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List of Abbreviations:

| | | |
|--------|---|---|
| AGM | : | Annual General Assembly |
| CBR | : | Community Based Rehabilitation |
| CP | : | Cerebral palsy |
| CRPD | : | Convention on the Rights of Persons with Disabilities |
| CSO | : | Civil Society Organizations |
| DAN | : | Deafblind Association Nepal |
| DBI | : | Deafblind International |
| DLS | : | Daily Living Skills |
| DPOD | : | Disable People's Organization Denmark |
| FDDDB | : | Danish Acquired Deafblind Association (Denmark) |
| FGD | : | Focus Group Discussion |
| GoN | : | Government of Nepal |
| GOs | : | Government Organizations |
| HK | : | Helen Keller |
| ICT | : | Information and Communications Technology |
| MoWCSC | : | Ministry of Women, Children and Senior Citizen |
| NAB | : | Nepal Association of the Blind |
| NDFN | : | National Deaf Federation Nepal |
| NFDN | : | National Federation of the Disabled Nepal |
| NRC. | : | National Resource Center |
| OPDs | : | Organizations of the Persons with Disabilities |
| SDBP | : | Society of Deafblind Parents |
| SDGs | : | Sustainable Development Goals |
| SI | : | Sense International |
| SLI | : | Sign Language Interpreter |
| SWC | : | Social Welfare Council |
| WFDB | : | World federation of the deafblind |

Section One Introduction

Deafblind Association Nepal (DAN) has developed its third strategic plan for the period 2023 - 2027 which has followed the development and adoption of position paper in 2018.

DAN views strategic planning as a dynamic process influenced by the environment and the organizational climate. The forces in the internal functioning of the organization and the environment necessitate re planning and re - organization that can only be realized through a comprehensive organizational planning expressed by strategic analysis, strategic choice, leading the strategic implementation,. In other words, such circumstances emerged during the development of position paper in 2018.

Specifically, the strategic planning process developed a five-year strategic plan that would provide strategic guidance and direction for the period 2023 -2027 based on DAN vision, mission and the rights based approach that enshrined by the principle of Convention on the Rights of Persons with Disabilities (CRPD). DAN has thus adopted its five-year strategic plan for the period of 2023 until 2027.

1.1. Country Context concerning Deafblindness:

Nepal, a landlocked country located between India to the east, south, and west and China to the north in Asian territory. Nepal is a republican country, covering a territory of 147,181 square kilometers extends roughly 500 miles (800 kilometers) from east to west and 90 to 150 miles from north to south¹. The capital is Kathmandu, a beautiful metropolitan. It is lying along the southern slopes of the Himalayan Mountain ranges. Geographically, Nepal is divided into three ecological belts i.e. the Mountain, the Hill and the Terai. For administrative and developmental purposes, the country is divided into 7 provinces and 753 local units (metropolitan - 6 , sub metropolitan -11, municipality-276 and rural municipality-460). Nepal is a

¹Nepal | History, Population, Flag, Language, Map, & Facts, Encyclopedia Britannica.

multiethnic and multicultural country with more than 50 spoken languages and cultural practices. Further, because of the country's rugged topography, the extension of basic educational and health services is an expensive proposition and the retention of qualified manpower in such services in remote areas is often impossible. The quality health services are still lack to people particular to those belonging to low income group, women, girls and persons with disabilities. There is strong need of technical support of building capacity of Organisations of Persons with Disabilities and local Government in Nepal through National and International expertise and development partners.

The Constitution 2015 has provided the basis for the protection of persons with disabilities. Article 18 grants Right to Equality, article 24 grants Right against Untouchability and Discrimination on the basis of physical condition, article 31 grants right to Education, article 39 covers Rights of children with disabilities, article 42 grants Rights to Social Justice, article 43 grants Right to Social Security and article 51 under the provision of directive principles of the State covers policies for making the transportation sector safe, managed and equitable for people with disabilities. Likewise, the article 84, 86 and 176 grants rights to persons with disabilities for political participation in house of representatives, National assembly and the provincial parliament under proportional electoral method. Finally the article 258 and 258 covers the provisions of Human rights of persons with disabilities by establishment and functioning of National Inclusive Commission.

According to the Census Report 2021, the population of Nepal is 29,164,578, which is grown by 10.18% from last census. There are 654,782 persons with disabilities residing in Nepal. The decision of families to have fewer children with the average family size being 4.33 compared to 4.88 from the last report, due to increasing living costs and employment of parents is believed to have contributed to this decline. The economy of Nepal is characterized by a low and fluctuating growth rate. Agriculture still contributes about 40% of its gross domestic product (GDP) and employs about

60% of the labor force. Nepal is ranked 143 out of 188, within the bottom 50 countries of the Human Development Index .

The Act Concerning Rights of Persons with Disabilities-2018 (ACRPD) has classified 10 types of disabilities including Physical Disabilities, Visual Disabilities, Hearing Disabilities, Speech Disabilities, Deafblindness, Psychosocial/ Mental Disability, Intellectual Disability, Autism Spectrum Disorder, Hemophilia and Multiple Disabilities. The Act further classified disabilities in four different categories based on severity. There is classified Identity Cards being distributed to these categories. Red colour for profound disability, blue colour for severe disability, yellow colour for moderated disability and white colour for mild disability. The act defines Deafblindness as "Person having both hearing and vision disability or having joint interaction of the sensory organs".

