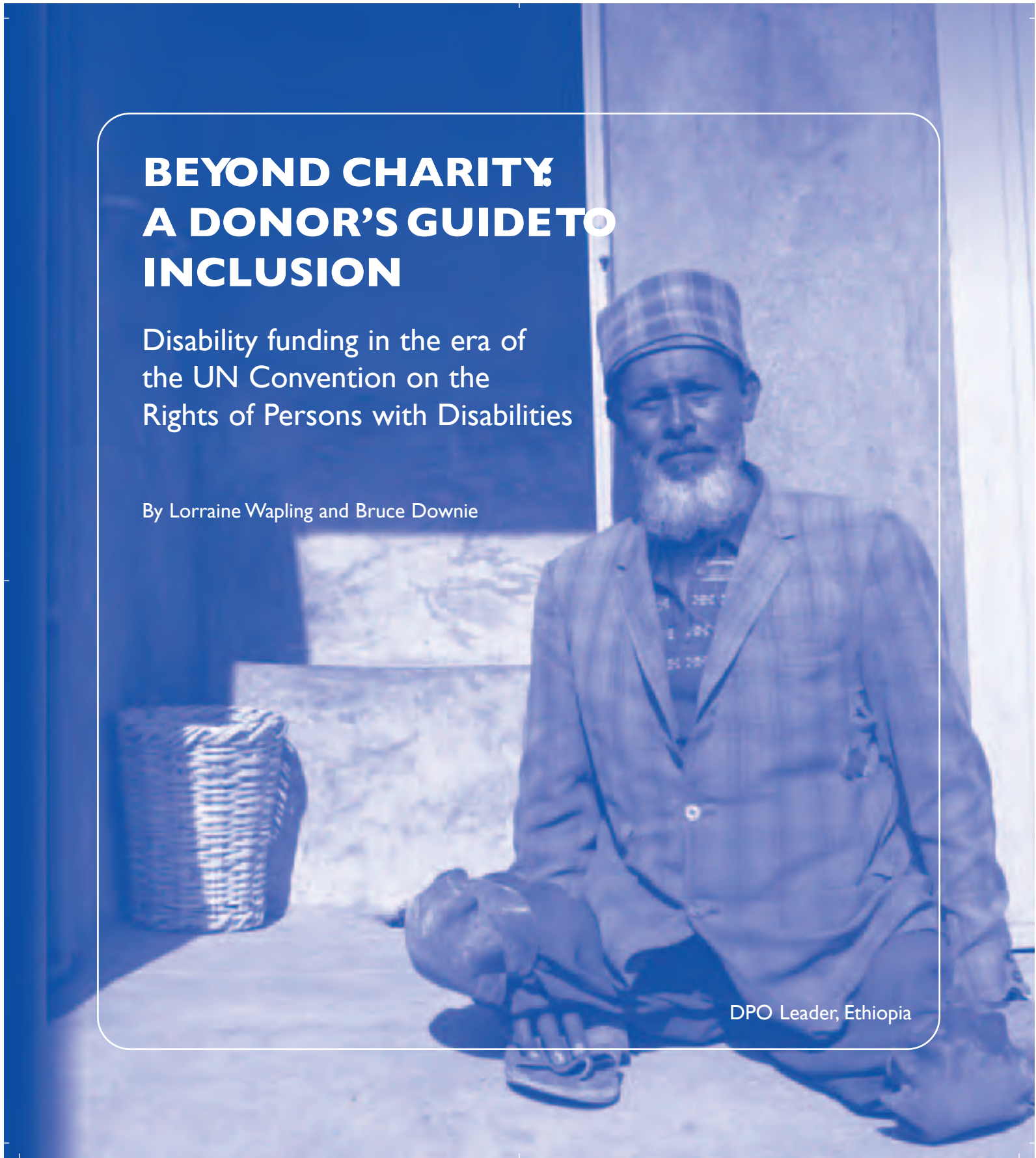


BEYOND CHARITY: A DONOR'S GUIDE TO INCLUSION

Disability funding in the era of
the UN Convention on the
Rights of Persons with Disabilities

By Lorraine Wapling and Bruce Downie

DPO Leader, Ethiopia



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“The Disability Rights Fund has commissioned this guide to support donor learning about the rights of persons with disabilities. We hope it serves as a supportive manual for how donors can address disability from a human rights perspective, in particular by supporting representative organizations of persons with disabilities or disabled persons organizations (DPOs). It would not have been possible without the funding experience and knowledge of international donors already addressing the human rights of people with disabilities. They have generously shared their wealth of experience, wisdom and learning so that others may launch, deepen and improve the way programs empower people with disabilities to respect, protect and, fulfill their rights. We are grateful for their sharing!”

Photographs are by L. Wapling
Photograph page 20 courtesy of the DRF

** Households with a disabled member are more likely to experience material hardship – including food insecurity, poor housing, lack of access to safe water and sanitation, and inadequate access to health care.*

World Report on Disability 2011, WHO





Inclusive class, India

SUMMARY VERSION OF **THE CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES (CRPD)**

- Article 5: Equality and non-discrimination
- Article 6: Women with disabilities
- Article 7: Children with disabilities
- Article 8: Awareness raising
- Article 9: Accessibility
- Article 10: Right to life
- Article 11: Situations of risk and humanitarian emergencies
- Article 12: Equal recognition before the law
- Article 13: Access to justice
- Article 14: Liberty and security of the person
- Article 15: Freedom from torture or cruel, inhuman or degrading treatment or punishment
- Article 16: Freedom from exploitation, violence and abuse
- Article 17: Protecting the integrity of the person
- Article 18: Liberty of movement and nationality
- Article 19: Living independently and being included in the community
- Article 20: Personal mobility
- Article 21: Freedom of expression and opinion, and access to information

SUMMARY VERSION OF **THE CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES (CRPD)**

Article 22: Respect for privacy

Article 23: Respect for home and the family

Article 24: Education

Article 25: Health

Article 26: Habilitation and rehabilitation

Article 27: Work and employment

Article 28: Adequate standard of living and social protection

Article 29: Participation in political and public life

Article 30: Participation in cultural life, recreation, leisure and sport

Article 31: Statistics and data collection

Article 32: International cooperation

Article 33: National implementation and monitoring

Article 34: Committee on the rights of persons with disabilities

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World Vision
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We give thanks to all the disabled people's organizations that have contributed their thoughts and ideas over the years. Your growing strength and visibility makes the pursuit of inclusive development increasingly possible. We hope that by encouraging more donors to support your development and recognize your contributions, future societies will be inclusive of everyone, as foreseen in the UN Convention on the Rights of Persons with Disabilities.

Finally, we thank Catherine Townsend at Wellspring Advisors for providing us with a great deal of encouragement, advice, and editorial support without which this guide would not have been possible.



