

Creative Self Help Strategic Plan 2013-2016

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Acronyms/Abbreviations used:

ADL	Activities of Daily Living
CBM	Christian Blind Mission
CBR	Community Based Rehabilitation
CSHC	Creative Self Help Centre
CWA	Country Women's Association
DPO	Disabled People's Organisation
IPA	Investment Promotion Authority
IT	Information Technology
NDRAC	National Disability Resource and Advocacy Centre
PNGADP	Papua New Guinea Assembly of Disabled Persons
PNGNBDP	PNG National Board for Disabled Persons
PWD	People with Disabilities
SHO	Self Help Organisation
UN	United Nations
VSO	Voluntary Services Overseas

Executive summary:

Creative Self Help Centre (CSHC) is a non-governmental and not for profit organization established to service the disabled people of Madang Province. The Province has a population of approximately four hundred thousand people, of which about (15%), sixty thousand people are living with a disability. This significant minority lacks access to educational, health and rehabilitation services that will enable them to live independently.

This document outlines Creative Self Help Centre's strategic plan to address these challenges. The strategic plan sets the direction and priorities for the next three year (2013-2016) period. It will guide the organization in its role as a service provider for disabled people in Madang Province to ensure their inclusion and access to services to enable People with Disabilities (PWD) to have equal rights and participate fully in their communities. CSHC will do this by providing and promoting inclusive education and rehabilitation services.

The plan identifies the core areas in which CSHC has the knowledge and capacity to deliver programmes that will have a positive impact for PWDs in Madang Province by providing the following services (See Appendix 4 – Creative Self Help Centre's Theory of Change):

- Improving PWDs access to quality education and rehabilitation services
- Reducing attitudinal, environmental and institutional barriers to PWDs fully participating in society
- Ensuring PWDs are at the centre of interventions affecting their own lives
- Promoting the development and implementation of policies that support people with disabilities

CSHC is well placed to deliver professional and efficient services to support independent living for PWDs. We have been a service provider in Madang Province since 1978 and have established a wealth of knowledge in the disability sector. We have close working relationships with Voluntary Services Overseas, Red Cross, Callan Services, Leprosy Mission, World Vision International, Divine Word University, Country Women's Association, Rotary Club of Madang, National Board for Disabled Persons, Government (Dept. Health, Education, Community Development Services), Save the Children, Provincial Aids Committee, PNG Council of Women, Local Level Government Councils and Churches (Catholic, Lutheran).

Overview of Strategic Aims and Outputs 2013-2016

Strategic Aim #1 – Giving access to education for children with disabilities to enable equal participation

Objectives	2013 - Outputs	2014 - Outputs	2015 - Outputs
To deliver centre based education throughout the school year	20 children educated in the centre/deaf unit	25 children educated in the centre/deaf unit	40 children educated in the centre/deaf unit
To deliver centre based vocational training	6 participants 2 training courses	12 participants 3 training courses	20 participants 5 training courses
To deliver home based education throughout the school year	2 children educated via home based education	6 children educated via home based education	15 children educated via home based education
To support children with disabilities and their teachers with expertise, training and resources to improve the child's learning	3 children/young adults supported in mainstream schools/tertiary institutions Supporting 1 school to develop inclusive education	6 children/young adults supported in mainstream schools/tertiary institutions Support 4 schools and 2 tertiary institutions to improve inclusive education	12 children/young adults supported in mainstream schools/tertiary institutions Support 4 schools and 2 tertiary institutions to improve inclusive education

<p>To provide information and advice to the parents/carers and the wider community on disability rights</p>	<p>3 awareness raising event</p> <p>4 media stories per year</p> <p>8 fundraising events a year</p> <p>3 community training course (Braille and Sign)</p> <p>12 outreach visits</p> <p>5 volunteers supporting the centre</p>	<p>4 awareness raising event</p> <p>6 media stories per year</p> <p>8 fundraising events a year</p> <p>4 community training courses (Braille and Sign)</p> <p>35 outreach visits</p> <p>7 volunteers supporting the centre</p>	<p>4 awareness raising event</p> <p>10 media stories per year</p> <p>8 fundraising events a year</p> <p>8 community training courses (Braille and Sign)</p> <p>40 outreach visits</p> <p>15 volunteers supporting the centre</p>