Majority of disabilities are consequent by falling from trees and cliffs, herding live stocks, transport accidents, collecting fodder, grass, fires, poverty, lack of education, awareness, inadequate health services such as immunization, early identification, timely interventions, less attention on mother and child health care, lack of appropriate health care instructions and genetics deformities.

There are many probable causes of deafblindness. The condition can either be present at birth or develop later in life. Deafblindness from birth is known as congenital deafblindness which can be caused by; problems associated with premature birth (birth before 37 weeks of pregnancy), an infection in a baby in the womb, such as rubella, genetic conditions, problem with the brain and nervous system that mainly affects movement and co-ordination and finally the foetal alcohol spectrum disorder – health problems caused by drinking alcohol in pregnancy. In most cases, deafblindness develops later in life. This is known as acquired deafblindness. A person with acquired deafblindness may be born without a hearing or sight problem and then later loses part or all of both senses. Alternatively, someone may be born with either a hearing or vision problem, and then later loses

part or all of the other sense. Problems that can contribute to acquired deafblindness include; age-related hearing loss, Usher syndrome, a genetic condition that affects hearing, vision, eye problems associated with increasing age, such as age-related macular degeneration, cataracts and glaucoma, diabetic retinopathy – a complication of diabetes where the cells lining the back of the eye are damaged by high blood sugar levels. The cause of acquired Deafblindness also include damage to the brain, such as from meningitis, encephalitis, a stroke or severe head injury.

The National population census report 2021, there are 2.25 per cent persons with disabilities reside in Nepal. Compared to the World Health Organisation's (WHO's) projection to have 15 percent disability population in the developing countries, the census report showed very low rates of disability prevalence in Nepal. Likewise, the world report on Deafblindness by WFDB claim that the number of persons with deafblindness to be from 0.2 to 2 percentage but the Census showed a total of 10187 persons with deafblindness population in Nepal which is 0.03% of the total population and 1.56% amongst the disability population. One of the reason behind low enumeration in census is non-compliant of census module with functional limitation model prescribed by Washington Group Questions. Consequently, persons with Deafblindness from moderate group with low vision and hard of hearing are mostly excluded from the enumeration.

Nepal has ratified the UNCRPD, and developed various acts, policies and plans for the promotion and protection of human rights of people with disability. However, at the program level. Education, Employment, accessible environment and Rehabilitation of people with DeafBlindness is still not in the priority of the government of Nepal.

1.2. Overview of DAN

The Deafblind Association Nepal (DAN) is a non-governmental, non-political and non-profit making human rights based Organisation of Persons with Disabilities

(OPD) which brings persons with Deafblindness together across the country. people with acquired Deafblindness who were present at that time to be a mouthpiece for matters pertaining Deafblindness. DAN is registered in District Administration Office (DAO), Kaski, Nepal in 27th February 2012 (2068 Falgun 15 BS) (Registration # 2829) and is affiliated in SWC (Affiliation # 35814). The Headquarter of DAN is located in Pokhara Metropolitan, Kaski and extended network across Nepal.

1.3. DAN Mandate and Scope of Work:

Deafblind Association Nepal (DAN) has eleven board members. Formation of the executive board comprised of persons with deafblindness. The organization is regularly conducting AGM. Apart from the board members, total of 2 staffs are engaged to implement the activities of DAN. In addition to this one tactile communicator and one office assistant were also serving to DAN.

DAN has a broad institutional mandate for programming and operationalization. Clarification of its mandate is based on what is provided for in its constitution, the current legal and social context in Nepal.

DAN is mandated to carry out its activities around the following main objectives.

- ❖ To unite all Persons with Deafblindness and the self-help groups and the Pro-Disability groups for effective lobbying and advocacy work.
- ❖ To act as an organized pressure group to the government, political parties and the public so as to provide required and appropriate services to Persons with Deafblindness on time.
- ❖ Motivating, encourage and assist the formation and functioning of self-help groups of persons with Deafblindness as well as ensuring their recognition from the local government bodies.
- ❖ Safeguarding interest of Persons with Deafblindness and promote means of communication such as tactile signs, Haptic signs and non-verbal communication method. Achievements.

- ❖ Ensuring networking with Government, political parties, and other local and International platforms with a view to empowering Human Rights of People with Disabilities particularly those having Deafblindness.
- ❖ Advisory role to members and countrywide network of DAN.
- ❖ Mainstreaming issues of Deafblindness in Public and Private sector plans and programs.

1.4. Purpose of DAN to promote human rights of persons with Deafblindness:

DAN is strengthened as a representative organization of persons with DeafBlindness and works for ensuring their rights.

DeafBlindness is the combination of significant auditory and visual impairment in a person and this combination of visual and hearing. Such people with deafblindness are still living in various places of Nepal. Their identification, registration, dignified life in the society which is still challenging across the country. Way of communication with those people with hearing impairment and visual impairment (partially and or fully) is very difficult and they do not have the access to any method of communication to explore themselves and to have access to rights. DAN has launched advocacy campaign in partnership collaboration with OPDs and development partners thus Government has recently recognised Deafblindness one of under-represented disability group.

1.5. Role of DAN for Promoting Rights of Persons with Deafblindness and results:

DAN has been functional to promote and protect the rights of persons with deafblindness across the country. DAN has pushed the Federal, provincial and local Government to create an environment towards the accessibility and inclusiveness of the people with disability leading to dignified lives. Following Human Rights module, the roles of DAN is recognised as;

- To eliminate poverty of the persons with Deafblindness empowering them for the self-esteemed livelihood in all aspects of life in political, social, cultural,

economic and academic sectors.

