

TOPIC5. OVER VIEW OF MANAGEMENT; IMPLEMENTATING CBR PROGRAMME; MONITORING AND EVALUATION IN CBR.

➤ 5.1 Management structure for CBR

Each CBR program will decide how to manage its own program, so it is not possible to provide one overall management structure for CBR. In many situations, CBR committees may be established to assist with the management of CBR programs, and these are encouraged. CBR committees are usually made up of people with disabilities, their family members, interested members of the community and representatives of government authorities.

➤ The roles and responsibilities of the CBR committees include the following

- Setting the mission and vision of the CBR programme;
- Identifying needs and available local resources;
- Defining the roles and responsibilities of CBR personnel and stakeholders;
- Developing a plan of action;
- Mobilizing resources for programme implementation;
- Providing support and guidance for CBR programme managers.

➤ Sustaining CBR programmes

While good intentions help to start CBR programs, they are never enough to run and sustain them. Overall, experience shows that government-led programs or government-supported programs provide more resources and have a larger reach and better sustainability, compared with civil society programs. However, programs led by civil society usually make CBR more appropriate, make it work in difficult situations, and ensure better community participation and sense of ownership. CBR has been most successful where there is government support and where it is sensitive to local factors, such as culture, finances, human resources and support from stakeholders, including local authorities and disabled people's organizations. Some essential ingredients for sustainability which CBR programs should consider are listed below.

Effective leadership: It would be very difficult to sustain CBR programs without effective leadership and management. CBR program managers are responsible for motivating, inspiring, directing and supporting stakeholders to achieve program goals and outcomes. Thus it is

important to select strong leaders who are committed, excellent communicators, and respected by stakeholder groups and the wider community.

Partnerships: If they work separately, CBR programs are at risk of competing with others in the community, duplicating services and wasting valuable resources. Partnerships can help to make best use of existing resources and sustain CBR programs by providing mainstreaming opportunities, a greater range of knowledge and skills, financial resources and an additional voice to influence government legislation and policy relating to the rights of persons with disabilities.

Community ownership: Successful CBR programs have a strong sense of community ownership. This can be achieved by ensuring the participation of key stakeholders at all stages of the management cycle

Using local resources: Reducing the dependency on human, financial and material resources from external sources will help ensure greater sustainability. Communities should be encouraged to use their own resources to address the problems they face. The use of local resources should be given priority over national resources, and national resources should be given priority over resources from other countries.

Considering cultural factors: Cultures vary, and what may be culturally appropriate for one group of people may not be the same for another group, to ensure CBR programs are sustainable in different contexts, it is important to consider how they will affect local customs and traditions, what resistance to the program may be expected and how this resistance would be managed. It is important to find a balance between changing inaccurate beliefs and behaviors related to people with disabilities and adapting programs and activities to the local context.

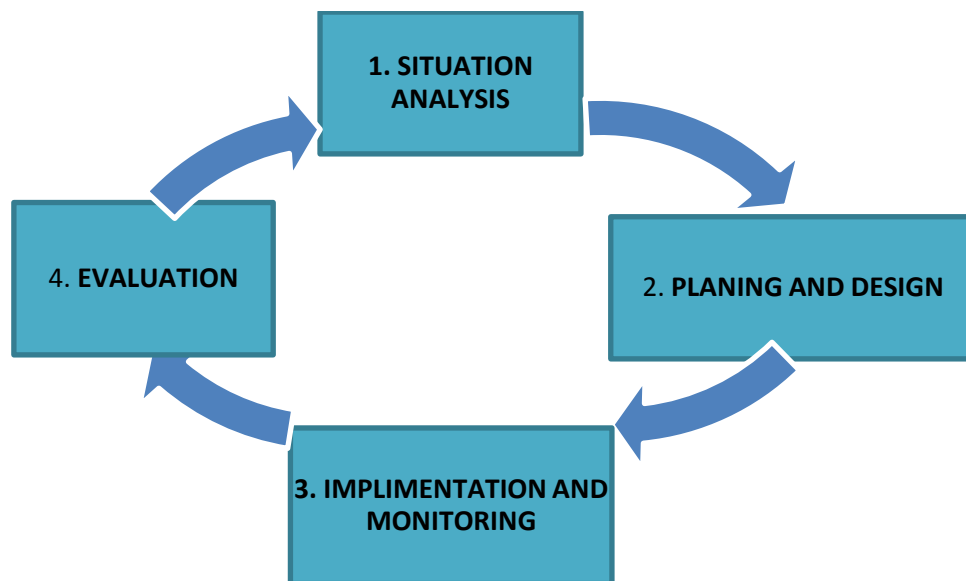
Capacity building: Building the capacity of stakeholders to plan, implement, monitor and evaluate CBR programs will contribute to sustainability. CBR programs should have a strong awareness-raising and training component to help build capacity among stakeholders.

