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# OUR VISION OF SUCCESS

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One in seven of the world’s population have some form of disability. This means that people with disabilities live in all communities. Yet, very often people with disabilities remain invisible or excluded from their communities and are not given the opportunity to fulfil their dreams and use their talents.

Negative attitudes and stereotypes, inaccessible buildings and transport and poor access to health, education and livelihood opportunities all contribute to this exclusion and place people with disabilities at a greater risk of poverty. Overall society loses out from the contributions that people with disabilities can make.

The adoption of the Sustainable Development Goals (SDGs) in 2015 and the upcoming ratification by the Irish government of the Convention on the Rights of Persons with Disabilities (CRPD) create real opportunities for the inclusion of women, men, girls and boys with disabilities. Both the SDGs and the CRPD require a change in how governments, society – and communities – take measures to be disability inclusive. Instrumental to this change is the development sector, and its work to tackle poverty and promote self-empowerment of those living on the margins of society.

At CBM, we work in partnership with local organisations, representative organisations of people with disabilities, government officials, private sector and civil society to bring about change in the lives of people with disabilities. Our partnership approach stresses the importance of working together for inclusion.

Our new strategy for 2018 – 2020 which we are delighted to share with you puts partnership and collaboration at is core. Working with our partners and with mainstream development partners we believe is how real change for people with disabilities will happen. The change is already happening, step by step. Governments, people with disabilities, their representative organisations, international development organisations and communities have all begun the journey towards inclusion. CBM’s new strategy builds on this momentum.

We look forward to collaborating with our key partners to implement this strategy.

Mark Finan
Chairperson, Board of Directors
OUR HISTORY

CBM was founded by the German Pastor, Ernst Jakob Christoffel in 1908 when he opened a home and school for blind children in Turkey.

Since then, CBM has globally been making life-changing differences in the lives of people with all types of disabilities, in some of the poorest parts of the world.

Nearly 100 years after CBM’s formation, in 2002 CBM Ireland was established. As a Member Association of CBM International, CBM Ireland recognises the importance of being part of a strong global NGO network and seeks to contribute to the impact of global CBM federation that works with people with disabilities living in poverty in 63 of the world’s poorest countries across Asia, Africa, Latin America and the Middle East.

We’ve come a long way since we performed our first cataract operation in Afghanistan in 1966, to our 10 millionth patient who received sight-saving surgery in 2010.

15% of the world’s population have a disability. That’s 1 billion people – 1 IN 7

Of these, 95 million are children – 1 IN 20

CBM’s vision is of an inclusive world where all people with disabilities enjoy their human rights and achieve their full potential. We focus on supporting people with disabilities living in poverty who often cannot access their human rights - they do not have access to basic services such as health or education, commonly face profound stigma and discrimination, and are routinely denied economic, social and leadership opportunities. But we believe that it is only by engaging with all members of communities that we can make the world more inclusive.

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

Extreme poverty causes disability through many factors including a lack of access to adequate nutrition, preventative and curative healthcare, access to clean water and sanitation, and unsafe working conditions.
CBM is an international Christian development organisation, committed to improving the quality of life of people with disabilities in the poorest countries of the world.

Based on its Christian values and over 100 years of professional expertise, CBM addresses poverty as a cause, and a consequence, of disability, and works in partnership to create a society for all.
The foundation of CBM Ireland’s strategy is underpinned by the Convention on the Rights of Persons with Disabilities and guided by the Sustainable Development Goals (SDGs) which provides the road map to tackling poverty.

**WE BELIEVE NO ONE SHOULD BE LEFT BEHIND**

Asia, from Tanzania waits with a friend for her cataract operation

Poverty and disability...

- **1 in 5** of the world’s poorest people have disabilities
- **People with disabilities have worse living conditions** – including insufficient food, poor housing, lack of access to safe water and sanitation than people without disabilities

**GOAL:** To end poverty

Healthcare for people with disabilities...

- **Half of people with disabilities** cannot afford health care, compared to a third of people without disabilities
- **People with disabilities are more than twice** as likely to find health-care providers’ skills inadequate

**GOAL:** To ensure healthy lives and promote well-being for all at all ages
**Education for children with disabilities...**
- Children with disabilities are less likely to attend school than children without disabilities
- Education completion gaps are found across all age groups in all settings, with the pattern more pronounced in poorer countries

**GOAL:**
To ensure inclusive and quality education for all and promote lifelong learning

**Gender equality, for all...**
- Women and girls with disabilities face discrimination because they have a disability and they are female.
  This results in lower education and employment and an increased risk of poverty

**GOAL:**
To achieve gender equality and empower women and girls with disabilities

**Employment for people with disabilities...**
- Global data shows that employment rates are lower for men with disabilities and women with disabilities than men and women without disabilities

**GOAL:**
To promote inclusive and sustainable economic growth, employment and decent work for all

**Accessible infrastructure...**
- Women, men, girls and boys with disabilities face obstacles to inclusion in their communities and cities. Lack of accessible buildings, housing and transport create barriers for inclusion.

**GOAL:**
To make cities inclusive, safe, resilient and sustainable.
CBM Ireland promotes and practices inclusion. The physical environment, legislation, communication facilities and our thinking and attitudes all have the potential to exclude and isolate individuals or groups from mainstream society. CBM will endeavour both within the organisation and externally to identify barriers, and implement solutions which lead to a more inclusive society.

CBM Ireland works in the most disadvantaged societies, irrespective of race, gender or religion. We work to:

• Reduce the prevalence of diseases which cause impairments
• Minimise the conditions which lead to disability
• Promote equal opportunities for economic empowerment, livelihood security, and full inclusion in all aspects of society for people with disabilities.

