Imprint

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# Making PRSP Inclusive

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### Abbreviations

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<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>ADD</td>
<td>Action on Disability and Development</td>
</tr>
<tr>
<td>APR</td>
<td>Annual Progress Report</td>
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<tr>
<td>CAS</td>
<td>Country Assistance Strategy</td>
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<tr>
<td>CBM</td>
<td>Christoffel-Blindenmission</td>
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<tr>
<td>CBO</td>
<td>Community Based Organisation</td>
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<td>CCBRT</td>
<td>Comprehensive Community Based Rehabilitation in Tanzania</td>
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<tr>
<td>CDF</td>
<td>Comprehensive Development Framework</td>
</tr>
<tr>
<td>CIARH</td>
<td>Coordinadora de Instituciones y Asociaciones de Rehabilitacion de Honduras</td>
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<tr>
<td>CS</td>
<td>Civil Society</td>
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<tr>
<td>CSO</td>
<td>Civil Society Organisation</td>
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<tr>
<td>DFID</td>
<td>Department for International Development (Great Britain)</td>
</tr>
<tr>
<td>DOLASED</td>
<td>Disabled Organization for Legal Affairs and Social Economic Development (Tanzania)</td>
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<tr>
<td>DPO</td>
<td>Disabled People’s Organisation</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>FENOPDIH</td>
<td>Federación Nacional de Organismos de Personas con Discapacidad de Honduras</td>
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<tr>
<td>G 7</td>
<td>Group of Seven</td>
</tr>
<tr>
<td>G 8</td>
<td>Group of Eight</td>
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<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
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<tr>
<td>GTZ</td>
<td>Deutsche Gesellschaft für technische Zusammenarbeit (German technical development Co-operation)</td>
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<tr>
<td>HDI</td>
<td>Human Development Index</td>
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<tr>
<td>HIPC</td>
<td>Highly Indebted Poor Countries</td>
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<tr>
<td>ICD</td>
<td>Information Centre on Disability (Tanzania)</td>
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<tr>
<td>ICF</td>
<td>International Classification of Functioning, Disability and Health</td>
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<tr>
<td>ICIDH</td>
<td>International Classification of Impairments, Disabilities and Handicaps</td>
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<tr>
<td>IFI</td>
<td>International Financial Institution</td>
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<tr>
<td>ILO</td>
<td>International Labour Organisation</td>
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<tr>
<td>IMF</td>
<td>International Monetary Fund</td>
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<tr>
<td>INGO</td>
<td>International Non-Governmental Organisation</td>
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<tr>
<td>I-PRSP</td>
<td>Interim Poverty Reduction Strategy</td>
</tr>
<tr>
<td>JSA</td>
<td>Joint Staff Assessment</td>
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<tr>
<td>JSAN</td>
<td>Joint Staff Assessment Note</td>
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<tr>
<td>MDG</td>
<td>Millennium Development Goal</td>
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<td>MTEF</td>
<td>Medium Term Expenditure Framework</td>
</tr>
<tr>
<td>NFOWD</td>
<td>National Forum of Organisations working for the Disabled (Bangladesh)</td>
</tr>
<tr>
<td>NGO</td>
<td>Non-Governmental Organisation</td>
</tr>
<tr>
<td>PA</td>
<td>Parent’s Association</td>
</tr>
<tr>
<td>PET</td>
<td>People’s Empowerment Trust (Bangladesh)</td>
</tr>
<tr>
<td>PPA</td>
<td>Participatory Poverty Analysis</td>
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<tr>
<td>PRGF</td>
<td>Poverty Reduction and Growth Facility</td>
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<td>PRS</td>
<td>Poverty Reduction Strategy</td>
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<td>PRSC</td>
<td>Poverty Reduction Support Credit</td>
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<tr>
<td>PRSP</td>
<td>Poverty Reduction Strategy Paper</td>
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<tr>
<td>PSIA</td>
<td>Poverty Social Impact Analysis</td>
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<tr>
<td>SAP</td>
<td>Structural Adjustment Program</td>
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<tr>
<td>UN</td>
<td>United Nations</td>
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<tr>
<td>UNDP</td>
<td>United Nations Development Program</td>
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<tr>
<td>UNICEF</td>
<td>United Nations Children’s Fund</td>
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<tr>
<td>USAID</td>
<td>United States Agency for International Development</td>
</tr>
<tr>
<td>WB</td>
<td>World Bank</td>
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<tr>
<td>WHO</td>
<td>World Health Organisation</td>
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1 Introduction

1.1 Why Is This Handbook Necessary?

This handbook is part of the “Poverty Reduction Strategy Paper and Disability” project initiated by Judy Heumann, Disability Advisor of the World Bank, and funded by a German trust fund. The Christoffel-Blindenmission (CBM) and Handicap International implemented the project in 2005 in cooperation with German and Tanzanian disabled peoples organisations (DPOs) and other organisations working in the field of disability. The project consisted of two parts: the production of materials on Poverty Reduction Strategy Papers (PRSPs) and disability (through Handicap International), and the implementation of a PRSP workshop in Tanzania (through CBM).

The reason for initiating this project was the observation that DPOs and people with disabilities rarely participate in any PRSP process, even though one of the main principles of such a process is the active involvement of the civil society in the formulation, implementation and evaluation of a country’s national poverty reduction strategy. However, this fact simply reflects a common tendency: people with disabilities are generally “invisible” within most societies and lack a strong and united voice.

This handbook presents experiences, proposes ideas, and comments on how DPOs and people with disabilities may enter and participate in national PRSP processes.

1.2 For Whom?

The handbook generally addresses everyone working in the field of disability (non-governmental organisations (NGOs), service providers, professional associations, etc.). It is aimed mainly at people with disabilities, DPOs and parents’ associations (PAs) which intend to participate in their respective national PRSP process. It is important to integrate the disability dimension into each national PRSP; people with disabilities and DPOs are clearly qualified experts in this field. Nevertheless, the issue is complex and demands a certain level of education, professionalism and degree of organisation in order to understand and follow the process and its documents. Therefore this handbook addresses in particular key persons within DPOs, coordinators, trainers and facilitators, and seeks to provide them with information, resources and links with regard to important issues in the PRSP process. It may be used as a resource for preparing a training course or a workshop, but is not a training guide itself.

1.3 How to Get the Most out of This Handbook

The best way to use this manual is not to read the entire text from the first to the very last page. Rather, the most effective way is for readers to choose issues according to their needs, depending on their specific situation and previous knowledge. The handbook proposes a modular system with chapters that provide general background information, links, resources and tools on key issues regarding PRSP, disability and
project and process management. What the manual does not do is provide any ready-made prescriptions and solutions that would enable the topic of disability to be successfully integrated into any national PRSP.

The first four chapters are required reading, as they provide the reader with orientation and summarise the main themes of this document. These make it easier to use the specific materials in the final two chapters.

1.4 The Structure of This Handbook

The topic of “PRSP and disability” involves a complex series of interactions on three different levels. First, the political, cultural and historical situation varies for each country. Second, the PRSP approach adopted and state reached in the process are also very country-specific. Third, the competences and capacities of DPOs and the existence of a national disability movement plus its strengths differ significantly from country to country.

This handbook provides information on important issues concerning the PRSP process. It seeks to be as concise as possible and as comprehensive as is necessary, balancing between providing basic information for beginners as well as details and useful links designed for more experienced readers interested in or already working in the field of disability. This handbook has a pyramid structure, concise at the top, and progressively becoming broader and more comprehensive towards the bottom, as per the following diagram:
The remainder of this handbook is structured as follows: Chapter 2 provides a basic overview of the PRSP process, giving a short summary of the definition, use and stakeholders of the PRSP process, and approaches to PRSP and disability. Chapter 3 proposes several steps for initiating a process with the aim of including disability issues in national PRSPs. Chapter 4 explains the three main phases of a PRSP (formulation, implementation, and monitoring and evaluation), and indicates possible entry points for civil society participation.

Chapter 5 is divided into five individual chapters which address important issues related to PRSPs in general, and DPOs trying to become involved in their respective national PRSP more specifically:

Chapter 5A – “Case Studies” summarises experiences from four countries (Honduras, Bangladesh, Sierra Leone and Tanzania) on how organisations of and for people with disabilities became engaged in their national PRSP process.

Chapter 5B – “PRSP and Stakeholders” presents important elements of the PRSP approach, its structure, development and content. It also provides an overview of the relevant stakeholders, their internal organisational structures, their mutual links and the relationships between them. This chapter presents different opinions on the PRSP approach as well as its links to the issue of disability.

Chapter 5C – “Disability” first introduces the different models, approaches and definitions of disability, impairment, etc. It then identifies the key sectors within the concept of PRSP that are most relevant for disability: health, rehabilitation, social protection, education, employment and accessibility. At the same time, this chapter seeks to encourage the mainstreaming of disability in all PRSP sectors. It is designed to serve as background information, enabling an analysis of the relationship between the PRSP and the issue of disability in each individual country.

Chapter 5D – “Process and Project Management” seeks to provide general information on negotiations as well as project and process management in order to facilitate the development and implementation of a joint national strategy for disability stakeholders in general and, more specifically, in respect to the PRSP process. It introduces the concepts of organisational self-assessment and stakeholder analysis: these tools enable the existing potentials of DPOs to be assessed, and additionally provide a basis for networking.

Chapter 5E – “Lobby and Advocacy: Influencing Policies” presents different ways of influencing policies, such as effective advocacy, lobbying and campaigning activities. It proposes various communication techniques, and ways of contacting and convincing key representatives in the national PRSP process.

Finally, Chapter 6 is designed as a Toolbox containing tools to facilitate the discussion and planning process. It also provides further information on specific issues, as well as a glossary containing key words used in this document, plus terminology specific to the PRSP approach and to the issue of disability.

In each section, internet links , bibliographical links and cross references to tools help the reader to intensify his or her research by providing more details on specific topics.
2 Overview

2.1 What is PRSP?

The abbreviation “PRSP” stands for Poverty Reduction Strategy Paper, which is a concept developed by the World Bank and the International Monetary Fund (IMF) in 1999. The idea behind this was that low-income, highly indebted countries should develop and formulate a national plan on how to reduce poverty in their country and improve the living situation of their citizens. Once a country has established a national PRSP, it can apply for debt relief from the World Bank, the IMF and donor countries, and may gain access to new credits, loans and grants.

Various national stakeholders participate in the formulation of this strategy and draw up the PRSP document accordingly. The final version should reflect overall stakeholder consensus. PRSPs also provide a roadmap indicating the priority actions to be taken that will lead to poverty reduction. The PRSP approach is becoming increasingly important, since it is not an isolated tool used just by the World Bank and the IMF, but is also supported by other international development partners, and is linked to international and national strategies and policies. Today, PRSP processes can be found in almost 70 countries worldwide.

