



DeafKidz
INTERNATIONAL

THREE YEAR STRATEGY 2019 - 2022

CHILD CENTRED - DIGITAL - EVIDENCED - FINANCED



SUMMARY OF THE THREE YEAR STRATEGIC PLAN

Our vision

Deaf children and young people live safely and without fear of abuse and exploitation

Our mission

We are the global leader for the safeguarding and protection of Deaf, hard of hearing, deafened and Deafblind (D/deaf) children and young people (CYP).

We will work to achieve our vision by:

- ◆ Designing, delivering, monitoring and evaluating programmatic and bespoke interventions that empower D/deaf CYP to adopt safe behaviours and to reduce their risk and vulnerability to abuse.
- ◆ Developing state of the art digital content which empowers D/deaf CYP to stay safe
- ◆ Developing cutting edge digital toolkits which empower professionals to ensure the safeguarding and protection of D/deaf CYP

Our values

We are:

- ◆ **Deaf led:** demonstrating to D/deaf CYP that they can achieve and succeed
- ◆ **Committed to the integration of D/deaf and hearing people:** through which we 'normalise' D/deafness and reduce stigma
- ◆ **Total communication in approach:** using every communication means - sign language / spoken language - to ensure the adoption of safe behaviours
- ◆ **Innovative:** using digital technologies to achieve scale and impact
- ◆ **Evidence led:** using outcome and impact data to evidence sustainable change
- ◆ **Value for money:** cost effective with no expensive overheads
- ◆ **Trusted professionals:** consummate in our attention to detail
- ◆ **Robust:** prepared to work on the issues and in the geographies others won't go
- ◆ **The go-to partner of choice:** for the global humanitarian, development and health community.

OUR STRATEGIC AIMS



- ◆ Empower D/deaf CYP to reduce their risk and vulnerability to abuse
- ◆ Achieving 1.5m contacts with D/deaf CYP
- ◆ Achieving 2m contacts with siblings, parents & peers



- ◆ Resource professionals to respond to the safeguarding and protection needs of D/deaf CYP
- ◆ Achieving 2m contacts with professionals working with D/deaf CYP





- ◆ Build a robust and sustainable organisation
- ◆ Securing £150k in unrestricted reserves
- ◆ Developing franchise / cascade Early Hearing Detection and Intervention (EHDI) model



- ◆ Provide a contractual service to the global humanitarian, development and health community / commercial partners
- ◆ Securing £1.5m in new business income

SUSTAINABLE DEVELOPMENT GOALS

Through our three year strategy we will work towards the following Sustainable Development Goals;



CROSS CUTTING THEMES

Disability

D/deafness is the third largest disability globally (World Health Organisation, World Development Report, 2015) but the least resourced. Our work will seek to ‘normalise’ D/deafness through the integration of Deaf and hearing people; to demonstrate the value of joint working and to position DKI as role models for our partners such as Islamic Relief Worldwide and Oxfam.

Gender

D/deaf girls and young women experience endemic abuse. We will therefore champion gender equality and parity in all our work, empowering D/deaf girls to live safely and without fear of abuse.

Policy and Advocacy

DKI’s contribution to lasting health change is only possible when its EHDI model, toolkit resources and other innovations are translated into policies. It is now time for us to translate our learning and product outputs into policy and advocacy work that promotes attitudinal, systematic and procedural change; no D/deaf child will be left behind.