Cambodian villagers construct their own school

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Susan, a Ugandan DPO member

Foreword

by Navanethem Pillay, High Commissioner for Human Rights

Beyond Charity: A Donors Guide to Inclusive Grantmaking is a welcome response to the urgent need for guidance on promoting disability rights in international cooperation. We now have five years of experience in implementing the Convention on the Rights of Persons with Disabilities. While important steps have been taken, much more is needed to make rights a reality for persons with disabilities across the globe. And international cooperation that is accessible to and inclusive of persons with disabilities is an important step to achieve this.

In March 2011, I presented my third thematic study to the Human Rights Council which focused on international cooperation under the Convention. While the study identified some good practice in this field, it also identified a range of challenges. One of these was the fact there is much to be done to ensure the mainstreaming of disability rights in international cooperation, as required by the Convention. If we fail to do so, we risk not meeting globally agreed development targets. Meeting the MDG on achieving universal primary education is a case in point. Inclusive education is a right for persons with disabilities and universal access to primary education cannot be achieved if persons with disabilities are left out.

There are several factors that need to be addressed to ensure inclusive and accessible international cooperation: a lack of awareness of the rights of persons with disabilities, a lack of knowledge on how to mainstream disability rights, and a lack of understanding of the need to protect disability rights through international cooperation are a few.

This useful and easy-to-read guide helps address these knowledge gaps. It introduces the Convention and its implications for donors and then provides well structured and accessible advice to help donors overcome the obstacles to supporting disability rights. Given the Convention's emphasis on ensuring the meaningful participation of persons with disabilities in decisions that affect them, the guidance to donors on engaging more directly with representatives of organizations of persons with disabilities is particularly welcome.

This year marks the 25th anniversary of the Declaration of the Right to Development. Guides such as this are timely and crucial if the right to development is to become a reality for everyone, including persons with disabilities. I commend the Guide to development practitioners everywhere.



Navanethem Pillay
High Commissioner for Human Rights

ABOUT THIS PUBLICATION

For many of the estimated one billion persons with disabilities, most of whom live in developing countries, the reality of life is that of constant, multiple rights violations, including extreme poverty, discrimination, poor access to healthcare, exclusion from education, lack of access to justice and lack of legal capacity. The communities in which persons with disabilities live mostly ignore or take for granted these daily rights violations, and donors are not yet adequately addressing their fundamental rights and basic needs.

The United Nations Convention on the Rights of Persons with Disabilities (CRPD) marks a new era. It affirms the dignity and human rights of all persons with disabilities, rejects the link between ability and impairment and connects development of society's norms, policies and laws to the struggles against injustice faced by people with disabilities. In one of its unique obligations, Article 32, it calls on States to use international cooperation as a means to realize the human rights of persons with disabilities. Development actors must now rethink their approach to disability.

How can a human rights-based approach be used to address disability? What type of donor support can best advance implementation of the CRPD?

This guide has been designed to capture and share the experience of selected donors and development agencies that are beginning to integrate the principles of the CRPD into their work. Accordingly, these pages provide donors with practical examples of the changes needed to support the advancement of rights as outlined in the CRPD.

This guide is divided into four main parts.

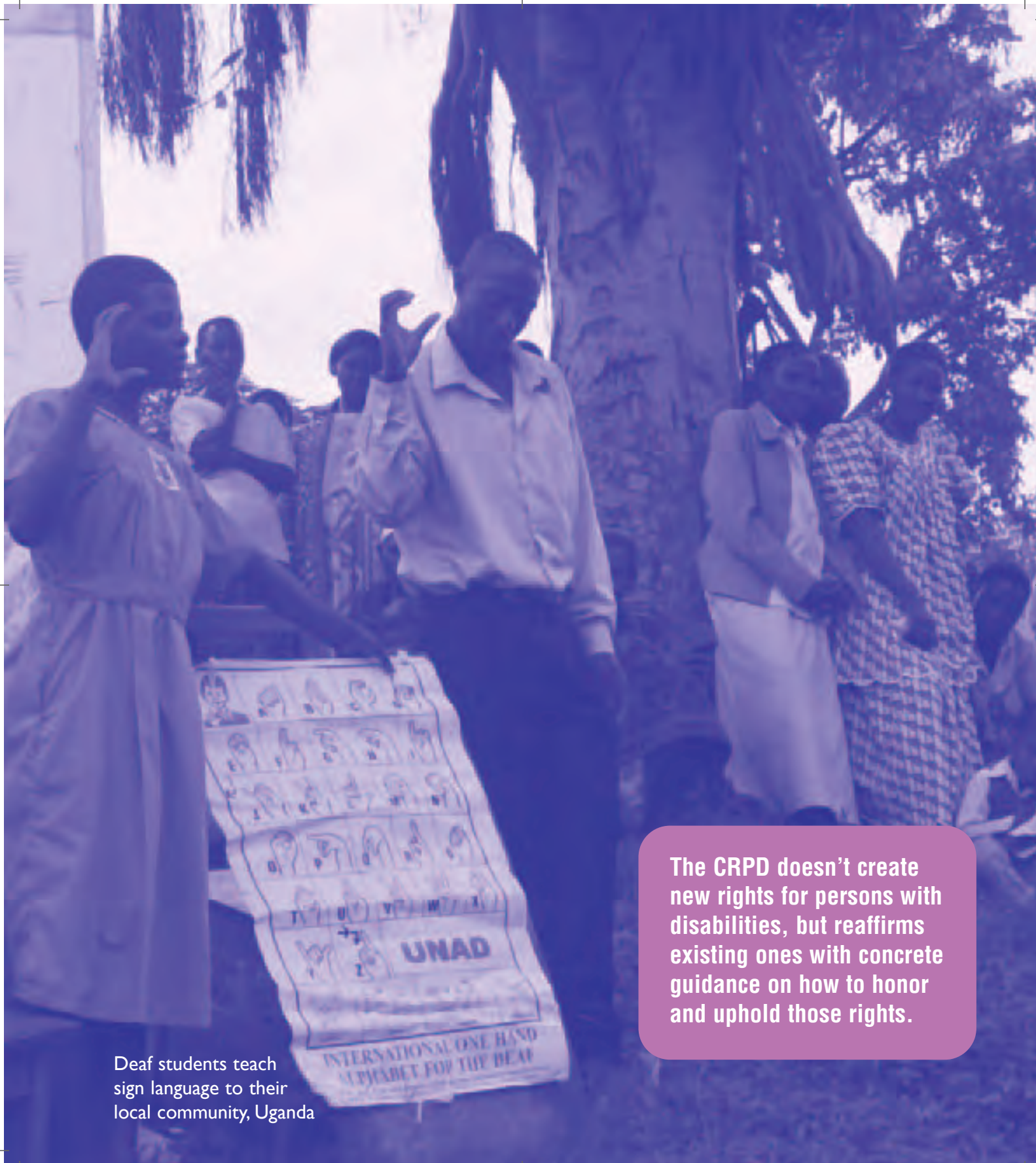
Part I provides basic information on the background to the CRPD and its general principles to help donors place the CRPD in the context of their own strategies. Part II provides examples of practical actions donors can implement that will improve the way funding is promoted and managed so it becomes increasingly inclusive. Part III offers guidance for how donors can engage more directly with representative organizations of persons with disabilities. Finally, Part IV provides examples of disability organizations and links to further information about disability-inclusive funding.