Strategic Aim #2 - Support PWDs towards independent living and educate parents/guardians and wider community to reduce physical and attitudinal barriers to disability

Objectives	2013 - Outputs	2014 - Outputs	2015 - Outputs
To deliver information and education to parents/guardians and wider community on the different barriers to PWDs living independently	Attend 100 community meetings 5 LLG meetings 9 stakeholder events	Attend 120 community meetings 12 LLG meetings 12 stakeholder events	Attend 140 community meetings 20 LLG meetings 12 stakeholders
To deliver awareness raising and education to support attitudinal change within PWDs, parents/carers and wider community	15 Parent and Citizen meetings 4 National Awareness raising days 4 Community training days/events 20 partnership outreach visits (CWA and other partners) 3 media stories/Network	20 Parent and Citizen meetings 4 National Awareness raising days 8 Community training days/events 40 partnership outreach visits (CWA and other partners) 6 media stories/Network	30 Parent and Citizen meetings 4 National Awareness raising days 16 Community training days/events 50 partnership outreach visits (CWA and other partners) 6 media stories/Network

To deliver capacity building support and training to DPOs	Scope project to support DPO development with NDRAC, VSO and PNGADP.	Deliver pilot training with 4 SHO/DPO.	Expand DPO/SHO training programme
To deliver basic physio, occupational, hydro and music therapy to support activities of daily living (ADL) through Community Based Rehabilitation services.	500 client visits (3 CBR Officers)	1000 client visits (4 CBR Officers)	1300 client visits (4 CBR Officers)
To provide assistive devices to PWDs to support independent living	Take delivery of, and issue 30 wheelchairs 20 crutches made and issued Take delivery of and issues 20 hearing aids	Take delivery of, and issue 40 wheelchairs 30 crutches made and issued Take delivery of and issues 25 hearing aids	Take delivery of, and issue 50 wheelchairs 50 crutches made and issued Take delivery of and issues 25 hearing aids
To monitor disabilities in the community	5 elementary school screening visits	10 elementary school screening visits Disability surveys in 5 communities	15 elementary school screening visits Disability surveys in 10 communities

Strategic Aim #3 – Improve and strengthen internal capacities of Creative Self Help Centre to increase service delivery

Objectives	2013 – Outputs	2014 – Outputs	2015 - Outputs
Increase capacity of staff through training and development opportunities to deliver 2013-2016 strategic plan	<p>Training needs assessment</p> <p>Develop a 3 yr staff training plan (In-Service and external)</p> <p>10 staff training sessions</p> <p>Ongoing professional development (Diploma, CBR Associate Certificate)</p>	Deliver staff training plan	Deliver staff training plan
To ensure CSHC has professional information technology systems to support staff learning, staff communication and reporting	<p>IT equipment needs assessment for CSHC</p> <p>IT training needs assessment for staff</p> <p>Increase efficiency of internet connection in the centre</p> <p>Security system to monitor usage and protect equipment from theft.</p>	<p>Buy equipment as highlighted in the assessment</p> <p>Ongoing IT training for staff</p> <p>Dongle access for CBR team</p> <p>Low tech security system installed to protect equipment.</p>	<p>Ongoing IT training and equipment maintenance</p> <p>Purchase IT equipment for PWD training and new building</p>

