal

A Head Office with the capability/capacity to house and manage a professional regional business operation in support of its programmes and projects.

b. Activities

- i. Prepare a detailed assessment of short, medium and long term requirements for a modern and well-resourced office.
- ii. Submit to Executive Board for consideration and approval.
- iii. Source funding for project.

F. TRACKING PROGRESS

1. Tracking Systems

Tracking Systems monitor progress, compile management information and keep the DPI NAC'S Strategic Plan on track

Elements for the design of DPI NAC's Tracking Document will include:

- i. Goals
- ii. Objectives
- iii. Performance Measures
- iv. Action Plans (To include designation of responsibility and room for comments and an explanation of actions taken to date)
- v. Information on Current Status

2. Monitoring and Evaluation

Data Collected from Performance Measures will be collected and reported at regular intervals. Comparisons of actual performance, as reported on a Monitoring Document to the "planned" performance (i.e., targets) will provide the basis for periodic evaluation of DPI NAC'S Strategic Plan and the planning process. Management will use the results of monthly or quarterly reports (as required) to identify reasons for not meeting expected results and use this information to review and revise policies, procedures, goals and objectives, as necessary.