- To provide opportunities and reservation quota to the persons with Deafblindness in public transportation, health services, communication, and employment according to his/her educational status, adaptive and assistive devices with easy access will be made available.
- To provide opportunity of equal participation of persons with Deafblindness in the main stream of national development.
- To conduct different training that empowers the skills of persons with Deafblindness.
- To adopt the regional and sub-regional developmental concept of the UN to set an inclusive society depending on the rights of barrier free environment.

DAN has been engaged in promoting right based policy framework. The members of DAN follow the principles of UNCRPD, as such contributed to draft civil society report in 2018.

NFDN has official provision of ensuring representation of persons with DeafBlindness in its province and federal executive committee where representatives of DAN are engaged in decision making levels within the Umbrella organisation of OPDs in Nepal.

1.6. Activities of DAN:

DAN is the self-help organisation of persons with Deafblindness, with the aim to preserve and promote the rights of persons with deafblindness in Nepal.

People with DeafBlindness are the most marginalized group in Nepal. Despite ratifying the UNCRPD and developing subsequent policies government of Nepal is not paying enough attention to implement those policies and allocating enough resources to provide access to services and rehabilitation need of those underrepresented group. Tactile communication, haptic signals and mobility is first and foremost need of people with DeafBlindness to access the services and opportunities i.e. education, training and employment and to be active in the family

and society. Therefore, the services provided by DAN is very relevant in the context of Nepal.

In realization of the difficulties faced by the Deafblind members of DAN communicating with family members and society, DAN initiated access to information program and build capability to use electronic communication means in their daily lives by the computer training in support of Abilis Foundation in 2014. DAN has launched a program "Expanding the Base" in partnership collaboration with Danish Acquired Deafblind Association (FDDB) and DPOD for the period of 1st January 2017 until 31st May 2019 with an objective of building capacity of DAN and increase membership. DAN has its long term objectives to provide access to communication, employment opportunity and social inclusion of its members. DAN implemented the project "Expanding the Base" to persons with acquired deafblindness at Kaski, Baglung, Kathmandu, Kavre, Rupandehi, Sindhuli, Morang and Dang districts supported by the Danish INGO Danish Acquired Deafblind Association FDDB. The project covered three specific area that comprised a) DAN has been strengthened as a representative organization of persons with acquired deafblindness and works for ensuring their rights; b) Persons with acquired deafblindness are diagnosed; and c) Social and Political inclusion of persons with acquired deafblindness. The major activities under this project are capacity building, advocacy and rehabilitation which contributed to the self-empowerment of persons with Deafblindness, recognised as underrepresented group.

DAN joined the consortium and extended collaboration with National Federation of the Deaf Nepal (NDFN), Nepal Association of the Blind (NAB) and Society of Deafblind parents (SDBP) for the implementation of the project "Healthy life for people with deafblindness in Nepal" (2019-2022) with an objective of promoting the rights of Person with Deafblindness with the support of Sense International (SI), UK and India and financial assistance of Jersey Overseas Aid and Development Commission. The project was led by NDFN with key responsibility of project

management and was coordinated by the National Resource Center (NRC). DAN actively participated in the project implementation joining zero draft preparation meeting, advocacy and coordination visits to local government bodies especially with the health offices in municipalities, training for Government officers/Municipalities of Gandaki province. The activities also included the Clinical assessment and assistive devices distribution in Kaski. The training for community health volunteers and other health workers as well as Organizational Development Training were the components of Capacity building initiatives. The intervention during COVID 19 with humanitarian support was also the added component. The projects implemented by DAN were effective to support targeted beneficiaries as expected. Identification of acquired persons with Deafblindness, training courses on tactile communication and haptic signals, finalization of haptic signals at local level are found effective to empowerment and rehabilitation of persons with Deafblindness that supported to break the silence of communication. The capacity of the acquired persons with Deafblindness in through advocacy has been strengthened. They are participating in different networks and forums. Persons with Deafblindness were participated on CRPD shadow report preparation with National Federation of the Disabled Nepal and in international workshops. They have developed policy papers and involved in strategy plan development. DAN members gain the knowledge on meeting conduction in inclusive way. They are advocating to provide ID card to persons with deafblindness. Similarly, they participated in different forums such as participation in HKWC and WFDB in Spain. DAN also conducts its activities in Organization Level that ensure effectiveness of organizational management system, formation of district and province level networks etc.

Section Two: Stakeholders mapping and SWOT analysis:

2.1. Stakeholders Mapping:

DAN has identified the following stakeholders to be engaged directly and indirectly in its intervention.