Experience shows the most substantial gains are made when donors and development agencies change the way disability is internally defined and understood, when they commit to approaching disability from a human rights-based perspective rather than an impairment-based one, and when the empowerment and support of disabled people's organizations is central to their strategy. Ultimately, all donor policies and programs should reflect the principles of the CRPD: inherent dignity, non-discrimination, effective inclusion, respect for differences, equal opportunity, accessibility, gender equality and respect for the evolving capacities of children with disabilities.

Hopefully, you will find this guide informative, practical and encouraging in taking up the commitment to ensure that people with disabilities participate in, contribute to and benefit equally from, donor's policies and programs.

 *Persons with disabilities must enjoy full human rights and fundamental freedoms and enabling them to do so benefits society as a whole.*

*Asha-Rose Migiro, UN Deputy Secretary-General
September 2011*



Deaf students teach sign language to their local community, Uganda

The CRPD doesn't create new rights for persons with disabilities, but reaffirms existing ones with concrete guidance on how to honor and uphold those rights.

PART 1 THE UN CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES AND ITS IMPORTANCE TO INTERNATIONAL DONORS

1.1 BACKGROUND TO THE UN CONVENTION

The CRPD, which came into force in May 2008, is a new human rights treaty that promotes dignity and equality for all persons with disabilities through the enjoyment of rights and fundamental freedoms. Developing and developed countries around the world are now in the process of ratifying it.

As both a development and human rights tool, the treaty focuses on practical ways to structure inclusive societies, paying special attention to international cooperation. Development is clearly articulated as a fundamental right and States are mandated to ensure all poverty alleviation and development work equally benefits persons with disabilities. The treaty further suggests that international cooperation must go beyond the traditional focus on economic, social and cultural rights to include civil and political rights.

“...the Convention is intended as a human rights instrument with an explicit, social development dimension; it is both a human rights treaty and a development tool.”

Mainstreaming disability in the development agenda (UNESCO 2008)

The voice of persons with disabilities is evident throughout the treaty and reflects their strong participation during its creation. The treaty mandates continued participation of persons with disabilities in implementation of the CRPD and in monitoring of rights.

The CRPD is a powerful tool against which to measure the fulfillment of rights, and it acts as a rallying point for lobbying activities. The Committee on the Rights of Persons with Disabilities, made up of independent experts, monitors the CRPD at the international level. At the national level, States are mandated to designate one or more focal points within government to address implementation issues and to create a framework that promotes, protects and monitors the CRPD's implementation.

The CRPD engages with State governments, not only by mandating inclusive economic and social policy development, but also through reporting requirements. Reporting emphasizes the need for action and also gives representative organizations of persons with disabilities the opportunity to measure actions of their government against international standards. Periodic reporting provides a basis from which to challenge discriminatory laws and practices and institute new policies that promote the rights of persons with disabilities.

1.2 CRPD PRINCIPLES

The CRPD recognizes persons with disabilities as those who have long-term physical, mental, intellectual or sensory impairments that, in combination with negative attitudes or environmental barriers, prevent them from fully participating in society. It is the interaction between the person and their environment that leads to disability rather than any individual impairment. This understanding of disability's social dimensions reinforces disability as a human rights issue.

The principles of the CRPD underpin the interpretation of all the articles and include:

- **Inherent dignity**
- **Non-discrimination**
- **Full and effective participation and inclusion**
- **Respect for difference/diversity**
- **Equality of opportunity**
- **Accessibility**
- **Equality between men and women**
- **Respect for children**

Inherent dignity: The concept of inherent dignity for persons with disabilities is central to the CRPD. In part, this means that persons with disabilities should be free to make their own decisions and to function independently in their communities.

Non-discrimination: Positive legislation, policies and strategies at the national level secure rights for persons with disabilities. States must ensure the active participation of representative groups of persons with disabilities in the development of new disability legislation and enable them to monitor its implementation.

Full and effective participation and inclusion: The CRPD encourages donors and development agencies to consult persons with disabilities. Often persons with disabilities are unaware they have a right to participate, and communities may at first be reluctant to believe persons with disabilities can make contributions. Supporting participation helps build confidence and advocacy skills. Once aware, persons with disabilities can be powerful advocates for positive change. Such participation will contribute to gains in poverty reduction, human rights achievement and improvements in other development outcomes.

Equality of opportunity: Beyond formal equality, persons with disabilities must have the same opportunities as other people. Combating stereotypes or providing reasonable accommodations are strategies to achieve this.

Accessibility: The CRPD highlights accessibility as part of non-discrimination. This principle underscores the importance of identifying and removing barriers, whether structural or attitudinal, that deny access for people with disabilities to services such as health and education. Inclusion provides a cost effective alternative to segregated services that otherwise perpetuate persons with disabilities' exclusion from and invisibility in the larger community. Simply "allowing" persons with disabilities to participate is not sufficient. For example, physical access to health clinics must be coupled with staff knowledge and awareness. If health workers do not think that persons with disabilities are sexually active, they may deny access to reproductive health services. Lastly, others, including the elderly or women with small children, benefit from the environmental changes needed. Even small shifts in attitudes can make significant differences, not only for persons with disabilities, but for other marginalized populations.

Respect for difference and diversity/equality between men and women/respect for children: The CRPD highlights the diversity of persons with disabilities and their place within the diversity of humanity. It also recognizes multiple and aggravated forms of discrimination related to age, gender, religion and ethnicity in addition to disability status. Understanding how multiple identities affect opportunities for inclusion is important and needs considerably more attention. Women and girls with disabilities, for example, are subject to gender discrimination as well as disability discrimination, but this is rarely addressed—either in gender-based projects or disability-focused ones.



Participants of a Rights Awareness workshop by the Papua New Guinea Assembly of Disabled Peoples.

1.3 A NEW PERSPECTIVE ON DISABILITY

The CRPD requires a shift in thinking. Rather than considering persons with disabilities as objects of charity, rehabilitation or special services, the treaty draws on a “social model” approach to assert persons with disabilities as subjects and rights-holders. Persons with disabilities have equal rights and must participate in and benefit from development. Governments are mandated to identify and remove the barriers within society that violate the rights of persons with disabilities, including:

Attitudinabarriers: When persons with disabilities are labeled as “less able,” abnormal or “special,” they are denied their dignity and potential. Many social practices and traditional beliefs stigmatize persons with disabilities and can lead to rights violations where people are denied access to food, education, work, independent decision-making and justice.