Chapter 5B, sub-sections 1–2.2 present the origin and the basic principles of the PRSP approach.

2.2 Who is Responsible for the PRSP?

A number of stakeholders are involved in the development and implementation of the PRSP: the government, the civil society, the World Bank, the IMF, and other development agencies. The PRSP should be country-owned: the government has the leading role in the process, and civil society should participate as much as possible. The World Bank, the IMF and development agencies provide technical and financial support for this process.

What is the role of the government?
The government is responsible for the overall coordination of the process. In many countries a separate unit, department or office is in charge of this task. For example, Tanzania has set up a PRSP unit within the Vice President’s Office. The government outlines the timeline and the methodology for the PRSP process.

Which actors are covered by the term “civil society”, and what is their role?
The civil society includes all stakeholder groups and individuals besides the government. The term refers to single persons and organisations, such as NGOs, community-based organisations (CBOs), faith-based organisations, trade unions, etc. The government should develop a strategy for poverty reduction together with representatives of all of these stakeholders.
How do the World Bank and the IMF operate?
Almost all countries of the world are members of these two international financial institutions (IFI), which intend to regulate the global economic system and provide assistance to nearly all developing countries. The World Bank in particular supports low-income countries through the provision of financial and technical support. As part of the PRSP process, they advise their client countries, decide on whether to lend money and how much, and grant debt relief. The World Bank for its part has written a “Sourcebook on Poverty Reduction Strategies”, which provides guidelines for any PRSP process.

International organisations
International (donor) organisations have a different function in the PRSP process: they mainly offer technical advice to both government and civil society. They also provide financial support for all stages of the process, as well as in some cases staff secondment to the national PRSP institutions. In many countries the different donor organisations form groups that meet regularly (e.g. monthly) to discuss the state of progress of the PRSP.

How is the cooperation between these stakeholders organised?
The national government leads the process. It organises events – such as conferences, seminars or workshops – in which civil society representatives participate, with the aim of offering the opportunity to conduct open discussions and to exchange information. An increasing number of countries have established specific PRSP institutions, e.g. technical committees or working groups which provide a sustainable framework for the development of the PRSP process. Very often these institutions include a mixture of different stakeholders. In some countries, civil society organisations (CSOs) coordinate their own consultative and participatory process by establishing networks, raising awareness on their behalf and trying to persuade policymakers.

→ Chapter 5B, sub-section 3, provides more details on stakeholders and their analysis

2.3 What Is the PRSP about?
According to the World Bank and the IMF, PRSP documents should do the following:
1. Explain the participatory process leading to the formulation of the PRSP
2. Describe the poverty profile of the country
3. Set targets and priorities within the proposed policy measures
4. Provide a plan for monitoring and evaluation.

The PRSP document describes the poverty profile of the country, ideally based on a poverty analysis. Goals, targets and indicators are based on this profile, defining the criteria for measuring their future achievement (for example: “Within the next five years, the number of persons living in poverty will be reduced by 30 %”). The prioritisation and planning of actions follows accordingly. This action plan often turns out to be the most difficult part, as nearly all countries face many different challenges at the same time, and the involvement and coordination of all stakeholders requires in
fact a very professional approach and effective organisation. The PRSP document also includes a plan for monitoring and evaluating the implementation of the projects and programmes.

The new understanding of poverty emphasises its multidimensionality. As a PRSP affects a wide range of areas, it includes almost all sectors of society. The proposed measures and actions address many different issues, e.g. the macro economy, trade, private industries, infrastructure, agriculture, governance, education, health, social protection, gender, environmental protection, rural development, etc. In consequence, PRSP documents are very comprehensive and are on average around 200 pages long.

Chapter 5B, sub-section 2.3., describes the content of PRSPs

### 2.4 How Does the PRSP Process Work?

A PRSP process consists of three main phases: formulation, implementation and monitoring/evaluation. PRSP is an ongoing learning process, meaning that all stakeholders involved should critically reflect on their work and make efforts to improve it at all stages.

The poverty analysis is the starting point of the PRSP process, and is designed to help understand the specific causes and consequences of poverty within the country concerned. The analysis gathers quantitative data (e.g. the number of people living in poverty) as well as qualitative data (e.g. the feelings and individual views of persons affected). The poverty analysis indicates the priority issues and forms the basis for the formulation of the PRSP strategy. This takes several steps, during which the different stakeholders discuss the various drafts of the PRSP until they reach consensus. In this process of formulating the PRSP, it is essential that the government organises participatory events enabling an exchange between all stakeholders. This usually requires a substantial amount of time: the establishment of a full PRSP takes on average 24 months. Most countries therefore formulate an Interim PRSP (I-PRSP) before the full version, in order to gain access to debt relief and credits as soon as possible. However, the drawback of an I-PRSP is that the participation of the civil society is generally limited. The government then sends the finalised PRSP to the World Bank and the IMF for assessment and approval of the strategy.

After the proposed activities have been authorised, the implementation phase starts. A comprehensive PRSP will already include the different responsibilities and a budget for the implementation of activities. The government is supposed to align its
annual national budget according to the PRSP, and the ministries are expected to plan and facilitate the required actions. In some countries, CSOs and international stakeholders are also strongly involved in the implementation phase, which lasts three to five years.

The monitoring and evaluation process starts parallel to the implementation. It allows the actions and measures taken to be monitored and provides an indication of their efficiency regarding poverty reduction. The government has to submit regular progress reports (approximately once a year) to the World Bank and the IMF. In the last year of the implementation phase, all stakeholders again jointly evaluate the whole strategy in order to revise the PRSP paper where necessary. The new PRSP is based on this revision, and effectively restarts the process. Experience shows that revising the PRSP entails considerable work, as it normally starts during the implementation and monitoring of actions stage of the original PRSP. The revision itself takes approximately one to two years.

Chapter 4 and Chapter 5B, sub-section 2.3, explain the structure of the PRSP process in more detail

2.5 Who Finances the PRSP?

The national budget of a country allocates most financial means for implementing the PRSP. However, an increasing number of international donors also support the PRSP concept with a direct budget, adding this to the governmental budget rather than purely providing money for projects and programmes as in the past. The discussion on financial issues and the allocation of money within the national budget also requires a participatory approach with the contribution of the civil society, even though for non-economists this subject is very complex and challenging. In recent years there have been many efforts to make this process more transparent to the public, e.g. by conducting budgetary audits and increasing the number of discussions. However, more improvement still needs to be made in this regard.

2.6 Why Is It Important to Include Disability in the PRSP?

Disability is a cause and consequence of poverty: poor people are more likely to have a disability, and people with disabilities are more likely to be poor. The World Health Organization (WHO) estimates that 7–10% of the world’s population live with a disability. Various aspects of poverty affect people with disabilities; in general, they have little financial means, but they also have no political power and face discrimination at all levels of society. The PRSP approach accordingly defines poverty not only as a lack of financial and material means, but also as a lack of social freedom, justice and equal opportunities.

The PRSP process addresses all sectors of society, all of which are, without exception, also relevant for people with disabilities. Studies show that the participation of DPOs leads to a very different approach to disability issues within the PRSP: Without DPOs,
for example, most activities proposed for people with disabilities follow a concept based on charity, while with the participation of DPOs, the focus shifts clearly to education, training and employment. The active involvement of people with disabilities and DPOs is therefore necessary at every stage of the PRSP, as they are the experts on specific poverty issues.

Initially only a few PRSPs considered people with disabilities; nowadays, the number is increasing. However, the quality and quantity of the proposed activities still varies extremely for the following three reasons: First, for a long time the World Bank itself failed to notice people with disabilities and their requirements. The World Bank’s main guideline, the “Sourcebook for Poverty Reduction Strategies”, lacks a comprehensive approach that appropriately addresses the issue. Second, in the past people with disabilities and their organisations seldom participated in the PRSP process. Third, few studies have been undertaken regarding the situation of people with disabilities, which means that there is only limited understanding of important issues. And as the poverty analyses conducted rarely include people with disabilities, the proposed actions seldom address the real problems.

Chapter 5B, section 5 discusses the situation of the PRSP process vis-à-vis disability
Chapter 5C provides some basic definitions, as well as an explanation of sector approaches to disability

2.7 How Can a DPO Participate in the PRSP?

Like all other CSOs, DPOs have the right to participate in the national PRSP process. The context and approach vary considerably from country to country, as do the stage reached and state of progress of the national PRSP. However, in general all stages of the process offer entry points for the civil society, of which the most significant are:

1. Formulation: A Participatory Poverty Analysis (PPA) is often part of the formulation stage, allowing DPOs to contribute their opinions and experiences with poverty. After the formulation process has started, DPOs may then review the PRSP drafts, comment on them, propose some new important issues, contact the persons in charge of PRSP formulation, and participate in PRSP workshops, conferences, etc.

2. Implementation: During the implementation of the PRSP strategy, the contribution of DPOs includes providing advice, sensitisation, project execution, etc.

3. Monitoring and evaluation: Sometimes the responsible institutions and structures offer the civil society and DPOs the opportunity to participate, observe and evaluate the quality and quantity of activities.

The PRSP process is based on a long-term perspective: after entering at one point, DPOs need patience and endurance to participate regularly and continuously. Single interventions may have an effect in the short term, but they will never result in long-lasting changes. However, a long-term approach demands minimum capacity on the part of the DPO concerned. In order to obtain a realistic picture about a given
organisation’s capacity, the carrying out of an organisational self-assessment may represent a helpful start. This provides the basis for any future planning on the part of the DPO, and offers the opportunity to identify and overcome existing difficulties, thereby contributing to the unity of the national disability movement. The PRSP is a countrywide strategy and involves many different stakeholders; for this reason, networking and alliances are essential ways of becoming stronger. Only through close cooperation with other organisations is it possible to achieve unity; this also ensures that essential issues are given more prominence. Furthermore, the systematic use of lobbying and advocacy tools and techniques is essential in order to find the right and most successful approach for each country.

- Chapter 4 describes these entry points in more detail
- Chapter 5C, section 5 explains the sector approaches on PRSP and disability
- Chapter 5D introduces different approaches to process and project management
- Chapter 5E presents basic lobbying and advocacy techniques

3 How to Initiate a PRSP and Disability Process

3.1 Important Steps and Elements

There are various methods and approaches that enable DPOs to participate in a national PRSP process. The scope ranges from a single intervention at a specific event to continuous, long-term participation; this depends on many different elements such as the general level of motivation, existing capacities, available funds, and the communication and information system.