Ensure CSHC has qualified staff to deliver strategic plan	<p>Maintain current staffing levels</p> <p>Recruit two education staff (covered by TSC)</p> <p>Recruit CBR officer for Madang town zone</p> <p>CBR Coordinator recruited</p>	<p>Admin Officer</p> <p>Driver</p>	<p>Communications Officer</p> <p>2 Special Education staff (Covered by TSC)</p>
Ensure CSHC has the buildings to deliver services	<p>Foundations built for extension for education centre</p>	<p>Develop business case for additional classroom</p> <p>Develop business case staff housing</p>	<p>Build additional classroom</p> <p>Build staff house for 5 staff members</p>
Ensure CSHC has the appropriate materials and resources to deliver services	<p>Needs assessment with staff</p> <p>Develop resource and material requirements of Spec Ed and CBR.</p> <p>Database of audio books for special education</p> <p>Promotional posters for education</p> <p>Assistive Devices as per strategic aim #2</p>	<p>Procurement of materials and resources highlighted in the needs assessment.</p>	<p>Re-assess equipment needs and procure what is needed in line with new infrastructure.</p>
Ensure CSHC has access to transport to deliver services	<p>Develop a business case and funding proposal for extra</p>	<p>Purchase appropriate vehicle, ensuring maintenance and</p>	

	vehicle Continuing running current vehicles	ongoing costs are covered	
Improve procedures, processes and system to ensure efficient and accountable management	Audit of procedures, processes and systems Development human resource management system Develop a Human Resource Handbook Improve financial management processes and procedures Audit reporting and M&E systems and implement changes	Ensure new processes and procedures are being followed. Deliver training where processes are not be followed Carry out assessment of new processes and procedures Develop electronic information management system	Continue to monitor systems and processes through organisational growth. Continue to develop electronic information management system
Corporate Communications	Develop a website Develop a newsletter Develop posters and leaflets	Increase partnerships – nationally and internationally Increase partnership with all media	Improve and expand our website Move towards electronic record keeping and monitoring for all staff. Continue to develop electronic information management system

Creative Self Help Organisational Profile

Madang Creative Self Help Centre (CSHC) evolved from the original desire to help People with Disabilities (PWDs) to an organization that works with PWDs to enable them to make choices freely to determine their own futures.

CHSC was established in 1978 after a period of transition from being part of the mainstream hospital function both at the Yagaum and Modilon hospitals. CSHC was formed out of the need for an organization in Madang that could provide activities and services that were above and beyond the pure medical needs of People with Disabilities (PWD). As a result, local non-governmental organizations - Rotary Club, Country Women's Association, PNG Red Cross and Lions Club supported the development of CSHC.

CHSC has evolved and developed in keeping with the changing approaches and good practice in promoting and supporting inclusive community development. Today, the purpose of CSHC is to:

- Improve PWDs access to quality education and rehabilitation services
- Reduce attitudinal, environmental and institutional barriers to PWDs fully participating in society
- Ensure PWDs are at the centre of interventions affecting their own lives
- Promote the development and implementation of policies that support people with disabilities

Madang Creative Self Help Centre is a registered non-governmental organization with the IPA (#5-3101) and has a constitution that embraces the principles of the National Constitution, the National Policy on Disability, the Medium Term Development Strategy 2010-2015, Biwako Millennium Framework, the UN Convention on the Rights of Persons with Disabilities (UNCPRD) and the UN Millennium Development Goals.

CSHC is autonomous in governance and administrative decisions, functions and responsibilities. We work in close partnership with the Department of Education, Department for Community Development, Papua New Guinea Assembly of Disabled Persons (PNGADP), PNG National Board for Disabled Persons (PNGNBDP), Callan Services, National Disability Resource and Advocacy Centre, CBM, Voluntary Services Overseas, and many other regional and national organizations.

Overall Goal

Increase the number of People living With Disabilities that are able to participate fully according to their choice and their ability.

Vision

“We are committed to support and sustain a society in which people living with disabilities have equal rights and full participation.”

Mission Statement

Creative Self Help Centre is a Non-Governmental, not for profit disability service organization. Working together to provide education and rehabilitation services, to enable People Living with Disability to have equal rights and full participation within Madang Province.