Environmentalbarriers: Physical barriers in the natural or built environment prevent access and affect opportunities for participation. Inaccessible communication systems deny access to information, knowledge and opportunities to participate in decision-making such as elections.

Institutionabarriers: Many laws, policies, strategies or practices discriminate against persons with disabilities. For example, some banks do not allow visually impaired people to open accounts, and HIV testing centers often refuse to accept sign language interpreters due to confidentiality policies.

1.4 IMPLICATIONS FOR DONORS

The CRPD specifies State actions required to enable persons with disabilities to enjoy the full range of human rights on an equal basis. This is to be achieved through enacting positive legislation, removing discriminatory legislation, raising public awareness and institutionalizing accessibility measures. It also requires States to directly engage people with disabilities not just in matters relating to implementation and monitoring of the CRPD but in all decision-making processes.

Each article provides a framework for achieving equality in familiar development and rights issues such as health, education, political participation and justice, as well as in rights that are

particularly important to persons with disabilities: life, legal capacity, independent living, personal mobility, rehabilitation and participation in cultural and recreational activities.

Why the CRPD is important

The CRPD helps to analyze and remove barriers on many different levels. For the first time, people with disabilities have a very clearly defined and easily understood set of rights that are linked to common development themes. Inclusive programming requires that donors stop exclusionary practices that prevent people with disabilities from participating or benefitting, and develop positive measures for people with disabilities to participate. The UN Human Rights Council states:

Moreover, inclusive and accessible international cooperation provides a means through which to empower persons with disabilities and help to ensure that cooperation meets other principles such as non-discrimination, quality of opportunity and respect for inherent dignity (A/HRC/16/38, 20 December 2010)

The framework of the CRPD enables organizations addressing disability to utilize treaty principles to build project activities.

Article 32 on international cooperation, and, **Article 11** on humanitarian emergencies are unique in human rights law and have the potential for the greatest direct impact on both the delivery of aid and the setting of priorities within international development. These articles go beyond the need for States Parties to enact disability-inclusive legislation. Other actors in international cooperation must also respect, promote and fulfill the rights and dignity of persons with disabilities. Considering the disproportionate representation of persons with disabilities amongst the poor, international targets such as the Millennium Development Goals will not be met without their inclusion.

“In the development and implantation of legislation and policies to implement the present Convention ... States Parties shall closely consult and actively involve persons with disabilities.”

Convention on the Rights of Persons with Disabilities, Article 4.3.


Article 32 – International Cooperation

“1. States Parties recognize the importance of international cooperation and its promotion, in support of national efforts for the realization of the purpose and objectives of the present Convention, and will undertake appropriate and effective measures in this regard, between and among States and, as appropriate, in partnership with relevant international and regional organizations and civil society, in particular organizations of persons with disabilities. Such measures could include, inter alia:

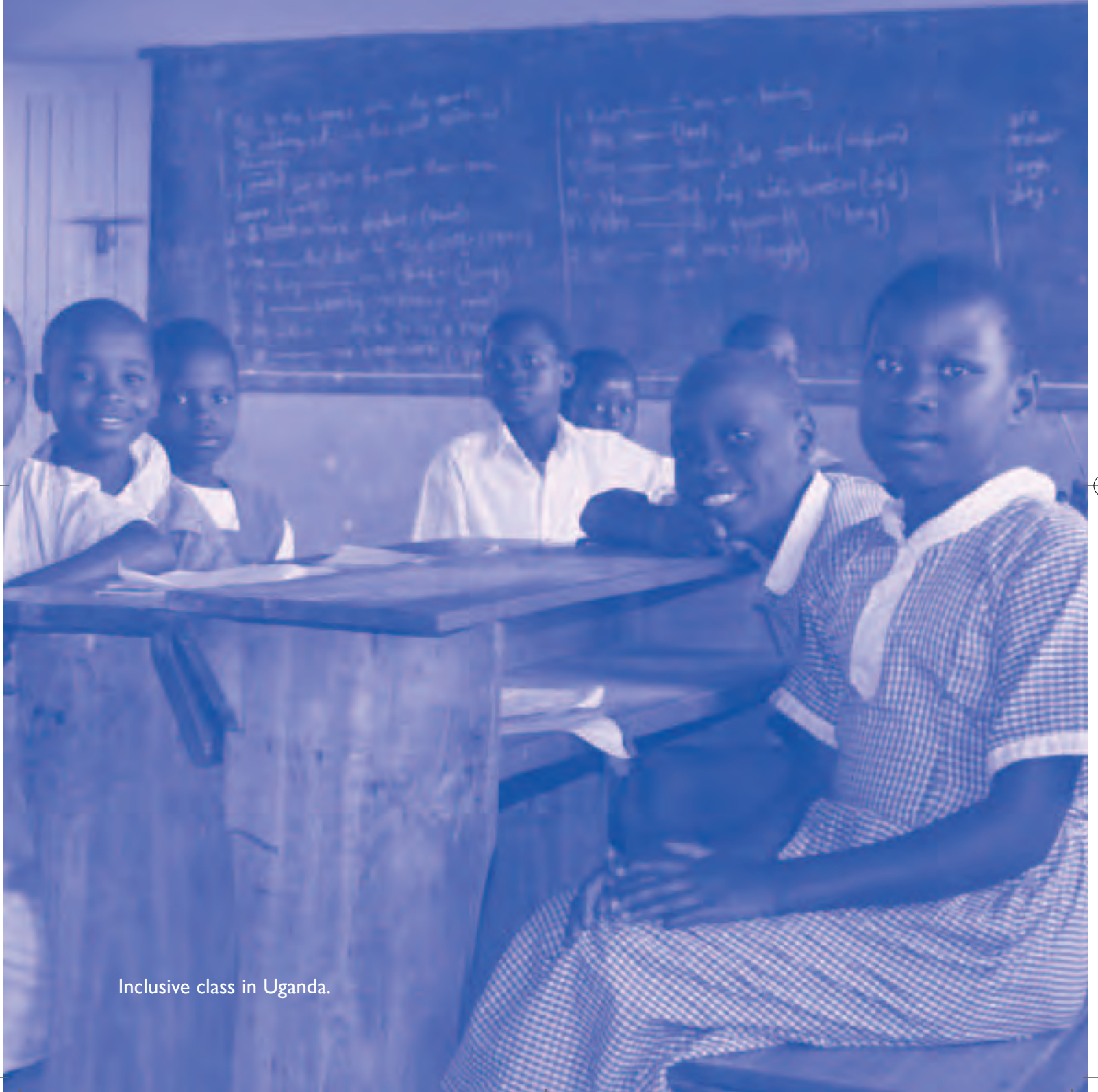
- (a) Ensuring international cooperation, including international development programs, is inclusive of and accessible to persons with disabilities;
- (b) Facilitating and supporting capacity-building, including through the exchange and sharing of information, experiences, training programs and best practices;
- (c) Facilitating cooperation in research and access to scientific and technical knowledge;
- (d) Providing, as appropriate, technical and economic assistance, including by facilitating access to and sharing of accessible and assistive technologies, and through the transfer of technologies.”