Note: the high value indicates the high engagement of stakeholders.

| Stakeholders | Priority(primary/secondary) | Degree of Involvement (1-5) Low to High) |
|---|-----------------------------|---|
| Persons with Deafblindness | Primary | 5 |
| Persons with disabilities | Primary | 4 |
| OPDs working in Deafblind field | Primary | 5 |
| National Resource Centre on Deafblindness (NRCDB) | Primary | 5 |
| Self-help groups of Persons with Disabilities | Primary | 4 |
| Parents groups/Association | Primary | 4 |
| Organizations working for Persons with Disabilities | Primary | 3 |
| Human Rights organizations | Secondary | 3 |
| Women Rights organizations | Secondary | 3 |
| Child Rights organizations | Secondary | 3 |
| Civil Society | Secondary | 4 |
| Independent rights activists | Secondary | 4 |
| Organizations of Women, ethnic group, Madhesi and scheduled casts | Secondary | 3 |

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| Ministry of women children and Elder Citizen | Primary | 5 |
| Ministry of Finance | Primary | 5 |
| Ministry of Home Affaires/ CDO | Primary | 5 |
| Ministry of education | Primary | 5 |
| Ministry of Youth and sports | Primary | 4 |
| Ministry of housing and physical planning | Primary | 4 |
| Ministry of Culture and Tourism | Primary | 4 |
| Ministry of Law | Primary | 5 |
| Ministry of transport | Primary | 4 |
| Ministry of Federal Affairs and General Administration | Primary | 5 |
| Ministry of health and Population | Primary | 4 |
| Provincial Parliamentarians | Secondary | 4 |
| Federal Parliamentarians | Secondary | 4 |
| National Planning Commission | Primary | 4 |
| National Human Rights Commission | Secondary | 4 |
| Social Welfare Council | Primary | 5 |
| Political parties with National status | Primary | 4 |
| Political parties without National status | Primary | 3 |
| INGOs exclusively working in Deafblindness | Primary | 5 |
| INGOs exclusively working in disability | Primary | 4 |

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| INGOs working considering disability as cross-cutting theme. | Secondary | 3 |
| INGOs working in other issues | Secondary | 2 |
| Electronic media | Primary | 4 |
| Print Media | Secondary | 4 |
| Women and Children Office | Primary | 5 |
| Metropolitan | Secondary | 4 |
| Municipalities | Secondary | 4 |
| Rural Municipalities | Secondary | 3 |

2.2. Analysis of Beneficiaries of DAN:

| S.No. | Target Groups | Primary /Secondary | Immediate/Ultime |
|-------|--|--------------------|------------------|
| 1. | Organisations working in Deafblindness, Self-help groups, parents of deafblind children | Primary | Immediate |
| 2 | Organization of Persons with Disabilities (OPDs), Self-help groups in disability in community level. | Primary | Immediate |
| 3 | Parents of children with disability and their association | Primary | Immediate |

| | | | |
|----|---|-----------|-----------|
| 4 | Disability activists | Primary | Immediate |
| 5 | Provincial/ Local government authorities | Secondary | Immediate |
| 6 | National Resource Centre on Deafblindness, Deaf Federation and Blind Association | Primary | Immediate |
| 7 | Leader of political parties | Secondary | Immediate |
| 8 | Central level authorities of ministries | Secondary | Immediate |
| 9 | Persons with disabilities | Primary | Immediate |
| 10 | ❖ Persons with Deafblindness | Primary | Ultimate |
| 11 | Media including National Television and F.M. Stations | Primary | Immediate |

2.3. SWOT Analysis: Internal Environment

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| STRENGTHS | WEAKNESSES |
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| <p>Regular and timely conduction of Annual General Meeting and National Conference selecting board through democratic process and valid audit.</p> | <p>Lack of skilled staff and volunteers.</p> |
| <p>Role assignment to the members and Willingness to bring Deafblind from community levels.</p> | <p>Lack of sustained financial resources, Financial instability and donor dependency.</p> |
| <p>Skilled and motivated Volunteers with multi - disciplined skills</p> | <p>Lack of own land and building, Organization (inadequate office equipment)</p> |

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| Well understanding of the issue of Deafblind is | Lack of uniform knowledge and commitments amongst board members, |
| Moderate management tools in place and strengthening teamwork. | Inadequate training and lack of capacity to build awareness, |
| Strong leadership with Clear on Vision, Mission and Goal (VMG) | Low partition of some members |
| Governance structure in place and Operation | Overlapping of tasks between DAN and OPDs |

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| Transparent: sharing the information by the social communication media. | Absence of local fundraising mechanism and resource mobilization |
| Close Relation with local government and OPDs in Gandaki province | Lack of skilled human resources, |
| Attitude of members to act as self-advocates representing the organization, | Lack of accessible assistive devices for communication and mobility |
| Good networking with Nationally and Internationally | Lack of skilled volunteers / professionals on Tactile communication and none-verbal communication. |

External Environment

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|---------------|---------|--|
| OPPORTUNITIES | Threats | |
|---------------|---------|--|

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|--|---|
| <p>Deafblindness has been defined as a separate category of disability within the National classification,</p> | <p>Wards level coordination network in Pokhara Municipalities are formed which has minimized the role of DAN and the practice is being transformed in other Rural municipalities.</p> |
| <p>Availability of Donors Supportive legal and policy framework</p> | <p>Proper Disability ID card distribution and identification,</p> |
| <p>Capacity building through sharing of experience and information through International Forum.</p> | <p>People are not aware about the issues of "Deafblindness and Undermine Deafblindness by the policy makers and authorities,</p> |

| | |
|--|--|
| Supportive Government structures Environmental and human rights issues are on the National and International agenda | There is lack of communication mode within the relevant organizations, |
| Recognition by the Government providing fund for activities, Support from Donors and willingness of national and International community | High expectations of self-help groups |
| Emerging issue and have opportunity to expand network in the community levels, | Competition over limited resources and limited funding |
| CRPD ratified, SDG commitments, Acts, regulation, Disability policy in Gandaki province, | Unreliable sustainability of programs |
| Global Network, Member of World Federation of the Deafblind, | Lack of smooth phasing out of programs |
| Only a National organization of Deafblind, | Lack of adequate interpreters and assistants |
| Member of NFDN and collaboration with broader disability alliances, | Lack of adequate inclusion of Deafblind Self-Advocates within the National disability arena, |