Values

Creative Self Help Centre staff and volunteers are committed to the following values:

- We are committed to our work
- We value trust between clients, volunteers and staff
- We value honesty
- We value and deliver our work with integrity
- We work with and not for people
- We believe in cooperation
- We value respect
- We work to protect our clients
- We value loyalty

Principles and Approach

CSHC follows the principle of ‘nothing about us, without us’. We believe that People with Disabilities should wherever possible be the drivers of any intervention that is working towards a more inclusive society. We follow a rights based approach to all our work. We believe in transparency and accountability and are audited annually by a qualified accountant.

Track record

The project first started in 1973 Yaguam Lutheran Hospital (12 km.from Madang Town) and was known as **Yagaum Hanwok**. The original concept was to teach disabled people handicrafts which they would take back to the village to earn a living. It was started by a Mrs. Kramer based at her home. The project moved to a sheltered workshop environment near Modilon Hospital in 1977 and the name was changed to the Creative Self Help Centre. The Lions Club of Madang assisted in this transition and a Management Committee was established in 1978. The project quickly developed into a sheltered workshop situation with more emphasis placed on producing goods than on rehabilitation.

In 1983 disabled participants were demanding more money for their work, the emphasis on training and rehabilitation had been totally lost and the Centre was actually reinforcing the dependency of the disabled and discouraging them from returning home. The Centre closed to clients in 1983 when the building was required by the owners. The Management Committee continued to function and clients were introduced to the programme again in 1986 when space became available in the newly constructed physiotherapy Unit at the Modilon Hospital. This gap allowed for the re- thinking of the best programme for the disabled persons. This was the birth of Community Based Rehabilitation in Madang. A resource workshop was established and CBR project areas established. This has developed into the present workshop, administration, exercise area, resource library and 5 community based rehabilitation zones with a data base of 350 clients. A final move was made to the present location in 1995 and the special education programme was started. The new education building was built in 2001.

The main financial support since 1991 had come from the partnership with was than Christoffel- Blindenmission and now is (CBM).

The other financial support that the centre receives are through NBDP from Department of Health, Community Development Services, Department of Education; are also funding staff salaries, donations, fund raising activities and Sir Peter Barter and donations in kind from Rotary Club and other service organizations.

The Creative Self Help Centre had been operating and assisting disabled people as a charity model where the centre provides assistive devices, training of parents and careers with its limited human and materials resources in support of the disabled people. The centre is now moving towards a rights based approach.

CSHC has assessed the needs of the disability sector in order to improve in its service delivery to cater for the whole of Madang Province, which covers a population of approximately 400,000 people, many of whom live in remote and inaccessible areas. The province of Madang is one of twenty comprising the whole country, with an area of approximately 28,000 square km. This includes 273 km of coastline along the northern coast of the country. The Province has a mountainous interior with broad flat coastal plain. Three of the province off shore islands have active volcanoes (Kar Kar, Manam, Long). There are approximately 400,000 people living in the Province of which 30,000 live in urban areas.

Rational for our work

Since the ancient times, people with disabilities have been considered negatively. In recent centuries this negative view has been embodied in similar treatments, often far removed from ordinary social life: it is the medical model that attributes to the condition of subjective limitation, to illness, the disadvantaged condition of PWDs.

The social model, on the other hand, highlights the fact that disability is a social relationship and that PWDs experience the limitations and prejudices created by society. Furthermore, it is emphasized by anecdotal evidence that disability depends on the interaction between the environment, society, and personal factors. The more society embraces people's characteristics and develops their abilities, the more it is able to remove barriers, obstacles and prejudices. As this has been the historical standpoint for persons with disabilities over past centuries across the continents, Papua New Guinea is no exception. CSHC believes that as a society we need break and dismantle the barriers that exist in PNG to ensure disability become a mainstream development issue.