Independent of these differences, four basic steps need to be followed if a process addressing PRSP and disability is to be successfully initiated:

- **Step 1: Orientation Phase**
- **Step 2: Meeting of possible allies**
- **Step 3: Identification of possible entry points**
- **Step 4: Development and implementation of a joint strategy**

In reality, these phases overlap: the information gathering and data collection proposed as part of the orientation phase are in fact ongoing processes; meetings, workshops and seminars are always the most important means for exchange and coordination; the defined strategy needs to be adjusted from time to time. Therefore these four steps serve as important points of reference that need to be included at some stage when initiating the participation of DPOs in the national PRSP process.

3.1.1 Orientation Phase

Usually general and even specific information already exists about disability and PRSP stakeholders. However, an efficient stakeholder analysis will provide interesting new aspects even for experienced experts in the field when carried out with a variety of different stakeholders.

**Analysis of Disability Stakeholders: Internal and External**

Disability stakeholders can be analysed on two levels: the external and the internal.

The external analysis evaluates the whole system of stakeholders involved in the field of disability. It supplies information about possible allies and partners, and explains the relationships between these stakeholders. Going into more depth, it facilitates the choice of partner organisations and provides valuable elements for any DPO seeking to find an appropriate position within the system.
The internal analysis usually entails an organisational self-assessment. This enables the DPO to evaluate its own capacities and potentials more effectively. Such a self-assessment strengthens any organisation as it includes examining the DPO’s identity by analysing its internal strengths and weaknesses, and by identifying opportunities and constraints linked to the environment. The results help to establish a realistic picture of existing capacities, and also help the organisation to learn and to adapt more easily to a changing environment. At the same time, this assessment facilitates the planning and implementation of any project or activity. An organisational self-assessment also shows the existing potential of any DPO to participate in or contribute to the development of a national disability movement.

Analysis of National PRSP Stakeholders
The analysis of national PRSP stakeholders outlines the current stage reached in the national PRSP process and supplies details on the stakeholders involved and their inter-relationships. This usually includes the responsible government unit as well as the leading civil society stakeholders. On the basis of this information, DPOs can more easily identify possible entry points, as well as possible allies for networking at steps 2 and 3 later on.

3.1.2 Meeting of Possible Allies
In the second step, an extensive process of knowledge-sharing takes place between the various stakeholders. This allows the stakeholders to get to know each other, and makes information available and transparent. In Tanzania, DPOs organised a specific workshop for this purpose. Other possibilities include conferences, seminars, meetings and telephone calls. Usually this first exchange of information on the national PRSP and disability issues also leads to some initial brainstorming about possible solutions. However, it is even more important during this first meeting to agree on a coordination mechanism for any future activity. This again depends on specific local conditions, existing capacities and available funds.

3.1.3 Identification of Possible Entry Points
The first knowledge exchange normally answers many questions, but also raises some new ones. As a result, it is necessary to gather further information and also to update some data in order to identify the most suitable entry points into the national PRSP process. As circumstances vary considerably from country to country, any group seeking to include disability into the national PRSP will discover different entry points and occasions for participation.
3.1.4 Development and Implementation of a Joint Strategy

Once the different entry points and occasions for participation in the national PRSP have been identified, the organisations concerned need to develop a joint strategy on important issues, problems and messages and to agree on the different roles and responsibilities linked to this strategy. Issues include a strategy on how to influence PRSP decision-makers, how to participate in the process, how to involve more allies, how to conduct particular analyses, how to provide specific advice, and how to implement projects. Any follow-up requires a specific framework, such as a network, a forum, a way of agreeing on regular meetings, or a news exchange mechanism, such as an email distribution list. The defined strategy will also need to be adjusted from time to time.

Chapter 5D provides more details about networks, alliances and strategic planning.

3.2 Experiences in Tanzania

In 2005 Tanzania published its second PRSP. Due to the sustained involvement of DPOs during the review and formulation process, the document includes a disability dimension at various points. Although this represents a great success, DPOs nevertheless discovered various weaknesses in the document: it does not consider all aspects, and the implementation and monitoring stages are still vague. For this reason, the Christoffel-Blindenmission started a project based at the CCBRT Headquarters in Dar Es Salaam to promote the inclusion of people with disabilities in the ongoing PRSP process. First, the project coordinator surveyed the relevant Tanzanian stakeholders and analysed the PRSP and the PRSP process with regard to their relevance to disability (phase 1: orientation). As second step, the coordinator organised two meetings of representatives from four important DPOs (phase 2: the meeting of possible allies). At these meetings the participants discussed setting up a workshop to develop a strategy to include disability in the PRSP process. Finally, a variety of possible allies participated in the workshop, including more than 60 persons from DPOs, organisations working for people with disabilities, government departments, United Nations (UN) organisations and international NGOs (INGOs). As they were already part of the Tanzanian participatory PRSP process, participants confirmed that they saw the implementation phase as the most relevant entry point for their future contribution (phase 3: the identification of possible entry points). Following the workshop, many organisations took on responsibility for certain action points of the PRSP and introduced projects which they are currently implementing. A newly created PRSP Disability Network observes and coordinates these activities (phase 4: implementation of the strategy). Members or advisors of this network comprise representatives from DPOs, organisations working for people with disabilities, government departments, UN organisations and (I)NGOs.

 tôol No. 34
The Case Study in Chapter 5A, provides more details about the Tanzanian workshop and the whole PRSP process.

Discussion group at the Workshop in Tanzania, September 2005
© Andreas Pruisken, Christoffel-Blindenmission
4 Entry Points for the Civil Society in the PRSP Process

4.1 Overview

One of the main principles of the PRSP approach is the participation of the civil society (see Chapter 5B). However, in reality civil society stakeholders are often not included in all stages of the PRSP process, not because governments do not want to include them, but rather that they do not know how to include them. CSOs need to claim their right to participate and to be active in terms of showing that they are capable of participating. The following sub-sections propose some ideas and tools for participation in the three main PRSP stages: formulation, implementation, and monitoring and evaluation. Still, as the context and the situation vary considerably between different countries, the particular entry points into the national PRSP process need to be separately identified each time. Experience shows that networking and building alliances play an important role for DPOs as well as the systematic use of lobbying and advocacy tools at all stages (see Chapters 5D and 5E).

4.2 Formulation

4.2.1 Steps and Stages

The process leading to the formulation of a PRSP consists of several steps with three different levels of participation: information, consultation and decision-making. The approach and methodology of this process are extremely country-specific; no standard models or miracle solutions exist.

The Tanzanian PRSP, for example, was formulated in three stages:

1st stage: Broad contacts, networking and gathering information (for example, collecting the results of the PPA) took place at the grassroots level. Result: an initial draft of the PRSP.

2nd stage: Individuals and organisations analysed these grassroots level results, revised the initial draft, and forwarded their recommendations to the drafters. Result: the first draft.

3rd stage: Consultations with selected organisations and entities took place in a one-week event. Presentations followed the structure of the three clusters proposed in the first draft. The participants made concrete comments and gave presentations on specific issues.

This example shows how the PRSP document was drafted and revised several times, giving CSOs ample opportunity to comment on the paper. In another example, DPOs and organisations working in the field of disability in Bangladesh, Honduras...
and Sierra Leone prepared position papers on their respective draft PRSPs (see Chapter 5A).

Many countries set up sector working groups (known as “cluster groups” in Tanzania) that are responsible for different parts of the PRSP. People with disabilities need at least to participate in discussions on subjects such as social protection, health, human development, education, employment and infrastructure. Without their participation, there is the danger that the disability dimension will be overlooked, thus potentially reducing people with disabilities to medical and welfare cases.

DPOs and other organisations working in the field of disability should try to gather information about the state of progress of their national PRSP process and develop a joint strategy for all important issues. Intense networking is important at this point (see Chapter 5D). The development of a joint disability strategy definitely takes a considerable amount of time. However, when trying to influence decision-makers, it is important to be united, since one voice is stronger and louder than many uncoordinated individual voices. Lobbying and advocacy instruments such as campaigns for awareness-raising (see Chapter 5E) can influence decision-makers; partnerships with the media, (I)NGOs and government officials can improve capacities. It might be useful, for example, to formulate a “Disability Action Plan” and to include different stakeholders, e.g. employers in order to analyse working opportunities. It is important that all PRSP stakeholders try to include a disability dimension in their sectors, as selective programmes do not address the whole vicious circle of disability-exclusion-poverty (see Chapter 5C, section 4). To become more comprehensive and coherent, policy needs to focus on a sector, not on a target group. People with disabilities do not constitute a homogeneous group, and their possibilities range from total to zero autonomy; policy formulation therefore has to keep these degrees in mind and to offer a range of opportunities accordingly.

### 4.2.2 Poverty Analysis

The aim of the poverty analysis is to provide the basis for the formulation of the PRSP document and the implementation of the programmes. If done well, it supplies crucial information on what causes poverty and what needs to be done in order to address the identified shortcomings. Once the poverty diagnostic has been completed, DPOs should ensure that the results already have an effect on the formulation of the PRSP and that, at a later stage, a link is made with the programmes identified in the PRSP.

The poverty analysis is essential for setting priorities and influencing policies. However, until now poverty analyses have often failed to consider people with disabilities and other marginalised groups. One reason is the lack of knowledge and reliable data. As the PRSP also offers the opportunity to request data, a DPO’s contribution at that stage includes improving the quality and the type of existing information by executing surveys and small-scale studies with quantitative as well as qualitative data on specific issues. The collection of qualitative data might permit a more comprehensive analysis, and is also necessary to understand the causes that lie behind the numbers. While a well-designed poverty analysis provides the basis for more objective decision-making, unreliable data carry a high risk of distorting
realism. Therefore NGOs, DPOs and all stakeholders need to check and question all
data that have been provided. The basis for all reliable and comparable data is a com-
prehensive definition of disability. All stakeholders must therefore reflect on a joint
definition and reliable data collection methods (see Chapter 5E, Lobby and
Advocacy).

The Honduran PRSP recognised the lack of reliable data on people with
disabilities, and suggested integrating modules on people with disabilities into
the national household survey “Incorporate a module within the surveys of the
National Statistics Institute, on various aspects of disability in order to identify,
among other things, the geographic location and socioeconomic and demo-
graphic characteristics of the population with disabilities.” (Gov. of Honduras,
2001, p. 89). On the basis of this statement in the PRSP, Handicap International
was able to remind the National Statistics Institute to include a section on dis-
ability in the multipurpose household survey and to develop a methodology for
data collection together with Honduran DPOs.