| | | |
|--|---|--|
| | (To promote DAN network in Kathmandu and make it more functional). | |
| National Resource Center for Deafblindness has been set up in coordination with four partner organizations (NDFN, DAN, NAB, SDBP) | Lack of policy for providing employment to the Deafblind and has not been covered within 5 % reservation. | |
| The Red book of the Government has covered grant to the Deafblind sector both in Federal, Gandaki Province and local in Pokhara Metro. | Lack of deafblind friendly environment in workplace and schools, | |
| The disability directive committee in Gandaki Province has been represented by DAN and the support services has been written within the code of the committee. | Lack of comprehensive coverage of the sub-classification in National definition and classification, | |
| | Lack of adequate policy of communication modes and trained interpreters and personal assistants, | |
| | Lack of proper identification of Deafblind from early stage, | |
| | Lack of support for assistive devices such as Hearing Aid, magnifying glasses, battery... | |
| | Lack of adopted curriculum, teaching learning materials and textbooks, | |

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|--|---|
| | Lack of accessible school environment |
| | The Government is not providing red colour ID card to Persons with Deafblindness to those acquired DB. |
| | Deafblindness is not covered as self-advocates, it is covered within the substitutional decision making by the parents. |
| | The guideline for Tactile communicator to the Persons with Deafblindness is yet to developed |
| | The hearing Aid quality and some time the configuration is missed. |
| | |
| | |

Section Three: Five Year Strategies of the DAN:

As part of the process, we consulted with our partners, employees, and the individuals and families we support. We heard intervenors and direct support professionals speak passionately about the critical services they continued to provide for persons with deafblindness during the COVID-19 pandemic and their concerns about the future of these services. DAN consulted with the families of people it serves to better understand their needs and how DAN can best support them. DAN spoke with external stakeholders to understand a different perspective, the view from the outside looking in.

This strategic plan provides the roadmap for acting on what DAN heard and continuing to deliver and enhance the services we know individuals who are Deaf, hard of hearing, non-verbal and deafblind require to lead healthy, safe, vibrant and dignified lives. Thus, it provide strategic guidance and direction for the period 2023 - 2027 based on DAN vision, mission and Goals following the rights based approach that is enshrined by the principle of Convention on the Rights of Persons with Disabilities (CRPD), the Act Concerning Rights of Persons with Disabilities (ACRPD) and the Constitution of Nepal (2015).

DAN is governed by a volunteer board, consisting of up to 11 elected members having Deafblindness from various professional backgrounds across the country.

The board is responsible for the long-term health of DAN ensuring its mission, vision, values and the individuals it supports are always at the forefront of everything DAN does. The board's primary responsibility is providing strategic leadership by setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, anticipating, mitigating and managing risks to the organization, ensuring prudent and proper management of the organization's resources and has overall accountability.

DAN is pleased to present its first five-year strategic plan.

3.1 Vision

Deafblind Association Nepal envisions each persons with Deafblindness who are living self-reliant, politically aware and economically prosperous life with dignity as productive citizens in an inclusive and barrier-free society having full and equal enjoyment of all human rights.

3.2 Mission

- DAN to be a strong, legitimate and effective organisation and pioneer a barrier free environment for people with Deafblindness.
- Effective leadership of DAN for the protection, promotion of human rights and advance access to service and inclusion of people with deafblindness.
- Launching a prolonged campaign geared toward eliminating social injustices and advocating for inclusion of Persons with Deafblindness in social, economic, and political systems.

3.3 Goals

The long-term goal of the association is as follows.

Law and order:

a. Institutional sustainability of the association is ensured. b. A state of having adequate constitutional provisions, policies and laws to address all human rights and fundamental freedom of persons with deafblindness based on their need.

b. A situation where appropriate nationwide structures, mechanisms and sufficient resources (human, technology, knowledge, skills, finance and information) are available and mobilized for the effective implementation of all constitutional arrangements, policies and laws related to deafblindness.

c. Advanced full participation of people with deafblindness in state structures from local to central level related to policy formation and decision making.

d. Health, education, employment/livelihood, empowerment, social participation, physical access, assistive materials and supportive decision making, rehabilitation services and appropriate means of communication, including appropriate adaptation, all services related to the fundamental rights of people with deafblindness, the condition that they are entitled such services based on their rights.

Features and opportunities.

f. All concerned agencies of the government and the state are sensitive and supportive towards the needs and rights of people with deafblindness.

is The status of institutionalizing the rights-oriented concept of the deafblind in the community.

3.4 Principles, Values and Norms.

DAN is a membership organisation for and led by people who are deafblind. This strategy, which will define our service delivery until 2027, has been shaped and informed by their views, experiences and opinions. We have also learned from the experience gained by our staff and volunteers who support people who are deafblind.

DAN is committed to promoting inclusion, equality of participation, Integrity, solidarity, respect, Excellence, person centered, Respect, learning Environment and appropriate communication for persons with Deafblindness and follows the core values and principles as follows;

Inclusion

Mainstreaming disability needs and rights in social, cultural, economic, political, and in all other spheres of life.

Equality of Participation

DAN promotes full participation of Persons with Deafblindness in all matters responsive to their life.

Solidarity

A belief in the power of collective action to achieve our objectives.

