

Strategic Plan

Union Latinoamericana de Ciegos

2021 – 2024

Santo Domingo – April 2021

Executive

Board of Directors

- **Presidency:** Matías Ferreyra (Argentina)
- **First Vicepresidency:** Carlos Ferrari (Brasil)
- **Second Vicepresidency:** Gladys Díaz (Honduras)
- **Secretary General:** Dean Lermen (Colombia)
- **Resources and finances secretariat:** Marissa Martínez (Panama)

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- **Rehabilitation:** Julia Elía Gastón (Cuba)
- **Professional Training and Employment:** Miguel Ulloa (Chile)
- **Technology and Access to Information:** Jorge Muñoz (Colombia)
- **Equality and Gender:** Elizabeth Campos (Peru)
- **Youth:** Sarah Barreto (Brasil)
- **Adults:** Dorinda Samaniego (Panama)
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- FOAL – Estefanía Mirpuri (Spain)

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1. Introduction

The Latin American Union of the Blind (ULAC) is an international non-governmental organization founded on November 15th, 1985, in the city of Mar de la Plata (Argentina). It is constituted by organizations of blind persons and persons with low vision of the nineteen Latin American countries. It is the regional branch for Latin America of the World Blind Union (WBU).

ULAC has been recognized by the Organization of American States (OAS) as a civil society organization accredited before this organism. In addition, ULAC is a permanent observer of the Conference of States Parties of the UN Convention on the Rights of Persons with Disabilities and has consultative status in the UN Economic and Social Council (ECOSOC).

The ULAC Strategic planning from 2021 to 2024 is set out in this document. This document has been drafted collectively and in a hybrid way by the members of the executive between the 12th and 15th of April 2021 in Santo Domingo.

The Strategic planning reaffirms the commitment ULAC has with the organization of blind and low vision persons of the Latin America region.

ULAC introduces four goals with their corresponding results, which will mark our action guidelines during this time period, based on the

current reality.

2. Methodology

This planning is the result of different methodologies based on different Historical and conceptual principles. For the development process of this document, some premises have been adopted. These premises can be identified from different points of view; it is essential then that they are clear:

- a) This planning it's not simply the result of the drafting process of a document to guide actions but the building of the bases of understanding for common action in a collective and democratic environment.
- b) A complex organization is made up of different actors with different roles and powers. This distinction does not hinder the exchange of ideas or reaching agreements.
- c) The strengthening of the unit's identity is the main benefit of this process, followed by the order of the actions carried out in the desired timeframe.
- d) The stages and ways of registration materialize the process, but dialoguing and establishing negotiations are the main indicators of the planning quality.
- e) The strengthening of the foundational understanding and the direction to follow allow us to detail each person's actions in charge to preserve the autonomy without fragmenting the organization.

Therefore the work was organized focusing on a collective reflection where; compliance with the schedule is less important than reaching agreements, delving into the different topics, explaining divergences and the position of the participants concerning the development process.

At ULAC's strategic planning meeting, the following steps were taken:

FODA Analysis: reading of internal situations and situations external to the organization using a simplified SWOT matrix of different aspects: positive and negative / internal and external (forces – opportunities: positive and weakness – threats: negative).

Analysis of the strategic plan 2016 – 2020: We discussed the results obtained in the previous period using a previous survey. We generated indications for the restarting and revision of the agreements and actions.

Analysis of The Institutional Vision and Mission: we reviewed the conceptual frameworks of the organization. Redrafting of the agreements that are the basis of the textual production of identity elements (vision) and the strategic direction (mission).

Actors Matrix: We Identified the primary institutional relationships, the nature of these interactions, and defined who is the person responsible for each one of them and the strategy to follow.

Operative Matrix: Using the revisión of the previous goal matrix, we defined and directed the strategic actions through the statement of results and activities to be developed in the short term (first year), medium-term (second and third year), and long-term (until the fourth year). The resulting framework will be the base for the subsequent details, followed by each person responsible assuming new, needed actions whenever they are coherent with the program described.

After taking these steps, the plan was discussed by all members of the executive. After its approval, we shared this document with all parties interested.

3. Outcome

3.1. Vision and Mission

Vision:

To be an autonomous, sustainable, political, and technical organization that represents the interests and rights of blind people and persons with low vision and their organizations in Latin America; acting as a speaker before the different states and international organisms.

Mission:

ULAC represents blind persons and persons with low vision; promotes and defends their human rights and fundamental freedoms; encourages the participation of blind persons and persons with low vision and their incidence in the decision-making spaces and takes actions to ensure their true and effective social inclusion. All of this is done in a coordinated and articulated manner along with the different organizations the form ULAC.

3.2. Strategic goals and their results

Taking into account all aspects that ULAC has worked on up until now, we have built an operative matrix as follows:

3.2.1. Goal I: REPRESENTATIVENESS

To increase the level of impact of ULAC and the different organizations that represent blind persons and persons with low vision in the decision-making spaces of their respective field of action.

3.2.1.1. Outcomes

- The different organizations conquer decision-making spaces and impact the creation and evaluation of the state's actions.
- The international organisms and organizations, both public and private, consider ULAC as a strategic partner in the field of blindness and low vision.

3.2.2. Goal II: STRENGTHENING

Further, the knowledge, strengthen and promote the approach to the organizations of blind persons and persons with low vision of Latin America.

3.2.2.1. Outcomes

- ULAC has a situational diagnostic of the organizations of blind persons and persons with low vision of Latin America.
- ULAC develops a communication strategy to approach the affiliated organizations.
 - Blind persons and persons with low vision of Latin America have training options on organizational strengthening at their disposal.
 - The affiliated organizations have a sense of belonging to ULAC.

3.2.3. Goal III SUSTAINABILITY

To develop joint actions aimed at making ULAC and its affiliated organizations sustainable.

3.2.3.1. Outcomes

- ULAC has an administrative and financial procedure handbook to guarantee transparency.
- ULAC expands the opportunities for national and international cooperation.
- ULAC broadens its field of actuation

3.2.4. Goal IV: MANAGEMENT OF KNOWLEDGE

Constitute ULAC as a technical, scientific, political, and ethical reference in matters related to blind persons and persons with low

vision and their organizations.

3.2.4.1. Outcomes

- We have a ULAC webpage with an accessible repository with information and helpful knowledge to the inclusion of persons with disabilities and their families.
- ULAC has in its webpage an access door to information and international tools of recognition of human rights.
- ULAC's webpage is positioned so that it has easy access through Google.

4. Conclusions

This strategic plan drafted by ULAC demonstrates the level of institutional maturity reached by the organization. We seek the utmost clarity of the actions and the commitment to its members, pointing out the reliability of the organization's perspectives.

A different person coordinates each objective, and the specific responsibilities are linked to the expected outcomes that have references in the Board of Directors that can, in turn, ask for support from the specialized secretaries and other experts.

The members of the Board of directors and the Specialized secretaries will supply their own monthly tools so that quarterly reports and biannual implementation balance sheets of the ULAC Strategic Plan can be drafted. This practice will consolidate an institutional culture of accountability and monitoring of measures that will increase the organization's reach and efficacy.