Article 11 – Situations of risk and humanitarian emergencies

“States Parties shall take, in accordance with their obligations under international law, including international humanitarian law and international human rights law, all necessary measures to ensure the protection and safety of persons with disabilities in situations of risk, including situations of armed conflict, humanitarian emergencies and the occurrence of natural disasters.”

 *Children with disabilities are less likely to attend school and have lower attendance and completion rates than their non-disabled peers.*

World Report on Disability 2011, WHO



Inclusive class in Uganda.

PART 2 INCLUSION IN ACTION

This section reflects on experiences described in interviews with selected donors that are proactively developing and refining their strategies for supporting persons with disabilities. Although many organizations are working hard to include persons with disabilities, the CRPD and the paradigm shift it represents are relatively new, and there is a lot of work to be done to ensure that the treaty is used as a guide for intervention. The most important starting point is a positive commitment toward disability as a human rights issue. The purpose of this section is to demonstrate that including persons with disabilities in donor efforts is achievable and to help identify practical actions toward this goal.

2.1 STRATEGICALLY COMMIT TO INCLUSION

Adopting a human rights-based approach at the strategic level provides a mandate to ensure that efforts include and benefit people with disabilities.

Donors whose work is focused on a rights-based approach already have many of the prerequisites in place to incorporate disability because a rights-based approach emphasizes non-discrimination, participation and working with the most disadvantaged. Many of the strategic actions that ground disability-inclusive programs start with a rights-based approach.

◆ **Secure commitments from senior staff.**

We are very fortunate to have a CEO who is fully committed to disability inclusion.

High-level statements that include a commitment to meeting the needs of persons with disabilities help raise the visibility of disability issues across the organization and send a clear message to partners about the seriousness of the issue. Senior managers who lead by example make an important difference and reinforce the day-to-day work of program staff.

◆ **Set concrete organizational targets for disability inclusion.**

Introducing policies that require the visible inclusion of persons with disabilities in activities promotes the implementation of mainstreaming. Proactive measures need to be put in place

within regular planning, monitoring and assessment processes to increase

disability

inclusion. Examples include requiring project documents to specify the numbers of persons with disabilities participating in consultations or as beneficiaries of a particular activity. Donors can play an important role in promoting disability inclusion just by

requiring information on persons with disabilities as part of regular application and reporting processes.

We are really pushing to have disability mainstreamed. It is now a requirement in all project activities to ensure that persons with disabilities are fully engaged and participating like all other marginalized groups we are targeting.

◆ **Design inclusive budgets.**

Budgets need to be structured to accommodate the costs of support for the inclusion of persons with disabilities. It is important to ensure that adequate funding is built into all budgets to cover the costs of personal assistants (for those with mobility or visual impairments), support persons (for those with learning impairments or who are deaf-blind), sign language interpreters, additional transport, adapted materials and accessible venues. Often previously regarded as additional costs, donors that restructure their budget frameworks to include these costs for all projects ensure the move to mainstreaming is more efficient and appropriately resourced. Budgets restructured in

Human rights-based approaches emphasize :

- Equality and non-discrimination in all actions
- Participation and inclusion as a goal and a means
- Placing people at the center of development as agents for change
- Awareness of the barriers and obligations experienced by both rights-holders and duty-bearers helping to get to the root of development problems
- The need to work with the most excluded and disadvantaged to improve the situation for the whole community.

We recognized that accessibility for persons with disabilities in our development projects has cost implications and we are attempting to ensure adequate resources are being built into our grants.

this way will also support other marginalized groups. Elderly people or mothers with very young children, for example, may also benefit from access to funding for an accompanying person, and those from remote rural areas gain from increased transport provisions.

◆ **Collaborate with others.**

It is helpful for donors to work in collaboration with others on disability, especially where experience and resources are limited. Harmonizing efforts so that support is complementary ensures donors can use their comparative advantages to bring about positive results. Donors should consider opportunities for collaboration. If, for example, donors are planning on supporting large-scale education programs, they might look for collaborations with inclusive education practitioners to increase the opportunities available for children with disabilities.

2.2 IMPLEMENT INCLUSION

Mainstreaming disability takes time, commitment and resources. It's not a one-off activity but a change in approach.

Experience suggests that clear guidelines and targets on disability will improve the opportunities for persons with disabilities to benefit from donor investments. Once a donor has committed to mainstreaming inclusion, the next step is to devise a clear and transparent long-term plan for how that is to be achieved. When donors explicitly set out clear and specific disability objectives, they are better able to ensure that their programs will benefit persons with disabilities. These objectives must then be linked to practical actions.

◆ **Appoint disability champions.**

Disability champions – individuals who are asked to think specifically about the inclusion of people with disabilities – can be very effective for organizational change. Even where disability-specific staff do exist, having disability champions throughout the organization reinforces their work. Developing disability champions in different teams such as human resources, administration, program and management ensures there is always someone keeping watch for opportunities to promote inclusion.

◆ **Involve persons with disabilities in decision making processes.**

The slogan of the international disability movement, “Nothing about us without us,” is a strong and clear message that persons with disabilities must be included in decision-making that affects them. Involving persons with disabilities in processes such as strategic planning and program design provides donors with valuable insights into barriers and the formulation of inclusive methodologies that result in more effective efforts that reach and benefit all. Disabled people’s organizations are key stakeholders in community development and make excellent reference points for contact and information.

◆ **Specify disability as an element in baseline surveys and situational analyses.**

Disability affects how individuals and their families experience development. Their exclusion from communities and general services means persons with disabilities tend to be invisible in standard community assessment processes. Their capacities and needs therefore remain unaccounted for, and subsequent activities miss their participation. Specifying disability as a theme for investigation during standard baseline surveys and situational analyses is helpful in promoting inclusion. Understanding at least some of the challenges that persons with disabilities and their families face in accessing services helps to refine project activities so they become more disability sensitive.

We spend considerable time and money developing comprehensive situational analyses in our country programs. It was interesting how we thought they were comprehensive but we hadn't really developed the process well enough to include disability factors before.

◆ **Disaggregate data to include numbers of persons with disabilities.**

We want to ensure disability is built into all our program activities. The best way we found to do this is to make it a requirement of our monitoring and evaluation reporting.