Within PNG context, the country has an estimated population of approximately 6 and a half million and almost 85-87% living in rural areas-scattered villages and hamlets, often in inaccessible terrain, with poor communication infrastructure, road networks and transport. This makes access to social services such as health and rehabilitation, mobility equipment, employment and education extremely difficult and limited. There are no official statistics for the number of people with disabilities but the World Health Organisation estimates that 15% of the world's population have some form of disabilities or impairments. This will be approximately 975,000 people in PNG who are living with some form of disability or impairment. Of this group about 2% or about 19,500 people receive services. This means that the majority of people with disabilities i.e. the remaining 98%, or 955,500 people, are not receiving any support.

There is distinct lack of knowledge and resources for managing disabilities in some communities, and the cultural and traditional perspectives have a great influence over lives of people with disabilities. People with disabilities are unable to join community life, go to school or work. They are not able or not allowed to leave their homes due to shame, as disability is associated with violations of cultural norms. Generally, the status of people with disabilities within PNG is extremely low and their voices unheard. The key underlying causes are the attitudes and structures that exist in society that not only negatively affect the health and social well-being of people with disabilities, but limit their opportunities and participation in society. Existing power structures do little to foster the participation, or challenge views that result in the stigmatization and exclusion of people with disabilities in PNG.

Factors such as education and remoteness contributes further to people with disabilities and their communities lacking information on the rights the persons with disabilities have. There is a need for more resources, services and awareness of disability rights issues in the country thereby increasing the likelihood for people with disabilities to actively participate in community life.

Management and Governance

CSHC operates on a two-tier system of coordination in Community Based Rehabilitation and Special Inclusive Education Programs managed through the Administrative and Governance arrangements, to provide basic long and short term assistance to meet special needs of its clients through its activities.

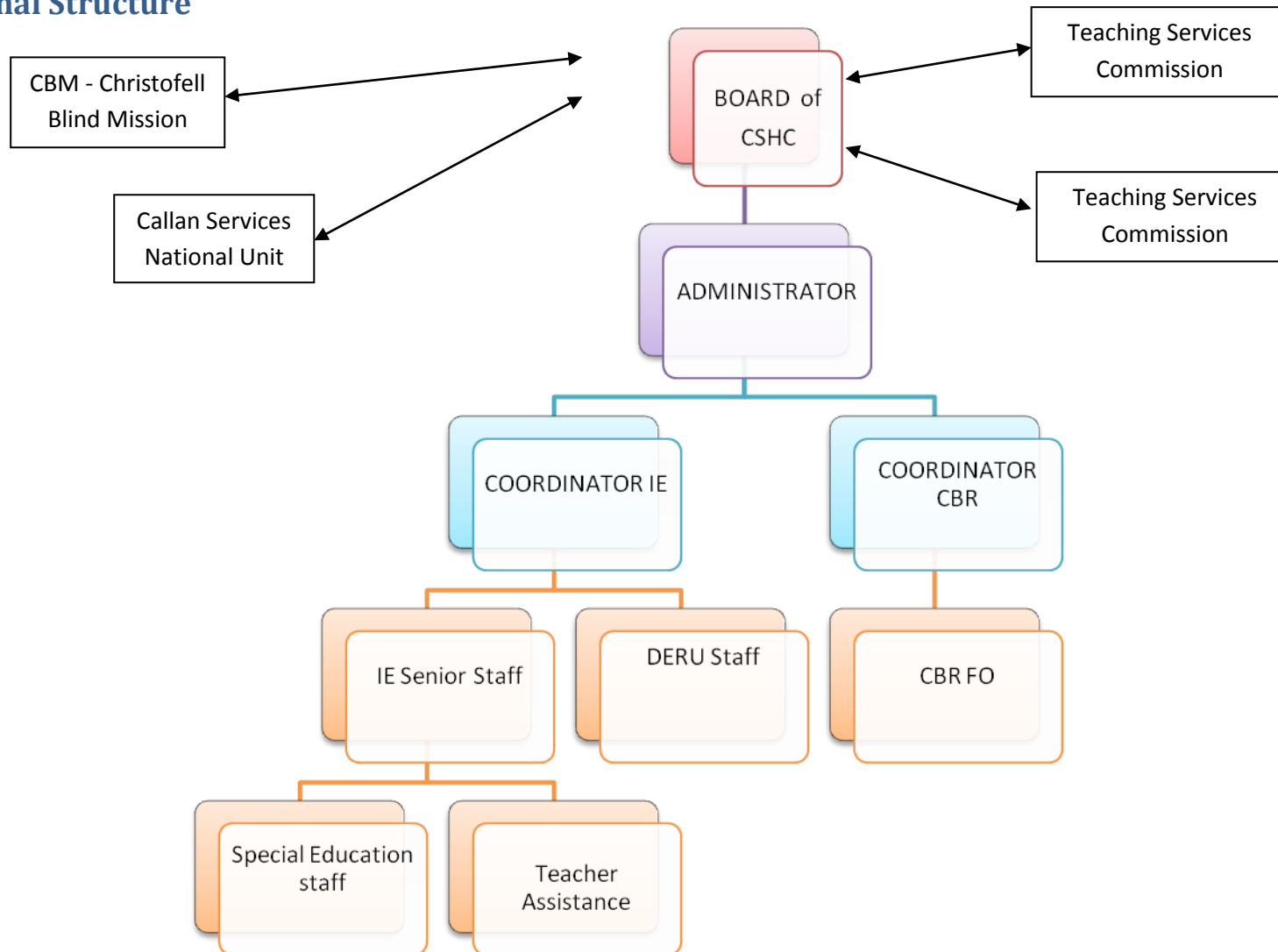
A committee made up of representatives of any interested churches and service organisations together with members of the government and community in general shall run CSHC.

