

# **CLAN Building Capacity and Sustainability Policy**

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## **1. Introduction Background**

CLAN is a not for profit, non-government incorporated association and its vision, mission and goals are based on the health and well-being needs of children in resource-poor countries. CLAN is committed to building relationships and working with partners to promote sustainable health strategies and strengthen community involvement to support children with Non-Communicable Disorders (NCD's) and their families, who live in resource poor countries.

### **CLAN'S Vision Statement**

Our vision is that all children living with chronic health conditions in resource-poor countries of the world will enjoy a quality of life equivalent to that of their neighbours' children in higher income countries.

### **CLAN's Mission Statement**

To maximise the quality of life of children and their families who are living with chronic health conditions in resource-poor countries of the world.

### **Commitment**

CLAN is committed to working with partners to build capacity and empowerment as these are intrinsic to sustainable development. Partnership relationships are to be built on integrity, accountability and transparency. CLAN is committed to advancing the participation and contribution of primary stakeholders and providing support without discrimination based on race, religion, gender or political affiliation.

CLAN commits to understanding context through stakeholder analysis, for example, including conduct of Health Needs Assessments, which include the perspectives and knowledge of primary stakeholders and an analysis of power dynamics including issues of gender equality and equity.

## **1. Context**

This policy is based on CLAN's strategic framework for action which is based on five pillars:

1. affordable access to medicine and equipment
2. education (of children, families, health professionals, policymakers, national and international communities), research and advocacy
3. optimisation of medical management (holistic care; primary, secondary and tertiary prevention)

4. encouragement of family support groups
5. reducing poverty and promoting financial independence.

## **2 Purpose**

The purpose of this policy is to outline CLAN's approach to developing capacity and sustainable practices by working collaboratively with partners and communities in resource poor countries to support children with chronic health conditions.

## **3 Scope**

This policy applies to CLAN's Committee, and implementation of the policy will apply to casual, permanent and contract staff, volunteers and representatives of CLAN where relevant.

## **4 Capacity building and Sustainable Development**

Capacity building is the process of enabling those living in poverty to develop skills and competencies, knowledge, structures, and strengths, so as to become more strongly involved in community, as well as wider societal life, and to take greater control of their own lives and that of the communities. (OECD)

Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs (WHO)

## **5 Building Capacity and Sustainability**

CLAN recognises that sustainable development includes social, community, cultural and economic sustainability and that a holistic development plan integrates these aspects. CLAN projects are planned to build capacity at individual, community and system levels in order to achieve sustainable outcomes for the well-being of children with NCD's. Implementation includes building multi-sectoral partnerships at local, national and international levels to meet the needs of children with NCD's and their families. Education and training, developing support groups, sharing knowledge and communicating about the needs of children with NCD's are integral to developing capacity and sustainability.

## **6 Developing a project/program for building capacity and sustainability**

CLAN recognises that capacity building involves people in different countries, their cultures, skills and expertise, values, commitment, and relationships, and that they are respected and are part of planning and implementing development programs. Consultation is a core component of CLAN programs as complex interactions may exist between individuals, groups, professional organisations and governments. The needs for each CLAN project or program are unique, depending on the focus group of children involved, the availability and quality of resources (human and non-human), community resources, cultural, economic and political factors.

The purpose of gathering data is to understand the needs of children and families with NCD's and community needs. When an application is received for support, or when CLAN identifies the need for a project or program, initial data is to be obtained to provide direction for planning. Data is obtained from research and working with

partners and communities in order to provide direction to planning and outcomes of projects/programs. Data can determine the type of program required, specific needs of the group of children, families and communities, the capacity and skills of personnel required, services available, financial costs, location, management, resources, safety and security.