Integrity

DAN actively promotes a culture of trust where trust worthiness is held in the higher regard.

Excellence

We do its very best in all we undertake. We work collaboratively and take responsibility for the outcomes. We aim to inspire, we take a pride in what we do and deliver our services efficiently and effectively.

Person Centred

DAN listens to the people we support and deliver services that best meet their individual needs and empower them to live the lives they choose. We treat everyone with dignity and compassion.

Respect.

DAN respects people for who they are and for their knowledge, skills and experience as individuals and team members. We respect each other's views and opinions, and when necessary challenge constructively, positively and politely.

Learning Environment

A commitment to creating a better learning environment, which values, builds and share lessons learnt.

Appropriate Communication.

DAN endeavors to communicate with people using their preferred language or

method. We communicate frequently, are open and honest and ensure the message we are communicating is clear, concise and will not cause offence. Because of DAN commitment to the vision, mission and core values, DAN is confined to this agreed Strategic Plan.

3.5 Overall Development Objectives of Strategy Paper

To provide directional approach to DAN to be a strong, legitimate and effective organisation pioneer a barrier free environment for Persons with Deafblindness as well as promote an inclusive society for all people of Nepal.

Making DAN capable for launching a prolonged campaign geared toward eliminating social injustices and advocating for inclusion of Persons with Deafblindness in social, economic, and political systems.

3.6 Strategic Objectives, strategy and key activities for next five years:

DAN has identified seven overarching strategic objectives that will enable it to deliver its vision and achieve its Goals;

Strategic objective 1: Awareness and Sensitization

Strategy

- DAN through its capacitated members and self-help groups of persons with Deafblindness and network, educate Persons with Deafblindness, their parents, educators and concerned stakeholders and raise awareness on the rights and dignity of Persons with Deafblindness by 2027.
- Strong and effective awareness campaign on rights of persons with deafblindness. Documentation and using the social media and other form to reach out general public.

Activities

Conduct awareness raising activities to the public on adequate participation of Persons with Deafblindness on local legal framework tools (Media Campaign including print, News Bulletin).

Article publication on the International Deafblind Day (June 27), at least one article

in Rupantaran, NFDN news bulletin.

Conduct disability awareness training to the society in order to minimize discrimination towards persons with Deafblindness.

Media Interaction in FM and Television

Black background to be included for the Deafblind compatible TV program.

Strengthen organization image by developing and disseminating newsletters, brochures and updating timely the website.

Deafblind group in social media and messenger to be mobilized.

WhatsApp group open and functioning

Website to be developed with accessible features.

Apply the Deaf related communication

Development of apps related to Haptic signal and tactile communication.

Mass base awareness campaign:

School Awareness program

Participation in the awareness rally with banners and play cards related to Deafblind.

Sensitization to Teachers, families, students, health workers and civil society

Sharing information experience and good practices with DAN and its self-help networks.

Strategic objective 2: Advocacy

Strategy

- The disability classification to be modified accommodating sub-section of persons with deafblindness.
- Policy Dialogues for the equal opportunities for Persons with Deafblindness in decision making positions.
- Promoting access to education to persons with Deafblindness:
- DAN through its OPDs actively participate in Political participation and Decision making process by 2027.

Activities

Conduct frequent visits and policy dialogues with concern Government authorities and follow up of the deafblind issues in policies and programs. Increasing relationship with government offices and increasing understanding and attention towards deafblind community

Conduct radio and TV programs which emphasize the importance of Persons with Deafblindness in election, policy and decision making processes.

Curriculum adjustment for learners with Deafblindness, early identification of children with Deafblindness and mandatory screening of eyesight and auditory function before school enrollment.

Advocacy for the Adjustment in regular curriculum and textbooks following need base and inclusive education of learners with Deafblindness.

Congenital Deafblind to be included within the network of DAN.

Establish helpdesk in the hospitals with minimum skills of Tactile communication including Haptic signal.

Advocacy for employment

Cover Deafblind in 5% reservation since Private companies should also employ Deafblind.

Advocacy for providing assistive devices to local Government

Advocacy for Deafblind inclusive Sports and recreational activities and tourism.

Deafblind inclusive DRR and Climate Change Adaptation in Government and concerned organisations.

Advocacy for Political participation, casting votes and representation.

Conduct dialogue with national electoral committee on establishing favorable environment for Persons with Deafblindness and hold civic education trainings for Persons with Deafblindness.

Development of the Advocacy Strategy with priority issues, identify the importance

of the stakeholders and make regular follow ups.

Conduct capacity building workshop to mobilize and encourage Persons with Deafblindness participation in political activities and decision making processes.

Strategic objective 3: Capacity Building

Strategy

- DAN financial, human, and material resources adequately improved by 2027.
- Good governance practices and principles among DAN leaders and staff enhanced by 2027.
- DAN and its network demonstrate expertise / skills in project management, resource mobilization, infrastructure management, communications and advancement of accessible ICT imparted by 2027.

Activities

Conduct training needs analysis to DAN and its Network.

Conduct motivational training to Persons with Deafblindness on the importance of self representation at all policy and decision making positions.

Leadership training to the Persons with Deafblindness and members of DAN and branches.

Regular and timely conduction of Annual General Meeting and National Conference selecting board through democratic process

Advocacy training to DAN members and Proposal and report writing training to board and staffs of DAN.

Legal literacy training to the members of DAN.