The Management Committee is responsible for the overall financial and organisational running of the Centre.

The executive committee comprises of; and the names are listed as follows:-

Chairman	Dr. Hal Daniel	Dentist by profession
Deputy Chairman	Mr. Jim Kas	Governor - MPG
Secretary	Ms. Daisy Ealedona	Clerk – Globe Travel
Treasurer	Mrs. Maureen Hill	Self employed
Administrator	Mr. Mase Warel	
Members:	Mr. Kevin Murray	Manager - Raycom Computers
	Mr. Nicholas Hamny	Clerk -Provincial Planner
	Mr. Dick Bart	Retired Health worker
	Mrs. Theresia Kas	Program coordinator - NC
	Mrs. Helen Paru	Community representative
	Mr. Robert Banasi	Coordinator – NDRAC
	Mrs. Nilam Shinde	Physiotherapist – DWU
	Ms. Marleen Nelisse	Country Director - FHF

Organisational Structure



Human Resources

Staff Positions

C1 Administrator Citizen occupied - Mase Warel

Community Based Rehabilitation Officers

C2 Coordinator Field Worker Citizen vacant

C3 Field Worker Level 2 Citizen vacant

C4 Field Worker Level 2 Citizen occupied - Marcus Apo

C5 Field worker Level 1 Citizen vacant

C6 Field worker Level 1 Citizen vacant

C7 Field worker Citizen occupied - Benbeth Withan

PT 1 Physiotherapist Citizen Vacant

T1 Trainee field worker Citizen occupied - Ketso Maiak

T2 Trainee field worker Citizen occupied

Centre based technical staff

C8 Workshop technician Citizen occupied - Uniam Vemsaip

C9 Ancillary Citizen occupied - Moses Waidiau

Inclusive Special Education Staff

Ed 1 Special Education Coordinator Citizen Vacant

Ed 2 senior teacher	Citizen occupied - Berenice Genaia
Ed 3 Teacher	Citizen occupied - Rachael Diop
Ed 4 Teacher	Citizen occupied - Roselyn Willie
Ed 5 Teacher	Citizen occupied - Desmond Beng
Ed 6 Teacher Assistance	Citizen occupied - Imelda Subam
<u>Callan National Unit</u>	
D.E.R.U. Deaf teacher trainer	Citizen occupied - John Paul