Evidence is an important driver for donor strategies and decisions. It forms the basis of plans and evaluations and helps identify and explain areas of need. Such plans benefit from establishing processes that record data that is specific to persons with disabilities on a regular basis. Existing systems can be easily adapted to incorporate indicators linked to persons with disabilities.

The Washington Group at the World Bank has produced useful tools to help governments incorporate questions on disability into national census programs. These tools are based on a very simple classification system that identifies the barriers people experience rather than impairments. This works much better than asking people if they have a disability because definitions, diagnoses, cultural beliefs and stigma can all prevent people from sharing their disability status. These tools are easy to adapt to any situation and are useful for agencies carrying out baseline survey work.

www.cdc.gov/nchs/washington_group/wg_questions.htm

research documents the challenges faced by persons with disabilities and can contribute to advocacy efforts for disability rights and additional fundraising.

◆ **Make use of skilled and experienced persons with disabilities.**

Lack of experience in disability doesn't have to be a barrier for donors; persons with disabilities make excellent advisors if they are enabled to participate. Setting up advisory committees or reference groups of persons with disabilities to guide organizational changes, program development or funded activities provides huge benefits both for donors and persons with disabilities.

◆ **Support research linked to disability**

Using research projects as a foundation for developing work on disability has several benefits. Not only does it mean the donor gains valuable insight into the lives of persons with disabilities, but it also enables them to adopt more appropriate methodologies. For donors starting on the process of disability inclusion, the research process also enables them to develop relationships with key stakeholders. The research process itself can raise awareness and empower persons with disabilities, especially when they are directly involved as researchers. Publicly available

Our experience was that we simply didn't understand the disability sector well enough to know what the issues were and who to work with. Our approach to solving that was to begin to build better data on disability in the countries in which we work.



Tanzania Albino Society leader interviews district DPO representatives.

2.3 PROMOTE INCLUSIVE HUMAN RESOURCE STRATEGIES

Actionsthatbuildmore disability-friendlyorganizationshelp promote engagement withpeoplewith disabilities.

The more persons with disabilities work and volunteer within donor agencies, the greater the likelihood that the donor will be successful in achieving disability inclusion. Donors that create disability-friendly environments encourage the inclusion of more persons with disabilities as staff and program participants. Raising awareness amongst staff on the social model of disability, adapting communication and information systems and making offices, workshops and conferences accessible all help to create an inclusive atmosphere. The interviews conducted for this guide found donors that are making positive changes in their organizations.

◆ **Conductregulardisabilityawarenesstrainingessions.**

Raising awareness on the social model of disability across the whole organization, from chief executives to local partners, is key to successful inclusion. Creating positive attitudes toward disability makes a difference in how persons with disabilities are viewed as staff, partners and stakeholders. Tailoring training programs to an organization is important, whether it uses in-house skills or external consultants to develop and deliver them. A growing body of material is now available. Experience suggests using trainers with disabilities, at least initially, tends to have a greater impact on staff.

Our head officetendsto be a bit more aware of disability as a componentof our program, but our country staffand partners seem to be more isolatedfrom the discussionsSo we developed a trainingprogram on disability awarenessand how disability fitsinto our program.

◆ **Incorporatea sessionon disabilityawarenessinto staffinductionprograms.**

Inducting all new staff on disability rights raises individual awareness and builds commitment to inclusiveness within the organization and its programs. Disability engagement is not a one-off event. Making it a part of every staff member's experience gives people the chance to feel they can contribute.

◆ **Review human resources procedures for disability access.**

We are making concerted effort to change our recruiting and hiring procedures. Although we thought we were not consciously excluding persons with disabilities, we realized that we had de facto exclusions since we were not reaching out with supportive opportunities to apply.

Hiring more staff, volunteers or consultants with disabilities is an excellent way for donors to promote inclusion, and generally results in more disability-sensitive decision-making. Even in developed countries with equality legislation, there are always opportunities to improve accessibility during interview and hiring processes. In countries without equality legislation, modeling good practices for the recruitment of persons with disabilities might need to be promoted more actively.

To help overcome any gaps in experience, seek advice from experts, and ask persons with disabilities what makes information accessible and positive before going ahead with the recruitment process. Flexibility over minimum qualifications often helps persons with disabilities who may have good skills but lack formal credentials.

◆ **Make positive, practical changes to increase disability access.**

The commitment to access also applies to the working environment as a whole, so that, once recruited, persons with disabilities feel welcome and are able to succeed. Access to information is a key area of consideration, and any adjustments that are made to enable staff to participate will also provide models for use with grantees and partners.

There are many ways to adapt working environments to make them more accessible, even when large-scale alterations are not possible. Security and reception staff should all undergo disability-awareness and communication training so they can effectively welcome persons with disabilities and assist with their inquiries.

◆ **Create a sense of shared commitment by using access as starting point for wider discussions.**

Sometimes addressing very practical issues, such as producing business cards with Braille, having sign language interpreters at public events and using stories or images of persons with disabilities in speeches or public information, can lead to a sense of pride throughout the organization in its disability work. It touches everyone, regardless of their roles and prompts them into thinking about why inclusion is important.

I was blown away by how simply discussing the addition of Braille to our business cards created an opportunity to discuss how disability links into our organization's wider commitment to rights.

** People with disabilities are more likely to be unemployed and earn less when they are employed.*

World Report on Disability 2011, WHO



Deaf students at school in Botswana.

PART 3 SUPPORTING THE WORK OF ORGANIZATIONS RUN BY PERSONS WITH DISABILITIES

Direct support for disability rights, and to disabled people's organizations (DPOs) in particular, is a new area of focus for donors and committed funding is currently limited. Even in countries that have been at the forefront of disability and development, the full inclusion of disability into development policies has not yet taken place. With the CRPD, however, donors have a clear framework to guide their efforts, whether that be mainstreaming disability into current focus areas such as education, establishing disability specific funding streams or both. Donors also have a clear obligation to address disability, as Article 32 on International Cooperation mandates that donors' aid policies and practices support the implementation of the rights of persons with disabilities.

The CRPD specifically requires partnerships between donors and civil society and commits signatories to actively consult with and to assist DPOs. This creates a huge opportunity for donors to develop the capacity of persons with disabilities and their organizations and to tap a resource for disability expertise to support inclusive programming.

Although resourcing DPOs through traditional funding channels can be challenging, especially for large donors, many of the issues are not unique to disability. The obstacles are similar to funding other small civil society organizations and emerging rights movements (such as indigenous rights). This section explores several ways that donors can support DPOs and incorporate a disability-rights perspective into their work.

3.1 SUPPORT DPOs DIRECTLY

Funding the development of disabled people's organizations helps increase the visibility of disability issues, promotes inclusive development and supports rights advancement.