Train DAN and its self-help networks on Information Communication Technology (ICT), reporting, resource mobilization information, good practices and management.

Train DAN and its self-help networks on strategic planning, advocacy, organization management, project development and management.

Tactile communication training including Braille, Haptic signal etc.

Capacitate Persons with Deafblindness on Act Concerning the Rights of Persons with Disabilities, National Disability Policy, disability regulation, Constitution, the Asia-Pacific Decade of Persons with Disabilities and the UN Convention on the rights of Persons with Disabilities as well as popularize and disseminate CRPD along with collaborating to develop civil society report on CRPD implementation.

SLI training

Local bodies training about CRPD, budget planning in municipalities

Accessible Apps operation training

SRHR training

GESI training

Violence Training

Self-defense training

Cookery and home making training

Personality development training

Interpersonal skill training

DRR training to members.

Sports related training

Train DAN leaders and staff on good governance practices and principles.

Improve performance management system through performance appraisals, trainings, seminars and workshops to DAN staff and its members.

Strengthening internal policies, regulations, and DAN constitution.

Conduct entrepreneurship skills in order to empower persons with Deafblindness economically.

Strategic objective 4: Strategic Alliances and Collaboration

Strategy

- Extension of local network of DAN through district and province level branches. Develop fraternity relationship with the network of Deaf Federation and Blind Association capturing the concerns of Deafblind issue.
- Strengthen DAN Central and chapters committee's capacities to undertake their roles effectively.
- DAN increasing networking and strategic collaboration with both likeminded organizations within and outside Nepal aimed at improving its performance by 2027.

Activities

Identify potential partners and collaborators and establish key areas for collaboration and partnership including outreach and exchange visits.

Regular renewal in World Federation of Deafblind, NFDN, CDO, SWC, Metropolitan

Development of DAN branch in 14 districts.

Maintain working relationship with Sens International

Continue consortium through NRCD and extension of collaboration.

Development of working relation with Government and be accommodated within the Government mechanism.

Establish coordination with the CSOs.

Affiliate in NGO Federation

Enrollment in HRTMCC (Human Rights Treaty Monitoring Coordination Committee)

DAN, SDBP and OPDs of person with deafblindness in local level need to have more frequent follow up meetings and Board more active on network development.

Organise international events, identify and make regular contacts with knowledgeable international organisations and experts, foster recognition of Nepali deafblind community in international visits and events. Good use of the experience of WFDB as DAN continue as active member.

Strategic objective 5: Service Delivery

Strategy

- DAN capacity enhanced for providing support services on key areas identified by need assessment and also to support persons with Deafblindness, enhance administrative capacity as well.
- DAN strive to have its own Resource Center in Gandaki Province.

Activities

Promote the quality of service by enhancing skills of Interpreters along with the human resource working in deafblindness and providing educational support through train people in district level. Developing Human resource development program (tactile sign language communicators, other form of communication home based and inclusive education and support system.

{Provide assistive devices (White cane, hearing aids and ICT materials), counseling services to the Persons with Deafblindness and the family members.

Provide SLI and support service to the Persons with Deafblindness in acquiring Government services and disability ID card.

Provide Persons with Deafblindness with legal aid services.

Sports and recreational Activities, competition, Dance and hiking. Swimming and other activities.

Prepare documents on easy to read version of the policies and other accessible form and format to promote the implementation. Strong mechanism of implementation and monitoring is to be developed.

Coordinate with Government to establish training program for the caregivers and other professional. Lobby with Government for the interpreter service to persons with Deafblindness.

Strategic objective 6: Research and Technology Transformation

Strategy

- Mobilization of expert team for Research and study on Deafblind issues,

accessible technology and knowledge transformation from advanced countries.

- Analyze all policies for Persons with disabilities, particularly for Deafblindness, recommend and advise the government and stakeholders on the gaps and organize open fora for discussions of each policy.
- Study the international good practices and support from the experiences other developed countries.

Activities

Research on the Tactile Communication, accessible technology.

The DAN shall enhance the knowledge about disaster risk management for DAN including Women and Children Community through self-help groups with communication skills training, leadership skills, strategic planning, advocacy, department management, project development and financial management. DAN to have additional effort and work to focus on the accessible and quality education for the Deafblind children, promotion of the training on technical areas for the teachers/ parents and care givers on Inclusive education.

Use social media like YouTube, Facebook etc. for NSL development. Visual documentation of NSL with audio description.

Coordinate and influence service providers to bring new technologies in Nepal and promote the use of technology like good vibes apps and other technologies.

Data and statistical Information

One of the issues that DAN identified is lack of reliable information and statistics regarding disability and Persons with Deafblindness in Nepal.

This is another tool which DAN has established to get the information of Persons with Deafblindness that are served by DAN programs. This data could provide information on different variables such as education, employment, marital status, rehabilitation and could therefore provide a baseline on situation of Persons with Deafblindness after registration and later on as members of DAN.

DAN increase access to disability inclusive disasters management to Persons with Deafblindness by 2027.

Strategic objective 7: Generating Fund for the fulfillment of DAN strategy plan:

Strategy

- Identification and collaboration of potential partners to introduce DAN and generate funds for the fulfillment of the strategy plan of DAN.
- Adopt fund raising plan and obtain public land for the building construction for Deafblind resource center in Gandaki province.
- Participate in local planning of Government and influence policies to support work of persons with deafblindness.