A specialised method – participatory poverty analysis (PPA) – was developed in the
1990s and first used mainly in rural areas. The definition of poverty in PPA includes
a monetary dimension (consumption and income), but it also considers vulnerability,
physical and social isolation, insecurity, lack of self-respect, lack of access to infor-
mation, and powerlessness. The advantages of a PPA are that it takes less time to
complete and is cheaper than a conventional household survey. The methodology
used involves direct contacts with people living in poverty, because they are consid-
ered to be the ones that know best what poverty means in practice. Researchers
discuss with them their situation, using methods that are adjusted according to the
specific objective of the poverty research. In contrast to a traditional analysis, a PPA
does not use standardised methods such as pre-formulated questionnaires; instead,
the methodology is tailored to the research situation. An additional aim is also to en-
able the people concerned to exercise greater control over the whole research process.

In Tanzania DPOs were involved in the participatory poverty analysis. Two of them, the Information Centre on Disability (ICD) and Shivyawata
(an umbrella organisation comprising six DPOs) received funds to conduct
a poverty analysis. ICD contacted 80 people with disabilities from different socio-
economic backgrounds in four Tanzanian regions and interviewed them about
their poverty situation, while Shivyawata conducted a larger analysis in 21
regions. The results of this survey proved that people with disabilities are among
the poorest of the poor, and that the causes of poverty are not one-dimensional
but rather multidimensional.
4.3 Implementation

4.3.1 Entry Points Offered by Specific Projects

PRSP is considered to be a national strategy. Therefore it is mainly the task of the government in question to budget and implement the activities and actions defined in the PRSP as soon as possible. International donors usually contribute an additional amount to the national budget. (I)NGOs need to check how best to coordinate their activities with the national PRSP strategy. The different stakeholders are supposed to have already negotiated the different roles and responsibilities in respect of different activities and actions defined in the PRSP during the formulation process. Specific CSOs may also have already been identified with regard to implementing a particular action point. Some PRSP documents additionally include a matrix where responsibilities are clearly marked (see Annex of Tanzanian PRSP available at http://www.tanzania.go.tz/nsgrf.html); other countries prefer to develop a separate implementation plan. Sometimes it is possible and even necessary that a CSO contributes with its specific knowledge and is prepared to advise the relevant institutions: for example, a DPO could advise the Ministry of Labour about employment obstacles. However, even if not included in the implementation stage, CSOs play an important role in monitoring the execution of activities or reminding the responsible institutions about forgotten action points defined in the PRSP. As in all stages of the PRSP, a united, strong network of organisations in the field of disability produces more efficient results, especially by systematically using advocacy and lobbying techniques (see Chapter 5E).

Using the PRSP implementation phase and specific projects as entry points, it is important to start at an early stage. The first step assesses which projects are being prepared, while the second step includes the selection of relevant projects and making contact with representatives of organisations. The most efficient entry point is at the preparation stage (i.e. the formulation of the concept note), not when the project is nearly ready for approval.
4.3.2 Entry Points Offered by Budgets

An important part of the implementation of PRSP activities is budget allocation. Government and donors are supposed to allocate budgets according to the PRSP. A budget is effectively the translation of planned actions into resources, and reveals the priorities set by the government. Budgets exist on various levels: national, regional or communal; there are also departmental and programme budgets. Normally, governments formulate and finalise their budget every year. However, the PRSP context is somewhat different, as an increasing number of countries are now seeking to formulate mid-term budgets covering three to five years. This new instrument is known as a Medium-term Expenditure Framework, or MTEF for short.

No matter what kind of budget, MTEF or a conventional annual budget, the civil society must assess and monitor the budget framework. However, this may often be difficult for two reasons. First, budgets often lack transparency, making any involvement of the civil society difficult. This may be intentional, or could be attributed to insufficient communication. In the latter case, the collection of relevant information may be difficult and time-consuming, but not impossible. Second, it is doubtful that most non-economists would be sufficiently motivated or expert enough to scrutinise budget documents. One solution is to establish a link with local universities and to hire a professional for this work (see Chapter 5A, Case Study Bangladesh).

Budgets consist of three phases:

1. Budget formulation: The first phase takes place in the last months of the financial year (this differs in many cases from the calendar year, e.g. in Tanzania it spans the period 1st July–30th June), when the government (usually the Ministry of Finance) circulates a draft budget indicating the allocation of funds among the various ministries. This process is traditionally done by the government, although the civil society is becoming increasingly involved.

2. Budget debate and analysis: The second phase consists of the approval of the budget by the parliament and/or legislature. Reading and understanding budget documents is however often challenging as they tend to be very technical. However, parliamentarians could prove useful allies in accessing and understanding these documents.

3. Budget implementation: The third phase is that of implementation, which can differ from what was actually planned. The key question is how much money is actually spent, and with what effect. Two possibilities exist in terms of monitoring:
   • Monitor the inputs, i.e. how much is spent on a specific programme?
   • Monitor the outputs, i.e. what effects do the programmes have?
   For this, the tools of the PPA are again useful.
“With its transparency, its cooperative decision-making processes and its sophisticated monitoring system, the Ugandan Poverty Action Fund (PAF) is probably the most advanced model of institutionalised participation in the context of poverty alleviation in Sub-Saharan Africa. Around 35 percent of the national government budget is now accounted for by the PAF. While in principle, decisions on how this money is used as well as corresponding reporting are dealt with in the course of the regular budget compilation process and are subject to a final decision by parliament, extensive debates take place in public sessions called on a quarterly basis. These debates address priorities set in the PAF, important individual measures, controversial issues as well as government reporting on implementation. A number of NGOs and NGO networks regularly and actively participate in these meetings, which are also open to representatives of the donor side and journalists.” (VENRO, 2005 pp.5,6).

The Poverty Reduction Fund established in 2003 in Honduras has a similar function: it consists of government representatives and elected civil society representatives. DPOs and organisations working for people with disabilities have succeeded in claiming one seat for a DPO representative (see Chapter 5A, Case Study Honduras).

Section 4: Monitoring the Implementation of Policy.


www.prsp-watch.de/publikationen/archiv/PRSP%20WEB%20Engl.pdf
4.3.3 Related Instruments

There are various other processes linked to the PRSP that also offer potential entry points:

- A regular meeting of government and donors, called the Consultative Group Meeting, takes place in most countries. There is a growing tendency to invite members of the civil society to this meeting.

- Some countries establish sector groups to work and decide on specific issues related to their sector. These groups comprise not only government officials but also civil society experts.

- The discussions on World Bank and IMF lending instruments are generally not open for public participation, but it might be worthwhile to try to obtain some information on the content of the IMF’s Poverty Reduction and Growth Facility (PRGF) and the World Bank’s Poverty Reduction Support Credit (PRSC), as these both strongly influence the macroeconomic framework of the PRSP.

- The World Bank’s Country Assistance Strategy (CAS) is increasingly involving the civil society. As the CAS should be aligned with the PRSP, it is important to control the content. Information on the CAS process is available at the World Bank Resident Mission.

- Another interesting entry point is the link with the Millennium Development Goals (MDGs): several of the MDGs will be impossible to attain without addressing disability issues. This is of course most obvious in the case of education and health.

Check the websites of the World Bank and the IMF for more information on the CAS, PRGF, PRSC, etc.


For more information on related instruments, see Chapter 5B

4.4 Monitoring and Evaluation

The PRSP process is supposed to be an ongoing process of constant learning and revision of programmes over a long-term period. This process requires regular and strategic monitoring to identify shortcomings and to modify its premises accordingly. The system of regular monitoring and evaluation is not specific to the PRSP process, but can be broadly applied to most projects, programmes and policies (see Chapter 5D). Usually the PRSP describes the monitoring and evaluation system to be used during the implementation of programmes and projects, and lists the targets and indicators (see Chapter 5A, Case Studies).
Definitions:

• Monitoring entails ongoing observation of the implementation of the PRSP with the objective of checking regularly what is happening, how and why, and comparing this to the original plans.

• Evaluation entails an assessment of results, but takes place less frequently than monitoring at specific intervals (either at project milestones and/or at the end of the implementation phase). The focus is much more on whether or not set targets and goals have been achieved.

Three main issues can be monitored and evaluated:

• Input: What activities were planned? What activities were implemented?
• Output: What did the project achieve? (intermediate project results)
• Outcome: What general impact did the project have in the long term?

4.4.1 Indicators

Indicators are a set of criteria that have been either mutually agreed on by all stakeholders, or imposed by a donor. They allow the input, output and outcome of a project to be measured. Setting indicators is essential for monitoring and evaluation, and is of most use if it has already been completed in the planning phase. Indicators must meet specific conditions, or it becomes difficult to apply them. Qualitative and quantitative indicators need to be balanced.

Experience shows that most often, PRSP disability programmes have no targets or indicators to monitor. There is a long list of possible indicators for each monitoring issue; among the most essential are a few outcome indicators, such as the number/percentage of children with disabilities that are enrolled in school, the number/percentage of people with disabilities who are employed, etc. Some important process indicators include whether laws have been adopted or building codes introduced (e.g. guaranteeing physical access to buildings, etc.), and so on.

4.4.2 Annual Progress Reports

The government prepares an Annual Progress Report (APR) to inform its development partners and the civil society about the progress made in the implementation phase of the PRSP. However, in practice the timeframe of one year does not always apply. Many countries have installed their own monitoring and evaluation systems which contribute to their APRs. Some countries present or discuss their APRs with the civil society at events on poverty reduction, e.g. Tanzania’s Poverty Policy Week. Other countries have established their own institutions or councils which are responsible for monitoring and evaluation, for example the Poverty Steering Committee and the Dissemination, Sensitization and Advocacy Technical Group in Tanzania. These institutions consist of civil society members (including DPOs) alongside governmental representatives.
4.4.3 Review Process

A PRSP is valid for three to five years. At the end of this period its implementation is evaluated and reviewed. This happens with civil society participation, and the results contribute to the formulation of a new PRSP. Until now, only a few countries have actually conducted a review (e.g. Tanzania and Uganda). The review and formulation processes of the new PRSP provide the civil society with new opportunities to make contributions. In this phase another poverty analysis is often conducted, and the priorities for the next implementation phase are redefined. The review is supposed to be based on the results of the evaluation of the original PRSP. The revision or review process itself lasts many months (typically between 12 and 18). In Tanzania and Uganda, guiding documents had been drafted which outlined the methodology and the timeframe of the review process.

In Tanzania, DPOs were able to integrate a disability dimension into the PRSP during the review of the first document. As the review process ends in a new formulation phase, this represents a very efficient entry point.