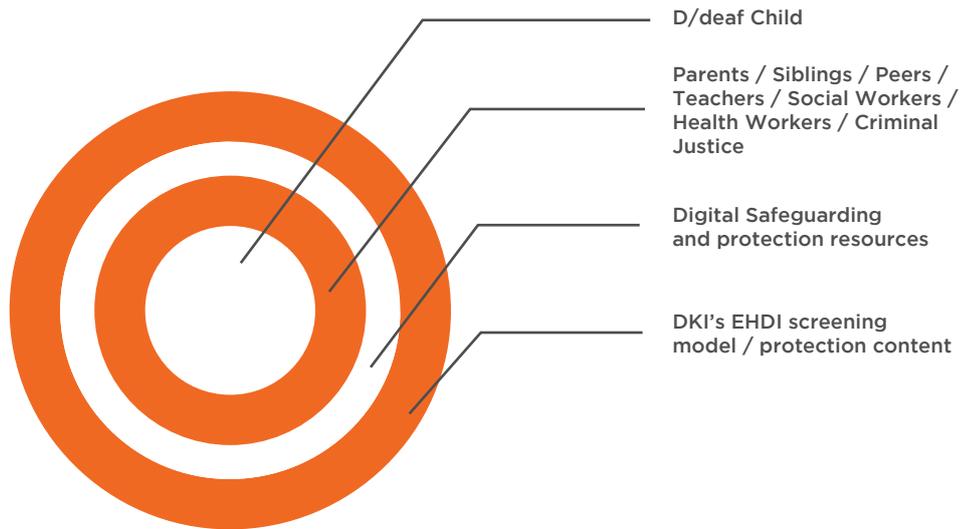


Innovation

We will improve access to safeguarding and protection support through the use of innovative digital technologies that achieve scale, quality and impact.

OUR PROTECTION ENVELOPE

The sequential means by which we will ensure D/deaf CYP are able to reduce their risk and vulnerability to abuse.



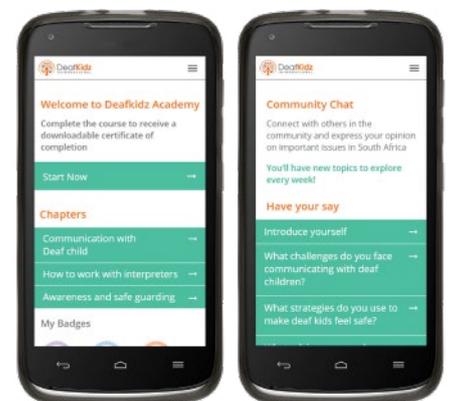
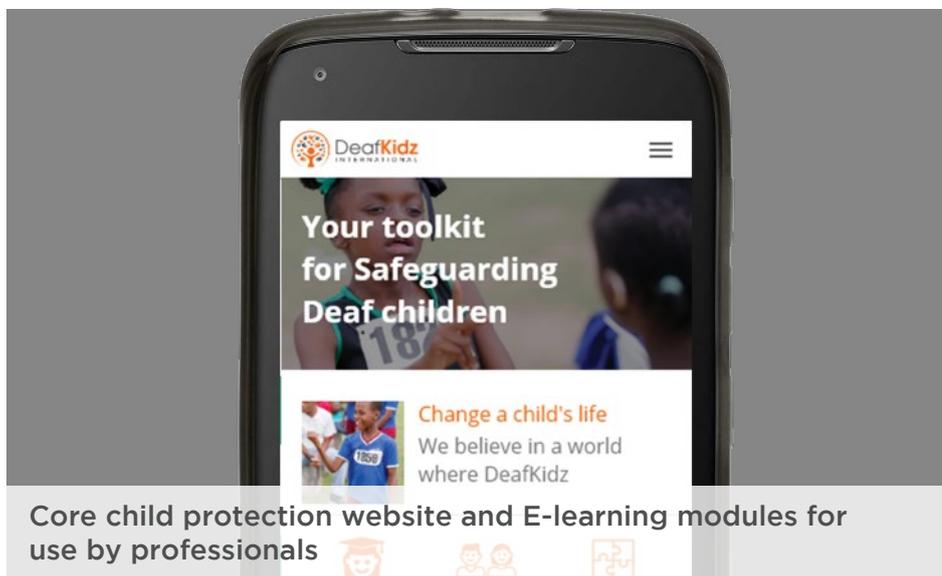
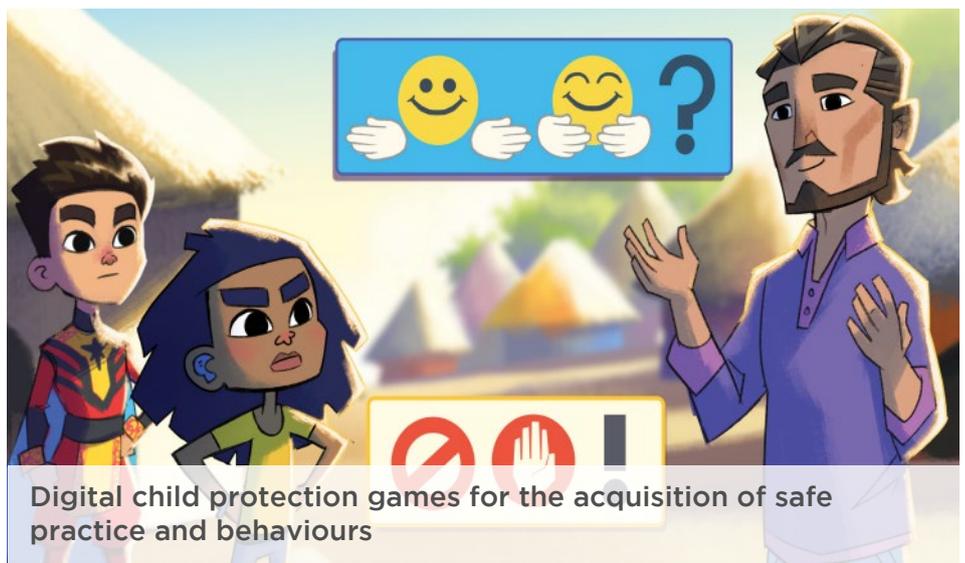
OUR MODEL OF INTERVENTION