Activities:

- Developing & implementing an effective fundraising strategy.
- Invest in building fundraising team in DAN.
- Engaging with Trusts, Foundations and Corporates to mobilize resources through corporates and other funding opportunities.
- Identify appropriate government schemes and policies to support work for persons with deafblindness.
- Identify and engage with individuals to mobilize resources.
- Plan of establishing a corpus fund for DAN.
- Organize fora and meetings with potential partners, local Government and like minded organisations.
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3.7. Execution of Strategy Plan

The General Assembly will be the supreme body for institutional and programmatic oversight and will be meeting once after every three years. This organ will be responsible for approval of plans and reviews of physical and financial progress reports. The Board of Members will report to the General Assembly and will meet regularly to approve policies and review progress against plans. The Executive Director will serve as the Secretary to the meeting of Board of Members.

The Chairperson will be in charge of program design, implementation and management towards accomplishment of strategic objectives. The Chairperson together with the heads of departments will constitute a Management of their respective program and activities. Efforts will be made to create team spirit and create good work climate for increased productivities of staff and partners DAN work with.

Mainstreaming gender issues in DAN systems by 2027.

Activities

Review DAN organizational structure to reflect the need and implementation of Strategy.

Conduct DAN constitutional meetings and election in democratic manner.

Review of all processes and operational systems of DAN.

3.8. RISKS AND ASSUMPTIONS

DAN is aware of the fact that some factors outside its control can negatively impact upon its program implementation and management thereby constraining realizations of its planned objectives. These factors popularly known as risks and assumptions need to be identified, monitored and managed for successful program cycle management and institutional development. The risks and assumptions to be monitored will include, but not limited to the following.

The country continues being politically stable.

Nepal continues being committed to good democratic governance.

Policy and Legal frameworks for Civil Society activities remain favorable.

OPDs will remain committed to supporting Persons with Deafblindness.

Financial resources will be available.

Capacity building service providers will be affordable.

Financial resources will be available timely.

3.9. MONITORING AND EVALUATION

DAN is committed to continuous monitoring and evaluation of this strategic plan. This commitment requires a broader commitment to openness, transparency, and possibly constructive criticism from within the organization and from stakeholders. Monitoring and Evaluation offers an opportunity to be responsive, flexible and actively involved in the development of effective program and interventions. Learning through evaluation is one of the main principles of community development. It encourages participation development and responsibility amongst various actors. Planning activities, evaluating both activities against objectives and stated targets and the processes with regard to efficiency and validity against stated values and mission, will be an important part of the organization work. DAN will strength its existing monitoring and evaluation system by developing more appropriate and use friendly tools what will assist in measuring and tracking whether the activities that make up the programs are being achieved and Persons with Deafblindness are accessing their rights. Monitoring will be a continuous feature of the day to day work of the organization and employed staff. It will be the responsibility of Management and leadership itself to ensure that it builds into all task associated with the plan and to document progress and challenges through reporting and objective achievement. Evaluation will be a planned exercise carried out annually. This will enable the organization to evaluate its own effectiveness and the agreed plan of work as detailed in its annual operational plans.

Midterm review:

This will be done half way down the line to see what has been achieved and what challenges the plans faced. It gives good opportunity to re- plan for the remaining part of the strategic plan and enable the organization to see what it can do and what it cannot; it also gives opportunities to see if there is any need to reallocate resources for effective implantation.

End of Term Evaluation

In the later part of the final year of the Strategic Plan and independent evaluation will evaluate the process, the commitment, the success and challenges to the organization values, work, outcomes, and the overall value of the plan. It will also recommend the way forward for the next strategic plan.

Monitoring and Evaluation activities will also include:

Annual reviews

Annual reviews will involve leadership, management and other stakeholders and will utilize participatory approaches to facilitate participatory review and planning.

Quarterly Reviews

DAN will carry out quarterly review meetings to assess the implementation to activities. This will enable to organization see the progress of work done and challenges that were faced during the implementation. At the same this exercise will enabled the organization to assess the use of funds and other resources. Whatever findings that comes out of the review will enable the organization to make earlier intervention in both program activities and resource reallocation.

Narrative and financial progress reports will be prepared quarterly, bi-annual and annually and will be used for self evaluation.

The organization will strengthen its monitoring and evaluation tools to facilitate monitoring and review procedures.

Sharing lessons learned

DAN will establish a web- based discussion for partners. A regular updated website will be developed which among other things will show progress and challenges regarding the program implementation.

RESOURCE REQUIREMENTS AND BUDGET PROJECTION

Over the coming five years 2023 - 2027, the organization requires human, material and financial resources to be able to accomplish its strategic objectives. The

following subsections highlight what will be required under each of the resource category aforementioned.

Human Resources

For efficient and effective implementation and management of the program, DAN will need to maintain the existing and recruit additional members of staff. Selection and recruitment will base on rigorous job analysis, thorough job descriptions and job specification. The organization will undertake regular performance appraisals for her staff to enhance program performance.

To inculcate team spirit, the organization will organize staff retreats during which team building exercises and reflection on the organization's activities will be carried out. The organization will organize quarterly lunch and learn sessions staff capacity building.

Material Resources

The organization needs material resources to implement program activities efficiency and effectively. Such material resources include, but not limited to, vehicles, computers, printers, digital camera, overhead projector and power point machines, Flip chart stands, photocopier, binding and lamination machines and stationery. The organization will secure a plot of land and construct or purchase an office building in support of local Government.

End of five-years strategic plan of DAN (2023-2027).