**Example: Tanzania**

**PRSP Process and Phases**

<table>
<thead>
<tr>
<th>Formulation</th>
<th>Implementation</th>
<th>Monitoring &amp; Evaluation</th>
<th>Formulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-PRSP (Preparation Status Report)</td>
<td>PRSP I</td>
<td>1st Annual Progress Report</td>
<td>PRSP II</td>
</tr>
<tr>
<td>2nd Annual Progress Report</td>
<td>PRSP Review</td>
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</tbody>
</table>

**Possible Entry Points**

- Poverty analysis
- Participation in consultations
- Influencing the draft and content of the paper
- Reminders for the implementation of PRSP programmes
- Investment projects, economic and sector work
- Donor meeting
- Participate in Monitoring and Evaluation Unit
- Conduct independent monitoring and evaluation
- Review and comment on the progress reports
- Technical groups
- Participation in consultations
- Influencing the drafting and content of the paper

**Helpful Strategies**

- PPA methods
- Lobbying
- Advocacy
- Lobbying for implementation
- Budget monitoring
- Project management
- Process and project management
- Lobbying and advocacy
- PPA methods
- Lobbying
- Advocacy

*Figure 1: Entry points for the civil society in the PRSP process*
5A Case Studies

A.1 Case Study 1: Honduras

PRSP Process and Phases

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<th>Implementation</th>
<th>Monitoring &amp; Evaluation</th>
<th>Formulation</th>
</tr>
</thead>
<tbody>
<tr>
<td>I-PRSP</td>
<td>PRSP I</td>
<td>1st Annual Progress Report</td>
<td>2nd Annual Progress Report</td>
</tr>
<tr>
<td>2000</td>
<td>2001</td>
<td>2003</td>
<td>2005</td>
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</table>

Entry Points

- Participatory process and formulation almost completed
- Establishment of a Poverty Reduction Fund (which finances PRSP activities)
- Annual Progress Report (APR)

Strategies

- The national disability forum and Handicap International contacted government workers and asked for advice
- The national disability forum and Handicap International sent a position document to the government’s PRSP Division, USAID, and other civil society stakeholders
- The disability forum wrote a position document and complained that they had not been invited to the meeting at which the Annual Progress Report was discussed

A.1.1 PRSP in Honduras

Honduras was one of the first South American countries to publish a PRSP: the process started in 2000, a Full PRSP was published in 2001, and the second APR in 2005. The main motivation of the government behind starting the PRSP process was to attain debt relief from the IMF and the World Bank. The Ministry of the Presidency was made responsible for overall process coordination. Back in 2001, CSOs criticised the fact that civil society participation was inadequate and that their remarks had not been included. In consequence, a strong network of CSOs conducted their own participatory process and published an alternative PRSP. In contrast to other countries, the Honduran government takes the PRSP process very seriously, and as a result now aims at conducting a serious participatory process. However, democracy is still relatively new to Honduras, and the government does not have much experience. The majority of problems therefore occur with regard to bureaucratic inefficiency. In 2004 an independent assessment stated that there had still only been a “few innovations” concerning participation (see Hunt, 2005, p. 9).
A.1.2 Disability in Honduras

Various estimations suggest that there are almost 700,000 persons with disabilities living in the country, which is equivalent to 10% of the population. The 2002 survey recorded 177,516 persons in Honduras as having a disability, but the definition used was rather narrow. 68% of those covered by the census were unemployed (compared to 49% for the total population), 53% were illiterate, 44% of children with disabilities did not have access to school (compared to 8% for non-disabled children), and only 17% of people with disabilities received any kind of rehabilitation (see CIARH, 2003). At the moment, charitable and welfare approaches are still very common (Centre for International Rehabilitation, 2004). Honduras has two umbrella organisations active in the field of disability: first CIARH (Coordinadora de Instituciones y Asociaciones de Rehabilitacion de Honduras), which was founded in 1996, and today counts as members over half of all organisations working for people with disabilities, plus a few DPOs; and second FENOPDIH (Federación Nacional de Organismos de Personas con Discapacidad de Honduras), a DPO federation that was created in 2001.

A.1.3 Disability and PRSP

In 2001 Handicap International realised that the PRSP draft did not address disability in an appropriate way. However, by then the formulation and the participatory process had almost been completed. Following the advice and connections of a personal contact working for the government, Handicap International and CIARH jointly wrote a position document and forwarded it to the divisions responsible for PRSP within the government, as well as to CSOs (which conducted a separate participatory process) and to the US Agency for International Development (USAID). Handicap International mainly provided knowledge, experience, contacts with donors, the media, the government as well as the financial means for meetings, while CIARH presented the position paper to the government. In 2003 the Poverty Reduction Fund was established to finance PRSP activities. The board of the fund consists partly of elected civil society representatives; Handicap International, CIARH and FENOPDIH succeeded in preserving one seat for a DPO representative.

A.1.4 Results

Nearly all the suggestions made by Handicap International and CIARH were included in Honduras’ PRSP. However, people with disabilities did not achieve the same attention as ethnic minorities, for example, although they have more or less the same percentage within the population. The Honduran PRSP includes disability, becoming in 2002 the only PRSP to have its own chapter on people with disabilities (see ILO, 2002, p. 16), recognising people with disabilities as a specific poverty risk group (see Government of Honduras, 2002, p. 18 – while this chapter was already included in the PRSP when Handicap International/CIARH made their assessment, they did suggest some modifications). The obvious lack of reliable data initiated plans for the establishment of a National Information System on people with disabilities. A planned National Disability Council is supposed to coordinate disability policies.
– for example, in the form of a National Plan – as well as a Technical Unit for integrated rehabilitation. Such an institutionalisation of disability issues is a key factor in creating effective and broad policies (see Bonnel, 2004, p. vi). Furthermore, people with disabilities are included in social protection measures, prevention, care and rehabilitation programmes. Disability was also considered in the IMF and World Bank Joint Staff Assessment (JSA), which shows that both institutions recognised the importance of the issue (see ILO, 2002, p.20). The APRs detail the initial implementation steps that have already been taken: “the National Policy on Preventing Disabilities and the Comprehensive Care and Rehabilitation of Disabled Persons and Protecting their Rights and Responsibilities has been approved. Meanwhile, the National Plan of Action for the Disabled is being developed, […]” (Government of Honduras, 2005, p. 5). Additionally, as promised in the PRSP, the National Institute of Statistics has included a module for measuring disability prevalence in the multi-purpose household survey and has developed a methodology with the DPOs.

### A.1.5 Constraints

The main constraint is the general lack of capacity: although much has been achieved, the organisations involved in this process faced several challenges. Especially at the beginning, CIARH had available only extremely limited human resources, as capacities were already required to meet other important obligations. In addition, CIARH did not have any access to the donor community, although Handicap International compensated at least meeting CIARH’s financial requirements. This contributed to the ambivalence of Handicap International’s role as an INGO: Handicap International, as a foreign organisation, was able to influence and drive the process forward, but at the same time intended to leave the ownership of activities to CIARH. Unfortunately, CIARH’s members are mainly service providers with only a few DPOs, and this added to the difficulties and problems concerning the legitimacy and credibility of both organisations within the Honduran disability movement. Additionally, on some issues, for example budget questions, both Handicap International and CIARH lacked expertise and were not able to give satisfactory answers. Limits in terms of capacity and knowledge are also a main problem with regard to the monitoring and evaluation system of the PRSP implementation process, which in Honduras is generally weak. Very different persons participate in the sector meetings – bureaucrats and ministers on the one hand, and civil society representatives on the other. Not all participants are able to follow the discussions and understand the documents concerning the budget or macroeconomic issues, or to participate actively in the national decision-making processes; people with disabilities moreover face specific difficulties. For this reason, some INGOs and donors created a civil society support programme with specific training courses. In 2003 CIARH was not invited to a discussion about the APR, so the organisation wrote a position paper about the report. As a result, some of its arguments were included. Of course, not all promises have been realised, and in the 2004 APR, civil society members were still calling for more participation of people with disabilities and requesting programmes other than just social welfare measures.
A.1.6 Perspectives

At the beginning, the fight to include people with disabilities was easy, as the technocrats who were responsible for PRSP formulation realised their own omission. For local organisations such as CIARH and FENOPDIH, the process offers the possibility to enforce their internal and external legitimacy. The PRSP can open doors and provide a sound basis for further advocacy and action, but it is a long way from empowering people with disabilities to the extent that they see real changes in their living situation.

This case study is mainly based on information provided by Thierry Gontier, former country director of Handicap International in Honduras.

Bibliography:


□ CIARH: http://ciarh.org.hn


A.2 Case Study 2: Bangladesh

PRSP Process and Phases

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**Entry Points**
- Consultations for full PRSP formulation

**Strategies**
- National Forum of Disability Organisations and Handicap International: sent position paper and three-page summary on I-PRSP to key persons in the planning commission and other donor organisations
- The National Forum organised its own consultation meeting, headed by the Ministry of Social Welfare
- Participation in national and regional consultations, organised by the government
- Action on Disability and Development (ADD) hired an economist to advise on disability costs, etc.

A.2.1 PRSP in Bangladesh

The PRSP process in Bangladesh started in 2001. The country’s I-PRSP was published in March 2003, and the full version in October 2005. A Planning Commission for PRSP has been established within the Ministry of Finance to formulate the PRSP. A meeting of NGOs took place in March 2002 organised by ActionAid Bangladesh and the People’s Empowerment Trust (PET). This produced a declaration urging the World Bank to change the deadline for the preparation of the full PRSP, with the outcome that the time limit was postponed from September 2002 to the end of 2003. Researchers and NGOs have criticised the fact that the I-PRSP was written by just
two foreign experts, because the government wanted to speed up the process so as to receive loans and credits quicker. They also criticised the fact that consultations were only conducted with a professional elite and not with people actually living in poverty. The content of the I-PRSP does not really force the government to change any of its policies, as it omits important issues such as corruption, disaster protection, health and education.

A.2.2 Disability in Bangladesh

According to the national statistics, 0.47% of the population have some kind of disability (1991 census data; another census was conducted in 2001, but figures from this have not yet been released) (see www.apcdproject.org). Other surveys conducted more recently by different organisations indicate a figure between 5 and 8%, which seems to be nearer to reality and close to WHO statistics for other Asian countries. In Bangladesh, the Disability Welfare Act of 2001 acknowledges the concerns of people with disabilities. This legislation can on the one hand be “considered as a milestone”, yet on the other “has been recognised as having various limitations and shortcomings” (www.apcdproject.org). One important organisation is NFOWD (the National Forum of Organisations Working with the Disabled), which consists of 176 member organisations, including various international organisations such as Handicap International, ActionAid, Sight Savers International, etc. The forum is closely linked to the Ministry of Welfare, so a close relationship exists with the government and, in consequence, also good contacts with the PRSP Planning Commission. The forum’s influence has grown during the long PRSP process and is also based on personal contacts and individual relationships. The Bangladesh case study notes the extremely positive fact that the ministries in Bangladesh are not only aware of the concerns of people with disabilities, but are even very interested in the issue of disability itself.