## **7 Planning and implementing projects/programs to build capacity and sustainability.**

Planning for sustainable programs is based on the data and identified needs for a project/program. Data may include, but is not limited to:

- i identification of the needs of children with NCD's and their families (and/or other focus need)
- ii the need for, and role of partners and community resources for example, identification and selection of personnel to be involved in the project/program, education and training prior to personnel to be involved in the project/program and formal and informal training workshops for children, families and community
- iii the type of program required for the development of continuing and long-term support programs, for example, clinical mentoring, medical and financial support, networks and social support groups such as NCD clubs, e.g. CAH, diabetes, autism
- iv the need for development of community support through partnerships and strategies to support children and families in their local community
- v nature of partnerships required, e.g. building partnerships with hospitals, pharmacy suppliers, and other NCD groups
- vi the potential for government support, for example, availability and costs of medicines for long-term sustainability

A cycle of continuous evaluation throughout a program will demonstrate levels of effectiveness or the need for change or modification of strategies and/or outcomes.

## **8 Building Capacity**

Building capacity in children, parents, community members, medical and other professionals are essential strategies for project sustainability. To build capacity effectively, participants must be empowered to manage situations and challenges with caring for children with NCD's. Strategies designed to develop capacity include:

- i building partnerships, participation and a sense of belonging in a community, in order to work together to achieve an improved quality of life for children with NCD's
- ii education and training to children, families and professionals to provide knowledge, skills and confidence to manage child health challenges effectively
- iii empowering families, professionals and the community to 'own' processes to achieve outcomes both short-term and long-term

- iv seeking resources to provide resources to children, families and professional services where required or possible
- v encouraging families in poverty to improve their financial situation through seeking and small business operations.

## **9 Sustainability**

CLAN acknowledges that development cannot be sustainable unless the children, families and communities are involved in, and committed to strategies designed to improve their situation. They need to have a say, be heard, have their rights respected, and are able work to achieve a degree of economic independence to access education and health care.

CLAN recognises the need to be involved in working with children, families and health professionals in resource poor countries to build capacity and achieve sustainability. CLAN also recognises that sustainability can be further supported by national and international support groups such as NCD Child. CLAN is committed to working at national and international levels to support children with NCD's and their families around the world. This includes building partnerships with professionals in overseas countries, advocacy and efforts to change to legislation where needed, to improve health practices and improve the availability of medicines to poor countries. CLAN endeavours to act in consultancy and advocacy roles, to participate in conferences at national and international levels and to build partnerships and understanding about children with NCD's. Strategies to support sustainability include increased recognition of needs and improved funding outcomes for children in resource poor countries and to promote change in societal norms and values.

CLAN is committed to maintaining sustained improvement outcomes from projects/programs. Measuring capacity development is undertaken for short-term outcomes at the end of a project/program. Sustainability is evidenced by long-term relationships with partners and follow-up programs and/or visits to review the quality of ongoing outcomes achieved, and the level of sustainability being achieved. As many of CLAN's projects involve partners, hospitals and support groups at each stage of a project/program, CLAN realises the importance of support during follow-up visits as partners and families take 'ownership' of strategies and implement processes to achieve sustainability and on-going support for the children and families involved in the project. Sustainability for long-term projects will considered to be achieved when partners and families in-country are able to act independently to provide on-going quality services. Measuring sustainability involves monitoring the desired outcomes of a project over time, based on CLAN's five pillars and the specific pillars that are addressed in each project.

CLAN will report to the Committee on each project undertaken and progress achieved during the term of the project and following implementation of programs and strategies.

## **10 Measuring sustainability**

Domains including economics, politics, the ecology and culture are viewed as areas for measuring sustainability of a project. These general areas can be used as a basis for CLAN's projects. As each CLAN project is unique, the lens through which to assess sustainability of projects must be based on the initial needs and outcomes of the specific project to be reviewed and based on the relevant CLAN pillar/s of the project. For

example, specific indicators such as gains in knowledge, autonomy, well-being, medical care, inclusion and participation, provision of medicine and equipment, support and reducing poverty can be used for setting benchmarks, undertaking audits, assessment, appraisals, audits and financial reporting. Monitoring and reflection on data received can indicate outcomes of the project for building capacity and developing sustainability.

### **Associated Documents**

Disability Inclusive Policy

Risk Management Policy

Staff Safety and Security Policy