**Disability Inclusive Development**

Disability-inclusive development is both a process and a goal. It focuses particularly on the inclusion and empowerment of people with disabilities.

It actively seeks to ensure their equal rights and participation in development processes and emergency responses and works to address the barriers which hinder their access and participation.

CBM works with:

• Partners in the field: We work with field partners empowering people with disabilities by working with them and their families as well as their communities, organisations and governments.

• Partners in development in Ireland and in countries we work in: We multiply the impact of our efforts by working with partners in development so that people with disabilities are recognised and included in their programmes.
OUR THEORY OF CHANGE

VISION
Achieving our vision...
An inclusive world in which all people with disabilities enjoy their human rights and achieve their full potential

IMPACT
Driving transformative change for people with disabilities and at risk of impairment...
Transformative change leading to improved quality of life for people with disabilities living in poverty, their families and their communities

OUTCOMES

Contributing to significant change in the lives of people with disabilities or at risk of impairment...

Avoidable impairment reduced
People with disabilities are empowered and inspired to exercise their rights
Inclusive, resilient and equitable communities

OUTPUTS

Leading to the following change...

Targeted interventions
People with disabilities and their communities have improved health, education, economic, political and social participation

Improved resilience and response to emergencies
Communities are better prepared and equipped to include people with disabilities in emergencies

Increased participation
Discriminatory attitudes changed and prejudice reduced. Increased leadership and decision-making

Inclusive policy and practice
Governments and other duty-bearers implement and promote inclusive policy and practice

ACTIVITIES

Working with people with disabilities and those at risk of impairment...

Ensuring quality services & strengthening systems
• Improve access
• Strengthen health, education, livelihoods, social welfare, social protection & disaster risk reduction systems

Ensuring participation and social inclusion
• Address discriminatory attitudes
• Inspire and support participation

Advocating for rights
• Inform and support people with disabilities to hold duty-bearers to account and claim their rights

Promoting and Sharing Good Practice and Inspiring civil society
• Share evidence, measure change
• Inspire others to engage

STAKEHOLDERS

Working with Partners and Networks...

People with disabilities, their families & communities
DPOs, NGOs
Governments
International networks, alliances and academia
Strategic public and private sector partnerships
Donors and supporters
CBM Ireland’s strategic goal for 2018 – 2020 is to be Ireland’s leading disability inclusive development organisation, bringing real change to the lives of people with disabilities in the poorest countries of the world.

The real change we strive for focuses on working with communities to; reduce avoidable impairments, support the realisation of human rights and build inclusive, resilient and equitable communities.

**KEY STRATEGIC PRIORITIES**

- Sustainable Income
- Advance Disability Inclusive Development (DID)
- Strengthen our International programme portfolio
- Organisational Accountability and Transparency
Organisational
Key to CBM Ireland’s growth is how we ensure our organisation meets governance and regulatory standards, and how we promote good governance and demonstrate accountability and transparency.

CBM Ireland is in compliance with all of the relevant sector regulations and will focus in 2018 on ensuring that we comply with the General Data Protection Regulation which comes into effect in May 2018.

Fundraising
Fundraising will focus on consolidating our loyal donor base, and developing opportunities with new stakeholders. 2017 has seen some preliminary wins in this area and 2018 – 2020 will build on this to create a solid foundation for significant growth into the future.

Programme
Good quality results-based projects are central to CBM Ireland. Securing funding from institutional donors in Ireland is a key priority for CBM’s 2018 - 2020 strategy.

Advocacy
CBM Ireland will continue its twin track approach to advocacy for DID with policy officials and also with the mainstream development sector. Partnerships have already been developed with two of Ireland’s leading development organisations on embedding DID into their operations.

Communications
2018 - 2020 will see a concerted effort by CBM to grow its brand in Ireland, both in the public domain and amongst our peers in the development sector.
Opportunities

The Convention on the Rights of Persons with Disabilities (CRPD) will be ratified by the Irish government in 2018. This will mean Ireland is obliged to create an inclusive and accessible society for people with disabilities.

It also means that all development programmes supported by the Irish government must be inclusive of and accessible to people with disabilities. In 2015, the UN adopted the Sustainable Development Goals (SDGs) which included many references to people with disabilities.

The CRPD and the SDGs provide good opportunities for CBM Ireland to further develop its work on disability inclusive development and in doing so reach people with disabilities living in low income countries.

Challenges

CBM Ireland is a small organisation working in a crowded marketplace. Ensuring quality programmes and providing good support on disability inclusive development is a challenge that we and our professional technical staff embrace.
The 2018 – 2020 Strategic Plan will be a rolling three-year plan. This will be reviewed and rolled over on an annual basis. For the period of this plan, CBM Ireland as a Christian development agency will continue to provide long lasting changes to the lives of people with disabilities in low income regions of the world and in environments where there is limited operations by other NGOs.

By 2020, with the support of CBM Ireland board, our professional staff, the partners we work and the CBM federation, we expect to achieve the following:

**Organisational**
- Continued high levels of governance, accountability, transparency and adherence to regulatory requirements.

**Fundraising**
- A solid and sustainable foundation of fundraising income streams that will allow significant growth into the future.

**Advocacy**
- DID is embedded into Ireland’s overseas policy and institutional and political support
- Strong partnerships with Irish development partners on DID have been developed.

**Programme**
- Ensure accountability for CBM Ireland’s overseas programme portfolio
- Grant funding from Irish and non-Irish foundations and institutional donors is substantially increased.

**Communications**
- Increased awareness of CBM and the work we do, leading to partnership opportunities with new stakeholders.
Formulation of this strategic plan was a collaborative effort involving Board, senior management and external support. Accompanying this plan is a year by year break down of activities so that we can monitor our progress.