A.2.3 Disability and PRSP

In the beginning, only a few organisations (e.g. ActionAid and WaterAid) were involved in the PRSP process. In early 2002 an NGO meeting took place, where these organisations presented the PRSP process and the issues that needed to be addressed. The way the I-PRSP treated disability shocked participants: only one part dealt with people with disabilities, and this simply read “we will take care [regarding] difficult social cases, such as people with disabilities”. The perception that people with disabilities are “social cases” prompted Handicap International and NFOWD to publish a joint position paper taking the ILO paper (ILO, 2002) as a main source. The team added sections on human rights and an analysis of the national I-PRSP, selected the sections that mentioned the term “disability”, and proposed improvements. NFOWD then made it possible to present the paper – and especially a three-page summary in the national language Bangla (the original was written in English) – to key persons in the Planning Commission, within the government and to donors. This summary was extremely useful as it made it possible for a large number of people to read it. The most valuable side-effect was its impact as an eye-opener, making more persons understand that the inclusion of disability is an issue that is
not only important for the PRSP, but for development in general. In 2003 NFOWD was not able to participate in the large consultations organised by the government, but instead initiated a consultation on disability on its own. The meeting was headed by the Minister of Social Welfare; other participants included representatives of NGOs working in the disability sector, DPOs, journalists, lawyers, educationalists, parents of disabled children and officials from other ministries (health, education, employment, etc.), as well as a member from the Planning Commission. During the meeting the position paper was presented and discussed. This received considerable attention from the Planning Commission representative, who wanted to pay more attention to the concerns of people with disabilities in the future. In 2004 the government organised one national and six regional consultations. NFOWD pushed its member organisations to participate in the regional consultations. All of them used the translated version of the position document as a reference, and advocated the same issues at the regional level. Due to this broad involvement, it became impossible to ignore the issue of disability after the six regional consultations. However, NFOWD had to make a substantial effort to get itself invited to the national consultation. This was quite large (with more than 200 participants), and there was little time to present the issue. The government had planned 13 thematic sections, with one joint section for ethnic minorities and people with disabilities under the label of marginalised groups. However, both groups soon realised that their needs and requirements were not compatible, so they tried – successfully, as it proved – to separate these issues. Parallel to the efforts of NFOWD, other organisations also worked on including disability in the national PRSP. Action on Disability and Development (ADD) hired an economist who interviewed disabled people, collected their points of view and organised a consultation on the basis of the results.

A.2.4 Results

Most issues within the government are communicated in Bangla, the country’s official language, and this automatically excludes the majority of the international staff of (I)NGOs. Handicap International therefore relied on NFOWD to get in contact with the Planning Commission and other relevant persons. For its part, NFOWD used Handicap International as a technical advisor. Handicap International also advised the United Nations Children’s Fund (UNICEF) and Save the Children UK on how to include children with disabilities in the national PRSP. These examples show that partnerships and alliances between national and international organisations may be structured in different ways and can be very effective. After the input from Handicap International with respect to the position paper and its summary, NFOWD continued its advocacy with the government while remaining a member of the National Committee on Disability within the government.

A.2.5 Constraints

All concerns of people with disabilities fall under the responsibility of the Ministry of Social Welfare, so the welfare approach still influences the understanding of disability issues more than the rights-based approach.
The organisation of the PRSP process caused many constraints. The whole PRSP process was very opaque, and even within civil society, the exchange of information was limited. In 2003, after the presentation of the I-PRSP, few people were aware of the process. Furthermore, time pressure was always high: representatives feared that as soon as the first PRSP is completed, it is already time to start preparing the next version. And in the beginning, some organisations also criticised the fact that the PRSP competes with other policies, such as the national action plans. The National Plan for Children or the National Plan for Women are adopted for five years, while the PRSP only covers three years. However, in the meantime the PRSP has become increasingly important, and no NGO can ignore it any longer. In 2005 the government stated that organisations will not be allowed to receive international funds for measures that are not linked to the PRSP (in Bangladesh all NGOs receiving funds from abroad have to be registered with a governmental division – the NGO Affairs Bureau – and every project needs this division’s final approval). Governmental and civilian participants are currently struggling with the whole process as, the preparation of the regional consultations, involved a lot of NGOs and generated a lot of materials. However, it was felt that this effort was being wasted as the processing of this material was left (reportedly) to only one consultant, who was given the task of preparing a draft report, instead of entrusting a whole team with this task. Although the position of NFOWD is quite good, many DPOs still do not have the capacity to participate and make their statements. To ensure strong argumentation, the relevant facts and figures must be available, yet there are no reliable data on disability and poverty.

A.2.6 Perspectives

The PRSP document now includes disability as a more or less cross-cutting issue, and includes a separate chapter of two pages about disability. NFOWD plans to review and to intervene on other (inter)national strategies and policies. Through consultations and campaigning, the issue of disability in development should be brought to the regional level. The aim is to ensure that regional strategies are harmonised with national plans such as the PRSP.

This text is mainly based on information provided by Blandine Le Bourgeois (Country Director Handicap International Bangladesh), Anne-Laure Pignard-Rhein (former Country Director Handicap International Bangladesh), and Dr. Nafeesur Rahman (Director of NFOWD).

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NFOWD: www.nfowd.org
A.3  Case Study 3: Sierra Leone

PRSP Process and Phases

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<td>The National Committee and Handicap International wrote a position document on the draft and sent it to the PRSP Unit, donor organisations and the Ministry of Social Welfare</td>
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A.3.1  PRSP in Sierra Leone

Sierra Leone started its PRSP process in 2000 and published an I-PRSP two years later. The main motivation was to achieve debt relief. The path to the full PRSP was quite long, and this was only published in May 2005. The process at first did not respect the inputs of the civil society at all. The challenge facing civil society actors was first of all to be heard, let alone get involved. ActionAid organised a participatory process in parallel to official events, and today the official PRSP document recognises this process. Donors and the UN strongly criticised the inadequate level of participation, but at the beginning of 2005 they nevertheless approved the PRSP in order to avoid discouraging the Government of Sierra Leone. Otherwise, all processes might have stopped, and the PRSP process had already been extremely delayed following various postponed deadlines since the first in December 2002. There were several official explanations for this delay: the impact of post-war activities (disarmament, resettlement of internally displaced persons (IDPs), etc.), uncertainty about the elections as well as regarding technical and financial assistance, in addition to structural problems within the Poverty Alleviation Strategy Coordinating Office (PASCO), the institution coordinating the PRSP process. Corruption is in general a very serious problem in the country, and was a primary reason for the restriction of resources regarding the PRSP process. A consultative group meeting of donors to discuss both the PRSP and loans was planned to take place in Paris at the beginning of June 2005, but this has since been postponed. Officially, the explanation given was the upcoming Group of Eight (G8) summit, but the press assumes that the real reason is the ongoing mismanagement and corruption within the government, and the fact that donors fear that loans will disappear again instead of being used for poverty reduction.
A.3.2 Disability in Sierra Leone

No clear data are available about the prevalence of disability. The PRSP document mentions a number of 7.0 per thousand persons, but this can be assumed as definitely being too low. War in the country has led to many impairments, e.g. amputations. The census data from 2003 indicate that 2.7% of the population have a disability. There are only a few DPOs in Sierra Leone, and these are all relatively new and therefore do not have much capacity.

A.3.3 Disability and PRSP

In August 2004 (I)NGOs were invited to comment in writing within 14 days on the last draft of the PRSP, which created extremely high time pressure. Together with local partners (among others, the National Committee of Rehabilitation for People with Disabilities), Handicap International wrote a position paper which was partly modelled after the Bangladeshi position paper, the main sources being again the ILO paper and the UN Standard Rules. This position paper was sent to the planning committee, to various donors and to the Ministry of Social Welfare. The introduction of the paper strongly criticises the way in which disability is generally treated in the PRSP draft, which it argues ensures that “disabled persons will still remain in the deepest black holes where they have remained over centuries.” (Handicap International Sierra Leone, 2004). The government, it states, addresses people with disabilities in an inappropriate way, even though there consultations with people with disabilities did take place in the PRSP formulation process. The position paper, which analyses the PRSP draft chapter by chapter, criticises and makes suggestions concerning mainly the terminology: words like “the disabled”, “the handicapped” or even the “crippled” are said to “reflect the lack of knowledge and absence of a real definition”. Further criticism relates to the lack of data and the use of unreliable figures, resulting in a general misunderstanding of “disability”, which is mainly reduced to physical impairment, e.g. loss of limbs as the consequence of war. The position paper also disapproves of the actions planned as being purely global and unspecific, because if disability is to be seriously integrated into policies and society, it needs to become a cross-cutting issue.

A.3.4 Results

The impact this position paper actually had is very difficult to evaluate. The recently published official version of the PRSP still includes most of the parts about disability which had been criticised by the position paper. No significant change in terminology is apparent: the document still uses terms such as “the disabled” and “the handicapped”, although at least the term “crippled” was eliminated. Throughout the paper it is obvious that there is still no comprehensive understanding of the differing concepts of disability, as the term is still mainly used to denote the physically disabled, especially war victims. In the PRSP people with disabilities are summarised, along with other groups, as a “vulnerable group”: However, this is not helpful, as specific exclusion mechanisms are neither recognised nor addressed. The chapter entitled “The Vulnerable” does however reveal a slightly better understanding: it shows how
people with disabilities face difficulties in a number of ways, such as limited access to resources, employment, health and rehabilitation services, discrimination and abuse. Nevertheless, the political actions suggested in relation to disability are still very selective and do not establish it as a cross-cutting issue. Other parts of the official paper where disability is addressed in some form are: Education, Improving the Live Quality of the Vulnerable, Human Development, Health and Nutrition Services, and Child First Policies.

### A.3.5 Constraints

In general the participatory processs of the PRSP can be assessed as “broad, but not deep” (Kovach, 2005, p. 3). The CSOs were contacted at different levels (community, regional and national), but their comments were not really taken into account. Participation was interpreted as merely consultation or information exchange, which meant that the civil society could not really influence the content of the PRSP. Handicap International and its partners also faced this problem: most of the suggestions made in the position paper were not considered. The whole PRSP process at that point seemed to have encountered numerous structural problems: the timeline had been changed various times, the process was much more expensive than expected, and cooperation with the IFIs and other donors was sometimes complex.