Through which we will achieve our strategic aims



THE DIGITAL COMPONENTS OF OUR MODEL

Three intersectional digital tracks



THE FUNDING / COMMITMENT EQUATION

INVESTMENT



INVESTMENT

Training • Programming • Consultancy
Advocacy • Capacity Building
• Social Impact grants - Hi-net worths



FULL COST RECOVERY



FULL COST RECOVERY

All operational costs recovered •
Min. 14% overheads covered • Ideal 33% margin



RESERVES



RESERVES

Business continuation • Organisational development •
Flexible intervention

ACHIEVING OUR STRATEGIC AIMS



<p>AIM 1 Empower D/deaf CYP to reduce their risk and vulnerability to abuse</p>	<p>AIM 2 Resource professionals to respond to the safeguarding and protection needs of D/deaf CYP</p>	<p>AIM 3 Provide a contractual service to the global humanitarian, development and health community/commercial partners</p>	<p>AIM 4 Build a robust and sustainable organisation</p>
<p>THREE YEAR OUTCOME</p> <ul style="list-style-type: none"> ◆ Grow the EHDI model ◆ Grow the integrated pathway of care ◆ Achieving 1.5 contacts with D/deaf CYP ◆ Achieving 2m contacts with siblings, parents and peers 	<p>THREE YEAR OUTCOME</p> <ul style="list-style-type: none"> ◆ Develop the professionals toolkit and associated e-learning modules ◆ Achieving 2m contacts with professionals working in health, social work, education and criminal justice 	<p>THREE YEAR OUTCOME</p> <ul style="list-style-type: none"> ◆ Expand and grow DKI's contractual offer - training, consultancy, capacity building ◆ Securing £1.5m in new business income 	<p>THREE YEAR OUTCOME</p> <ul style="list-style-type: none"> ◆ DKI identified as a world class brand for investment and support, and championed for its leadership role in safeguarding and protecting D/deaf children ◆ Securing through new business/social impact investment £150k in reserves
<p>KEY PERFORMANCE INDICATORS</p> <p>By Month 36</p> <ul style="list-style-type: none"> ◆ Conduct EHDI implementation in six countries to ensure we are operating at a meaningful scale ◆ Adoption of nationwide EHDI in at least two countries with all associated investment, capital equipment and human resource needs met ◆ Policy decisions to adopt EHDI taken in remainder ◆ In all EHDI countries there will be an incremental increase in the number of CYP identified as D/deaf and placed on bespoke pathways of care 	<p>KEY PERFORMANCE INDICATORS</p> <p>By Month 36</p> <ul style="list-style-type: none"> ◆ Core content of toolkit and associated 9 e-learning modules complete ◆ Community of practice active ◆ 2m digital contacts with professionals achieved ◆ Bespoke child protection training and associated skills development activities delivered to 2000 professionals 	<p>KEY PERFORMANCE INDICATORS</p> <p>By Month 36</p> <ul style="list-style-type: none"> ◆ Grow British Council partnership to 3 new geographies ◆ Secure 3 commercial EHDI contracts ◆ Secure 3 capacity building contracts including Islamic Relief Worldwide and Oxfam ◆ Contracted as an implementing partner by Department for International Development (DFID) / Clinton Health Access Initiative (CHAI) ATScale 2030 	<p>KEY PERFORMANCE INDICATORS</p> <p>By Month 36</p> <ul style="list-style-type: none"> ◆ Secure £150k in reserves ◆ Hi-net worth group active supported by four global ambassadors ◆ An alliance of up to three strategic gaming/communications partners across media/private sector support development of DKI's brand ◆ DKI USA active as a network and fundraising accelerator in the US