Strengthening DPOs to act as powerful role models for inclusive development and to take the lead in championing disability rights is a critical strategy for implementing the CRPD. DPOs are best able to reach out to persons with disabilities in their communities and draw

on their skills and knowledge to raise awareness, challenge stigma and promote improved living conditions. Several donors have found that prioritizing support for representative groups of persons with disabilities is critical; persons with disabilities are the best advocates for securing their rights.

Therefore, finding ways to identify and support DPOs makes an important contribution toward the human rights agenda and inclusive development. This section provides examples of how donors have made their application processes more accessible to DPOs and illustrates the kinds of support donors can provide to DPOs.

- Keep application procedures as simple as possible.
- Partner with DPOs in program design.
- Simplify reporting requirements.
- Adapt communication methods to increase accessibility.
- Use skilled persons with disabilities to help assess and support DPO grantees.
- Consider multi-year grants.
- Start small.
- Make DPO capacity building an objective in itself.
- Provide opportunities for training and networking.
- Support the development of leaders.

◆ **Keep application procedures as simple as possible.**

Given their historic exclusion (including from education), and lack of access to donors, DPOs have relatively little experience working with donors. In open, competitive funding environments, therefore, DPOs often struggle to meet basic eligibility criteria and consistently produce applications that appear weak, even in comparison to other civil society organizations. DPOs also tend to be unfamiliar with the language of rights-based development, and this can make their applications appear to lack innovation.

If possible, donors can address these obstacles by simplifying inquiry processes. For example, donors might:

- Provide clear funding priorities so DPOs understand the type of work donors are able to support. Examples of past projects that received funding can be helpful.

- Create an initial approach that does not require a full application upfront. Many donors use a “letter of inquiry” process that allows applicants to briefly describe an activity concept without needing to submit a full proposal.
- Describe the outline of a project description in basic terms, avoiding jargon. Clear details from the donor side will lead to stronger applications.

◆ **Partner with DPOs.**

Some donors have found that directly engaging DPOs in the development of activities and monitoring tools provides significant long-term benefit to DPO capacity-building and project success. DPOs often have the best understanding of specific needs and approaches that will work on the ground.

Though partnering with DPOs in their designing activities is not possible for all donors, a more hands-on approach guides grantees through activity planning and monitoring techniques. DPOs appreciate the partnership approach and its opportunities for learning and sharing their own needs and experiences. The process can create more mutually respectful relationships.

We take a very hands-on approach with our DPO grantees. We work with them to actually design their project activities. They have the best understanding of what the specific needs are and what approaches will work on the ground.

◆ **Simplify reporting requirements.**

Reporting can be challenging for DPOs, but when the process is simplified, reporting often improves. Many persons with disabilities still have limited access to formal education, so levels of literacy and numeracy tend to be quite low. Record keeping may be difficult for community-based organizations, but small grants can provide an excellent opportunity for them to gradually develop their systems and skills. Keeping formats as simple as possible and focused on key information such as “what has changed” and “what presents challenges” encourages success, develops capacity and still meets donors’ needs for accountability.

◆ **Adapt communication methods to increase accessibility**

So much of our work in disability depends on effective and efficient translation from one language to another or from one language medium to another

Supporting DPOs presents several challenges with respect to language and communication. DPOs need to be supported by good language translators who understand both the ideas and needs of the client group and the demands of the donor.

Many other communication considerations are also critical. Deaf associations benefit from the support of interpreters who can translate signed information into written forms; associations of persons with visual impairments benefit from speech-to-text computer software; and associations of persons with learning impairments benefit from the support of advocates who can interpret ideas and thoughts into written forms. Ensuring these services are in place and of good quality is part of the right to information for persons with disabilities. These essential services also require financial support, which should be built into all budgets.

◆ **Use people who are skilled in disability issues to help assess and support DPO grantees.**

When donors have limited in-house experience and expertise on disability issues, using skilled consultants improves the chances for successful outcomes. Using consultants experienced in disability enables donors to assess the risks more thoroughly and to consider what specific forms of support might be needed by DPOs in order to succeed. Choose consultants who have specific areas of expertise (for example, those who specialize in working with deaf people or who have comprehensive knowledge about the disability sector of a country) for direct inputs to support program activities, progress assessments or final evaluations.

◆ **Consider multi-year grants.**

Multi-year grants provide the best structure for ensuring success. Longer time frames allow for building capacity and overcoming barriers as well as achieving successful outcomes. The work needed to meaningfully influence changes in societal attitudes and behavior and create

Our experience is that disability inclusion faces huge issues of acceptance and integration in developing countries. As a result, we believe that multi-year funding is essential to address these challenges.

policy takes time. DPOs need sustained, long-term core support to develop the necessary skills and to apply them to their work. Multi-year grants also provide donors with the critical learning space needed to understand the field and how best to engage with DPOs.

◆ **Start small and gradually increase support.**

Smaller grants with clear and focused objectives develop DPO capacity and increase the chances of DPOs successfully implementing activities. They also provide an opportunity for learning about the management of grant funds and donor processes at a reasonable scale. Avoid scaling up support too fast. A gradual approach allows DPOs to develop their confidence, organizational capacity and skills in ways that are locally sustainable.

We have found that working with DPOs, like other grassroots organizations, requires that we start with small grants and increase the size and scope of the work over time, building success one step at a time.

◆ **Make DPO capacity building an objective in itself.**

Persons with disabilities should be their own best advocates in securing their rights. To advocate effectively and engage with development processes, their organizations must be strong, strategic and stable. Building that capacity to be effective, sustainable organizations for change should be a high priority for donors. Strengthening the skills and human resources within organizations alongside activity-based outcomes can be an efficient and effective strategy.

◆ **Provide opportunities for training and networking experiences.**

Persons with disabilities often lack access to information and knowledge that could improve the advocacy, services and activities that their organizations provide. Opportunities for training and sharing experiences, including within the community of local civil society organizations, can have significant impact. Support for events (such as conferences around disability and HIV or inclusive enterprise development) as well as expanding access to mainstream events (where networking and information sharing on poverty reduction, development and rights are on the agenda) makes a critical difference for both persons with disabilities and the development community. Networking exposes DPOs to innovative work occurring in other regions and fields and expands their visions for tackling the problems

they see in their communities. It also brings the voices and expertise of persons with disabilities to other issue areas.

- **Support the development of leaders.**

Some donors have found building leadership and management skills in particular is a strategic way to improve organizational capacity. The exclusion of persons with disabilities from mainstream society often means that the leaders of the movement have not had access to the same educational and development opportunities as others. In addition, social exclusion, particularly within the educational system, may mean that organizations lack depth. Support that addresses these human resources issues is critical in ensuring that DPOs can tackle the enormous rights and development challenges they face.