### A.3.6 Perspectives

The team that prepared the position paper did not receive any feedback from donors or other agencies. Nevertheless, the joint work still had some positive effects as it created a new dynamic within the field of disability. Some follow-up discussions did take place with USAID (a main donor in the PRSP process), and USAID staff genuinely seemed interested in the issue and wanted to forward the paper to the US ambassador.

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**This section is mainly based on communication with Lucile Papon, former Country Director of Handicap International Sierra Leone**

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Somaliland: International Disability Day
© V. Rousselle / Handicap International

Mali: Disability Week © N. Moindrot / Handicap International
PRSP Process and Phases

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**Entry Points**

- **I-PRSP (Preparation Status Report)**
- **1st Annual Progress Report**
- **2nd Annual Progress Report**
- **PRSP Review**
- **1st Annual Progress Report**
- **2nd Annual Progress Report**
- **PRSP Review**
- **PRSP**

**Strategies**

- **Annual Poverty Policy Week and discussion of APR**
- **Poverty analysis**
- **Application for funds, conducting of analyses about people with disabilities’ living situation**
- **Establishment of PRSP and Disability Network for information sharing, monitoring and evaluation**
- **Participation, lobbying, presentation of opinions**
- **Consultation at regional level**
- **Consultations on the draft**
- **Implementation of PRSP action points**
- **Monitoring and evaluation planning**
- **Participation in planning meeting**
- **Networking via NGO Policy Forum**
- **Participation in Drafting Unit**
A.4.1 PRSP in Tanzania

Tanzania was one of the first countries to start a PRSP process. The I-PRSP was distributed to the World Bank and the IMF in March 2000, and the full version followed a few months later. The intention of the government was to obtain debt relief as soon as possible. As the first PRSP was written under high time pressure, there was not enough space for civil society participation, and INGOs and donor organisations dominated the process. In 2002 the Poverty Policy Week took place for the first time, enabling all stakeholders to discuss the state of progress of the PRSP, and civil society to participate in formulating the APR. This event, together with the establishment of a Poverty Monitoring Committee and different technical working groups, gradually increased civil society participation. The Tanzanian civil society network is quite strong: it was able to conduct independent monitoring, and produced easy-to-understand material on PRSP. Many NGOs are organised in the NGO Policy Forum to ensure civil society participation in the PRSP. The review of the first PRSP started in 2003, and in 2005 the second strategy (known locally as MKUKUTA) was published. The Ministry of Finance and the Vice President’s Office are coordinating the whole process.

A.4.2 Disability in Tanzania

According to the 2002 national census, 3% of the Tanzanian population have a disability. Other official statistics (e.g. the 2002/2003 Poverty Analysis) claim that 10% of the population have a disability, which is equivalent to 3,456,000 persons. Disability is mainly caused by physical and visual impairments. There are a number of DPOs and organisations for people with disabilities. In comparison to other African countries, the disability movement in Tanzania is quite well-established. Shivyawata is an umbrella organisation of six DPOs representing different types of impairment plus their regional branches, and covers a large number of people. Other important DPOs in Dar es Salaam are the Disabled Organization for Legal Affairs and Social Economic Development (DOLASED) and the Information Centre on Disability (ICD).

A.4.3 Disability and PRSP

The first PRSP rarely took people with disabilities and their interests into consideration. At the Consultative Group Meeting of 2002 (a meeting of donors, governments and the civil society) donors mentioned for the first time this fact. Later that year a DPO representative (from DOLASED) participated and spoke at the Poverty Policy Week. From then on, different DPOs and the umbrella organisation Shivyawata regularly tried to be heard. They were successful during the review process, managing to obtain funds from the Vice President’s Office and the United Nations Development Programme (UNDP) to conduct participatory poverty assessments (PPAs) and to organise consultations in 2002/2003. The objective of these PPAs was to collect the “voices of the poor” and to obtain specific information about the living situation of people with disabilities. The survey was conducted by Shivyawata and ICD in 21 regions across the entire country. The main result was that people with disabilities are among the most vulnerable to poverty, and that their problems are
multidimensional. In the drafting process of the second PRSP (MKUKUTA), DPOs were invited at all stages to attend consultative meetings or seminars organised by the Vice President’s Office. They thus influenced the paper by first gathering data and then participating in the formulation of the final draft. Strong networking and lobbying were important throughout the process. For example, ICD, DOLASED and other DPOs participated in the NGO Policy Forum. They had good contacts with persons on decision-making committees. These contact persons provided information on the ongoing process and could speak about disability issues. The cooperation with the Ministry of Labour Youth and Sports/Social Welfare, which is responsible for disability issues, is especially notable.

To push the implementation of the PRSP forward, the Christoffel-Blindenmission (CBM) and Tanzanian DPOs organised a workshop in September 2005 at the CBBRT Headquarters in Dar Es Salaam and invited a number of organisations of and for people with disabilities, as well as representatives from governmental and international institutions. The workshop was a major success, with an average of over 60 persons participating on each of the three days. One result was the establishment of the MKUKUTA Disability Network in Tanzania, which closely follows up on the implementation of action points.

### A.4.4 Results

Due to the ongoing engagement of DPOs, the PRSP now mentions people with disabilities and their interests at various points. The matter is almost handled as a cross-cutting issue, as it is included in seven sectors and all of the so-called clusters of the paper. Disability is recognised as a main cause of poverty. The second PRSP clearly acknowledges the weakness of the first PRSP on these points. This shows that the Tanzanian PRSP process represents a genuine learning cycle, and that the strategy has been adjusted to the country’s specific situation. The workshop in September 2005 was a real milestone as it brought many different stakeholders together. As a result, a number of participating organisations promised to implement poverty reduction projects and made useful suggestions. The workshop formed the starting point for the MKUKUTA Disability Network.

### A.4.5 Constraints

Time considerably restricted the production of the first PRSP and, as the process was still in its infancy, the civil society had hardly any possibility to participate. People with disabilities were completely excluded. At the beginning, networking, coordination, information exchange and task-sharing between the different DPOs were all very weak. This situation was definitely improved by the September 2005 workshop and the establishment of the network. The Permanent Secretary of Health opened the workshop, still participants saw it as disadvantage, that no other high-ranking official from the government, ministries or the World Bank participated. So, while the second PRSP now addresses disability at many points, some issues are nevertheless still unclear, such as rehabilitation, technical assistance and how to combat negative attitudes. Even now, there is still no common Tanzanian definition of disability,
making data collection and the comparison of figures difficult. Although the second
PRSP has already been published, plans for implementation (timeline, responsibili-
ties, etc.) and for monitoring and evaluation are still not well-elaborated. Therefore
it remains difficult for the Tanzanian DPOs to find a way to cooperate with the
responsible institutions. They are still overlooked and not invited to meetings, for
example for the revision of the monitoring plan.

A.4.6 Perspectives

The September workshop offered genuinely new options, as it popularised the issues
around PRSP and disability, and enabled participants from various different back-
grounds to engage in a broad discussion of the subjects. The establishment of the
MKUKUTA Disability Network will ensure the implementation of the decided
action points and is a useful platform for information-sharing and monitoring. This
network not only consists of DPOs, but also comprises representatives from govern-
ment and international institutions, who function as advisors and providers of
technical support. In the first year the network will concentrate on implementing
activities related to education. With such a clear priority, the network does not risk
pursuing too many things and thereby losing a clear focus.

This case study is mainly based on information from Judith van der
Veen (Workshop coordinator, CBM co-worker for CCBRT Tanzania),
Gideon Mandes (Director of DOLASED), Henry Wimilie (Board Member
of ICD), as well as presenters and participants of the September 2005
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A.5 Lessons Learned

A.5.1 The Role of INGOS

The first three case studies were mainly reported from the viewpoint of Handicap International’s staff. They usually defined their own position with regard to technical and financial assistance, but they generally tried not to dominate the process. Moreover, they lacked legitimacy in defining national policies, especially in Honduras and Bangladesh, where their direct influence was in any case restricted. On the other hand, local NGOs or DPOs often do not have the necessary capacities and competences for intervention. Time pressure is immense in PRSP processes, so the possibility of conducting a participatory process with local stakeholders or even strengthening their own capacity remains extremely limited if they are unable to find strong allies.

A.5.2 Lack of Capacity

The lack of capacity, knowledge and resources has been clearly identified as a main problem for the civil society in general, and for people with disabilities in particular, as their level of education is on average lower. DPOs are often relatively recently established and tend to be weak, and with them the whole disability movement. DPOs often face internal struggles and conflicts such as the question of representation (as the example of CIARH in Honduras showed), or serious problems concerning their organisational structures.

A.5.3 Exclusion

In all four case studies the PRSP process first ignored the issue of disability and people with disabilities; only after considerable efforts in terms of participation and consultation were the relevant issues finally addressed. In Honduras, Bangladesh and Tanzania, the responsible persons genuinely seemed to be interested in the topic or were even ashamed that disability had been forgotten; this made recognition of the issue much easier. In Sierra Leone, however, representatives showed no interest in civil society participation, although this simply reflected a larger problem with the whole PRSP process. In general, stakeholders from the other three countries complained that the process had not been very transparent and for a long time little or nothing was known; stakeholders felt that they had not always been invited to consultations or other related events.

A.5.4 Strategies for Inclusions

Honduras, Bangladesh and Sierra Leone used their position papers in various ways. These papers facilitated external awareness raising, but also promoted internal orientation and the definition of a joint strategy. In Honduras, Bangladesh and Tanzania, it was possible to get in touch with key persons in government, and such personal contacts proved very helpful. The Bangladeshi summary of the position...
A paper had a major impact on the results and opened doors in other contexts as well. Thus lobbying, networking and building alliances is highly recommended, as such actions facilitate access to information and, in a best-case scenario, influence decisions.

A.5.5 Inclusions in all Stages of the PRSP

It is not sufficient merely to include disability issues in the PRSP document: after the formulation of the paper, the next challenge is implementation. Although this is mainly the responsibility of the government, organisations working in the field of disability can participate in programme and project implementation, as the Tanzanian case study shows. This will improve their influence on decision-making as well. People with disabilities and DPOs should also try to participate in monitoring and evaluation systems. If this does not take place, the promised actions may easily be forgotten. The example from Honduras shows that the PRSP serves as a strong basis for argumentation. Tanzanian stakeholders explained that it was very effective to be involved in all stages of the PRSP review and formulation process. DPOs and other organisations need to become involved with a long-term perspective.

A.5.6 Side-effects

Apart from the PRSP itself, all persons concerned noticed the side-effects of this work: awareness-raising of donors and within the governments, strengthening of internal and external legitimacy, and capacity-building. Furthermore, the PRSP offers an opportunity for data collection (as was the case in Honduras and Tanzania) that can prove useful in other situations as well. Therefore, the work on the PRSP significantly contributes to the improvement of national disability issues.