Financial support: It is important that all CBR programs develop stable funding sources. A range of different funding options may be available, including government funding, donor funding and self-generated income

Political support: A national CBR policy, a national CBR program, a CBR network and the necessary budgetary support will ensure that the benefits of the Convention on the Rights of Persons with Disabilities and development initiatives reach all people with disabilities and their families. Inclusion of disability issues in government legislation and policies will also ensure lasting benefits for people with disabilities in terms of their access to services and opportunities in the health, education, livelihood and social sectors.

5.2 IMPLEMENTING CBR PROGRAM; MONITORING AND EVALUATION IN CBR.

CBR program is implemented through the combined efforts of all stakeholders. While all CBR program are different, there is a universal sequence of stages that help to guide their development. These stages are usually collectively referred to as the management cycle, and comprise: Situation analysis (Stage 1), Planning and design (Stage 2), Implementation and monitoring (Stage 3) and Evaluation (stage 4)



1. Situation analysis

This stage looks at the current situation in the community for people with disabilities and their families, and identifies the problems and issues that need to be addressed. It involves Collecting facts and figures, analyzing Stakeholders, Problem analysis, Objectives and Resource analyses.

It is essential that CBR programs are based on information that is relevant and unique to each community to ensure they respond to the real needs and are cost-effective and realistic

2. Planning and design

Planning helps you to think ahead and prepare for the future, providing guidance for the next stage in the management cycle. Ensures that all aspects of a CBR program are considered: priority needs are identified, a clear map (or plan) towards achieving a desired goal is designed, monitoring and evaluation systems are considered and the resources necessary to accomplish the CBR program plan are identified.

The logical framework (“log frame”) is a planning tool that can be used to prepare a plan for the CBR program. A log frame helps to ensure that all aspects needed for a successful program are taken into consideration. **It aims to answer the following questions:**

- ❖ What does the program want to achieve? (Goal and purpose);
- ❖ How will the program achieve this? (Outcomes and activities);
- ❖ How will we know when the program has achieved this? (Indicators);
- ❖ How can we confirm that the program has achieved this? (Means of verification);
- ❖ What are the potential problems that may be experienced along the way? (Risks).

3. Implementation and monitoring

The third stage, Implementation and monitoring, involves putting the plans from Stage 2 into action, and ensuring that all necessary activities are carried out as scheduled and are producing the required outcomes. During the implementation stage, it is important to continuously monitor the progress of the CBR program. Monitoring is collecting simple and relevant information to keep people informed about what is happening in the program. Monitoring is keeping track of CBR activities mainly through numbers or statistics. In CBR programs, statistics may be simple figures such as the number of people in the program, the amount of local funding obtained. Monitoring systems should have been planned in Stage 2 and indicators and sources of verification defined. During Stage 3, these monitoring systems should be put in place, so that information can be collected, recorded, analyzed, reported and used for management of the CBR program.

- **Monitoring at local level**

In most CBR programs, the day to day work is done by community based rehabilitation workers who work directly with disabled people and their families and by members of the local CBR committee. The CBR workers are sometimes government employees who have other responsibilities, for example, school teachers. CBR workers can also be unpaid volunteers from the community or paid CBR program staff who work at local level. CBR workers could also be people with disability or parents of children with disability.

4. Evaluation

The final stage of the management cycle, evaluation involves an assessment of the current or completed CBR program. Evaluation refers in general way to mean all the activities that are done to see how a program is progressing. It helps determine whether the outcomes outlined in the program plan have been met and how the situation on which they were based has changed. Evaluation is not something you do just at the end of the program or when funding is finished, it is done throughout the intervention. In fact, evaluation plan should be developed during the planning of the project before any activities start. There is a direct link between evaluation and planning. If you do not have a clear idea what you want to achieve through your activities, then you will not know if you succeeded. That's why one of the first steps in planning is to organize how you are going to gather relevant information about your activities. Evaluation can lead to a decision to continue, change or stop a program, and can also provide important evidence that CBR is a good strategy for equalization of opportunities, poverty reduction and social inclusion of people with disabilities.

Components of an evaluation

Relevance	Does the program meet the needs of person with disabilities, their families and their community?
Efficiency	Have the resources (human, financial and material) been used in the best way?
Effectiveness	Did the program achieve its outcomes in terms of quality, quantity and time?
Impact	Has the wider goal been achieved? In what ways has the program changed the lives of people with disabilities and their families? What effect has the program had on the community in terms of its attitudes and behavior towards person

	with disabilities?
Sustainability	Will the program be able to continue when external support is scaled down or withdrawn?

➤ **CBR Indicators**

In 2015, the WHO and the International Disability and Development Consortium (IDDC) have worked together to develop and publish a set of **13 base** and **27 supplementary CBR indicators** that capture the difference CBR makes in the lives of people with disabilities in the communities where it is implemented.

The indicators in the published manual are the result of a collaborative, consensus-orientated and evidence-based effort by WHO, IDDC(International Disability and Development Consortium) and the broader CBR community. They ensure comparability between CBR strategies in different countries and areas, and provide a means of monitoring over time through repeated data collection, which allows for informed decision-making, advocacy and accountability.