3.2 WORK THROUGH INTERMEDIARIES

Working through intermediary funders can be an effective alternative to direct funding.

Directly supporting disabled people's organizations is central to a human rights approach. Unfortunately, the capacity and structure of some donor organizations makes such an approach difficult and is not always compatible with the needs of DPOs or those working at the grassroots level. A donor's size and funding guidelines might also inhibit them from directly supporting DPOs. Working through intermediary funders can provide an effective alternative to direct funding. This section considers a few examples of funding approaches that donors have used successfully to support DPOs.

- **Support intermediary grantmakers.**

We recognized the value of working with organizations dedicated to a focus on disability so building partnerships with these organizations is a priority

Several international organizations provide support to DPOs directly. Some, such as the ABILIS Foundation, focus exclusively on disability, development and human rights. They have deep experience engaging with the DPO community and provide vital financial and technical support. Such donors often take a hands-on approach with grantees, providing support through partner organizations located in the field.

Other intermediaries, such as Mama Cash or American Jewish World Service, include DPO funding in their broader mandates to address the rights of marginalized populations, without specific grantmaking programs or budgets targeted towards DPOs. However, because they often work with similar sized organizations, their approaches can be easily adapted to DPOs.

- **Support funding collaborations.**

Pooled funds, such as the Disability Rights Fund, provide mechanisms through which larger donors, even bi-laterals, can connect with persons with disabilities at the grassroots level. Smaller donors might also find that a collaborative fund is the most efficient mechanism to support DPOs and learn more about the rights of persons with disabilities without having to establish their own funding programs.

Disability was an important program element for us, but our civil society funding mechanism was not being accessed by disability organizations.

Collaborative funds create a mechanism for donors to work with DPOs at a meta-level, while the collaborative staff manages the day-to-day grantmaking. Some donors have found that their experience with pooled funds has enabled them to develop additional support for DPOs in their broader programs, including grantmaking.

- **Establish disability focused funding “envelopes” in country-specific civil society funding mechanisms.**

Some large-scale donors can support disability organizations directly by establishing their own intermediary delivery structures. In countries of high priority, and where the need is significant, donors can develop funding mechanisms with an appropriately staffed coordination center that is fully knowledgeable of the disability sector and provides support in the development, administration and evaluation of disability project funding within the country.

- **Fund international NGOs for DPO projects.**

Traditionally, addressing disability has been achieved by funding large international NGOs. Some donors are simply unable to directly support DPOs, or they may have

We found that some large international NGOs with whom we share similar attitudes and approaches to disability make good partners for implementing work on the ground where it is not possible for us directly.



DPO meeting in Sudan.

funding guidelines that require immediate scale or expertise that DPOs cannot provide. In such situations, NGOs can advance the rights of persons with disabilities or build the capacity of DPOs. Because of the potential for disenfranchisement of persons with disabilities, donors have shared the following established practices that increase the likelihood that DPOs participate and genuinely benefit from such programs:

- Structure objectives to include capacity-building activities for DPOs such as training, mini-grants or other approaches to strengthen DPOs skills and sustainability.
- Hire program leaders and staff with disabilities, wherever possible.
- Support the establishment of an administrative committee that includes DPO representatives to bring direct experience to the program and build support in the community.
- Explicitly include collaborative activities where DPOs take on project responsibilities and activities.

 *More than 80% of people with disabilities live below the poverty line in developing countries.*

Hope, T. 2003, 'DISABILITIES: Aid Groups Call for A UN Convention To Protect Rights', UNWire, 14 Feb.



Mobility tricycle, Tanzania

PART 4 USEFUL INFORMATION

4.1 Examples of national federations or unions of persons with disabilities

Federations or national unions of persons with disabilities are networks of cross-impairment DPOs, often positioned to lobby and influence government services and legislation. Many of these networks focus on removing barriers, improving access and challenging discriminatory beliefs and practices rather than representing single impairment issues.

There is also representation at the regional and international level with bodies such as the Southern Africa Federation of the Disabled (SAFOD) and the World Federation of the Deaf, which support the promotion of international frameworks like the CRPD or the African Decade of Disabled Persons and the Biwako Millennium Framework for Action towards an Inclusive, Barrier Free and Rights Based Society for Persons with a Disability.

Examples of national federations or unions

- National Union of Disabled Persons of Uganda
- Federation of Disabled People's Organizations in Malawi
- Ethiopian Federation of National Associations of Persons with Disabilities
- Cambodia Disabled People's Organization
- National Federation of the Disabled - Nepal

4.2 Examples of inclusive grantmaking mechanisms

ABILIS Foundation
<http://www.abilis.fi/>

The Disability Rights Fund (DRF)
www.disabilityrightsfund.org

4.3 Web sites of organizations and initiatives providing important sources of information on disability

UN ENABLE

<http://www.un.org/esa/socdev/enable/>

Global Partnership on Disability and Development (GPDD)

www.gpdd-online.org/

Disabled Peoples' International (DPI)

www.dpi.org

International Disability and Development Consortium (IDDC)

www.iddcconsortium.net

International Disability Alliance (IDA)

www.internationaldisabilityalliance.org

SOURCE

www.asksource.info

4.4 Examples of international NGOs working in the field of disability

ADD International (www.org.uk)

CBM International (www.cbm.org)

Deaf Child Worldwide (www.deafchildworldwide.info)

Handicap International (www.handicap-international.org)

Leonard Cheshire International (www.lcint.org)

Mobility International USA (www.miusa.org)

SENSE International (www.senseinternational.org.uk)

Sights Savers International (www.sightsavers.org)

4.5 Reports and references on disability

UNDG Guidance Note for Country Teams:

http://www.un.org/disabilities/documents/iasg/undg_guidance_note.pdf

Travelling Together: How to include disabled people on the main road of development

www.worldvision.org.uk/travellingtogether

World Health Organization CBR Guidelines (2010)

www.who.int/disabilities/cbr

Water and sanitation for disabled people and other vulnerable groups: designing services to improve accessibility. (Jones, H.E. and Reed, R.A.) Water Engineering and Development Centre; DFID: UK.(2005)

<http://wedc.lboro.ac.uk/wsdp>

Making It Work

<http://www.makingitwork-crpd.org/>

'Practical lessons from four projects on disability-inclusive development programming' (Sue Coe and Lorraine Wapling) Development In Practice: Volume 20, Number 7, September 2010, pp 879-886.

<http://www.informaworld.com/DIP>

END NOTES

ⁱ United Nations Common Understanding on the Human Rights-Based Approach to Development Cooperation, United Nations Development Group Web site, (www.undg.org)

ⁱⁱ Albert, Bill. "Capacity Building of Disabled People's Organizations in the South. The Scandinavian Model," International Disability Equality Agency. Norwich, UK (September 2007).



Inclusive class, India