- ◆ Healthcare professionals will access EHDl training and skills/capacity development
- ◆ A street soccer/protection concept will be implemented in three geographies
- ◆ GBV programme activities will be conducted in three geographies
- ◆ The children's digital game will be live in 5 geographies with 1.5m D/deaf CYP digital contacts achieved by March 2022 and 2m associated siblings, parent, peer contacts

- ◆ Fundraised revenue increases from £300,000 pa to £650,000 pa



IDENTIFIED STRATEGIC RISKS

RISKS	EXPLANATION	MITIGATION
<ul style="list-style-type: none"> ◆ DKl does not have the means to resource the development and growth described 	<ul style="list-style-type: none"> ◆ There is a risk of staff becoming overstretched or we lack the funds to pay them to undertake the work proposed; we lose funders and partners because we are unable to fulfil our contractual obligations 	<ul style="list-style-type: none"> ◆ Continue to develop our governance to ensure we have the necessary controls and systems in place to ensure our resources are effectively utilized ◆ Allocating funds so that DKl can build up its reserves ◆ Effective monitoring of income and expenditure projections so that any untoward occurrences are spotted early
<ul style="list-style-type: none"> ◆ DKl is unable to ensure the sustainability of its work 	<ul style="list-style-type: none"> ◆ DKl cannot allow the abuse of D/deaf children to go unchecked. The risk that we are unable to ensure sustainability HAS to be managed 	<ul style="list-style-type: none"> ◆ Undertaking through social return on investment and cost-benefit analyses ◆ Working with local and national authorities, civil society organisations (e.g. World Federation of the Deaf (WFD)) and the private sector to develop and resource mechanisms for funding safeguarding and protection work ◆ Developing approaches which enable local organisations such as Jamaica Association for the Deaf etc., to meet their own costs and ensure long term delivery
<ul style="list-style-type: none"> ◆ Nation state governments and other key stakeholders fail to engage with DKl and so planned implementation fails 	<ul style="list-style-type: none"> ◆ There is a risk that the implementation of EHDI will be too much of a fiscal risk for governments and other such stakeholders. Furthermore, that the issues around disclosure of abuse create embarrassment and resentment. Organisations will not wish to work with DKl 	<ul style="list-style-type: none"> ◆ Ensuring stakeholders see their obligations re. the United Nations Convention on the Rights of the Child (UNCRC), United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and Sustainable Development Goals (SDGs) ◆ Continuing to strengthen the body of evidence that proves early intervention and total communication is key ◆ Demonstrating the added value of safeguarding and protection in furthering disability inclusion



THE NUMBERS – PROJECTED INCOME AND EXPENDITURE



DKI will need to continue to secure investment and to allocate it in a balanced way so that the growth tabled in this three year strategic plan is realised. We will secure our income from the following sources;

- ◆ Grant income
- ◆ Income from contractual training, consultancy and capacity development work
- ◆ Commercial contracts from private healthcare providers wishing to procure the EHDI model
- ◆ Hi-net worth gifts
- ◆ Special events – Supper Club fundraisers and a US fundraiser





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