5B PRSP and Stakeholders

B.1 Introduction – Overview

The World Bank and the IMF initiated the PRSP concept in 1999. The idea was for low-income countries to formulate a national strategy for reducing poverty which describes the country’s development objectives, the programmes that have to be introduced to achieve these objectives, and the funding required to implement them. By establishing their own Poverty Reduction Strategy (PRS), countries obtain access to debt relief and other financial support from the IFIs and other donors. A wide variety of different stakeholders should participate in the formulation of the national PRSP, such as the government, members of parliament, civil society groups and private sector representatives. The whole process is coordinated and led by the governments of the countries in question. The World Bank and the IMF may provide technical support and advice, but the main leader of the process should be the country itself. The development of the PRSP process, its stakeholders and their (inter)relations are described in this chapter.

B.2 PRSP – Origin and Structure

B.2.1 Background: From Neoliberalism to Poverty Reduction

In the 1960s the conviction that development could be achieved through economic growth and trickle-down effects dominated the policies of the World Bank and the IMF. With Robert McNamara as World Bank President from 1968–1981, the policies of the Bank already appeared to emphasise poverty reduction in the form of a “basic needs” approach. However, in the 1980s the idea of development through economic growth regained importance. The often criticised Structural Adjustment Programmes (SAPs) were introduced during this period. The vision of both Bretton Woods institutions was organised around the so-called Washington consensus, which emphasised the importance of sound macroeconomic policies and free markets. In the 1990s criticism of the SAPs increased considerably, not only externally by NGOs and UN organisations such as UNICEF, but also within the World Bank: an internal report from 1992 (the Wapenhans Report) stated that over one-third of World Bank projects were failures. Furthermore, other Bank reports were showing little or no reduction in poverty in Africa.

Beside the mounting criticism of the SAPs, two other aspects may be responsible for the change in the World Bank’s policy towards poverty reduction:

- One factor was a reassessment of the World Bank’s role, which concluded that the Bank’s programmes should give a greater weight to poverty reduction.

- Another factor was the new vision of development. Starting in the 1990s, a shift occurred in the understanding of the concept of development within the international development community. This shift was marked by a series of events like...
the introduction of the Human Development Index (HDI) by the United Nations Development Programme (UNDP) in 1990, the UN’s decision to name 1992 the “International Year for Eradication of Poverty”, the “World Summit for Social Development” in Copenhagen in 1995 and the formulation of the Millennium Development Goals (MDGs), as well as the Highly Indebted Poor Countries (HIPC) debt relief initiative in 1996. Now, poverty is not only measured in terms of its monetary aspects but also along a social and political dimension. Development for its part is no longer viewed purely as a technical process of capital accumulation in the context of sound macroeconomic policies, but also as a change affecting the entire society. This shift meant that the development policies of countries could no longer be defined by donors alone. Instead, the ideas and policies for development had to emerge from the affected countries and societies themselves. All of these changes led to the introduction of the concept of PRSP in 1999. Today, more than 70 countries are conducting their own PRSP process.


### B.2.2 Basic Principles

According to the World Bank and the IMF, PRSPs should be national programmes that are:

- country-driven and -owned, developed through a broad-based participatory process;
- results-oriented, focusing on outcomes that would benefit the poor;
- comprehensive in scope, recognizing the multidimensional nature of the causes of poverty and measures to attack it;
- partnership-oriented, providing a basis for the active and coordinated participation of development partners (bilateral, multilateral, nongovernmental) in supporting country strategies; and
- based on a medium- and long-term perspective for poverty reduction, recognizing that sustained poverty reduction cannot be achieved overnight. (quoted from Klugman, 2002, p. 3)

The central idea behind the new approach is to ensure the broad participation of different stakeholders, such as representatives of NGOs, CSOs, people living in...
poverty, government, parliaments, the private sector, etc. The degree of participation depends on the country’s specific situation, and can vary from simple information exchange to joint decision-making. The World Bank and the IMF have clearly stated that they cannot set standards: “The design and execution of the participatory process, however, is a matter for the national authorities” (Klugman, 2002, p. 5). The aim of this participatory approach is country ownership: if the stakeholders are allowed to contribute ideas, negotiate and develop the strategy, they will identify much more with the result, and they will be convinced and willing to advance the strategy.

Normally a section or department of the national government – very often within the Ministry of Finance – is in charge of conducting the PRSP process. The level and intensity of civil society participation depends on the decisions and abilities of individual stakeholders. Most often participatory events are organised (e.g. workshops) where different members of the civil society can come together, discuss and work on specific issues. Participation can take a variety of different forms, ranging from information and consultation to joint policymaking. Until now, a consultative approach has generally channelled participation in most countries.

The World Bank Homepage provides an useful introduction to PRSP; this link can also be used to find answers to most common questions: http://web.worldbank.org/WEBSITE/EXTERNAL/TOPICS/EXTPOVERTY/EXTPRS/0,,menuPK:384209~pagePK:162100~piPK:159310~theSitePK:384201,00.html (www.worldbank.org/prsp → Overview)

The IMF has published a Factsheet on its website which also offers a good introduction: http://www.imf.org/external/np/exr/facts/prsp.htm (www.imf.org → about the IMF → More Factsheets → Poverty Reduction Strategy Papers)

B.2.3 Development and Structure of the Process

Preparation Process

A PRSP is not a static document. It is intended to be a record of an ongoing process, which is reviewed, modified and reformulated at regular intervals. The first version of the PRSP often takes the form of an Interim PRSP (I-PRSP), largely because an I-PRSP takes less time to prepare than a normal PRSP. This option allows countries to access debt relief faster. However, it is expected that the full PRSP will follow the I-PRSP theoretically within a year, although in practice this may take anywhere between nine and 24 months. The full PRSP is valid for three to five years, and each year the government must present an Annual Progress Report (APR) to show what progress has been made in implementing the strategy. All I-PRSPs, PRSPs and APRs are assessed in the Joint Staff Advisory Note (JSAN) prepared by World Bank and IMF staff. The purpose is to provide the Executive Boards of the IFIs with an assessment of the quality and relevance of the strategy described in the PRSP.
As Figure 2 shows, there are three different phases: formulation, implementation and monitoring and evaluation. The different stakeholders are supposed to participate in each of these phases (see Chapter 4: Entry Points).

**Content**

According to the World Bank, the PRSPs should contain:

1. A poverty analysis, including an analysis of trends and their relationship to government policies
2. Prioritisation of programmes needed to achieve the national development objectives
3. Targets and indicators
4. A plan for monitoring and evaluating the implementation of the programmes and the progress achieved in reaching the targets
5. A description of the participatory process in preparing the strategy (Klugman, 2002, p. 4)

The Sourcebook states four key areas for policy actions:

1. Macroeconomic and structural policies to support sustainable growth and the increased participation of the poor in the development process.
2. Improvements in governance, including public sector financial management
3. Appropriate sectoral policies and programmes
4. Realistic costing and appropriate levels of funding for the major programmes. (quoted from Klugman, 2002, p. 4)

In summary, the PRSP should include all relevant policies, from macroeconomic issues to health and human development. Governance, gender and the environment are considered cross-cutting issues. The PRSP should also contain the estimated costs and expenditures of the programmes designed.

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The Preface and the Overview provide information on the principles.
B.3 Stakeholders

B.3.1 The Global Role of the IMF and the World Bank

The World Bank and the IMF are sometimes categorised as International Finance Institutions (IFIs). Both are specialised UN agencies, with the same origins and a similar governance structure. A country has to be a member of the IMF to become a member of the World Bank. Today, 184 countries are members of the IMF. Each member state holds shares in the Bank and the Fund which are calculated in relation to the economic capacity of that state. The voting power of the member states is also in accordance with their share. That means that the US, which holds about 17%, has the most powerful voice on the Board, followed by Japan, Germany, France and the UK. Traditionally the World Bank President is chosen by the US government while the Europeans propose the Managing Director of the IMF.

The IMF and the World Bank work in a complementary manner. As their tasks are related, they launch some programmes and concepts in tandem, such as PRSP. However, there are some clear differences: the World Bank’s focus is mainly on medium to long-term economic and social development. To facilitate this process, the Bank provides medium-term loans (to medium and high-income countries) and long-term credits to low-income countries. Recently, it started to provide grants to low-income countries that are experiencing balance of payments difficulties in the form of high and unsustainable debt service ratios. In addition to financial assistance, the World Bank also provides technical assistance and analytical advice through its economic and sectoral work. By contrast, the IMF focuses more on short-term macroeconomic issues arising from fiscal, monetary and exchange rate policies. To help countries overcome macroeconomic crises, the IMF provides short-term loans.
B.3.2 PRSP-related Instruments of the IFIs

The IMF and the World Bank have introduced technical and financial approaches to support PRSP programmes.

The World Bank provides credits for low-income countries that are highly concessional in the sense that no interest rate is charged (only a small service charge is levied on committed funds), and repayments are stretched over a 40-year period. This means that these credits are 70% equivalent to a grant (in other words, a World Bank credit of $100 is equivalent to a grant of $70).

The World Bank sees its work as fitting within a broad strategic vision of development. In 1999 the Bank introduced the Comprehensive Development Framework (CDF), which forms the conceptual basis of the PRSP. This framework “emphasised the multisector, long-term development vision approach, as well as country leadership in designing the ‘architecture’ of local donor co-operation” (Rogerson, Hewitt and Waldenberg, 2004, p. 17). This means that development should not focus on single projects, but should rather be seen in a wider context and with regard to all relevant aspects.

The World Bank also provides analytical services. At the request of governments, it prepares economic reports such as country economic memoranda, public expenditure reviews and poverty assessments. For the PRSP, the Bank produced a “Sourcebook of Poverty Reduction Strategies”, a two-volume manual on how to prepare PRSPs.

To guide its programme of assistance to countries, the Bank has developed a Country Assistance Strategy (CAS), which resembles a medium-term business plan (Oxfam Guide, p.6). Its objective is to indicate how the Bank’s lending programme and planned analytical work will be implemented over the medium term. The countries’ governments – and sometimes also representatives of the civil society – participate in preparing this document, although the World Bank clearly states that “it is not a negotiated document” (World Bank, 2003, p. 38). The CAS system already existed before the PRSP approach, but must now be modified in order to indicate more clearly how CAS instruments, e.g. investment projects, analytical advice and/or budgetary support in the form of Poverty Reduction Support Credit (PRSC), will contribute to the implementation of each country’s PRS. This is not easy as both instruments follow a different logic: PRSP implies a bottom-up approach, whereas CAS works top-down.

The IMF’s lending instrument for low-income countries is the Poverty Reduction and Growth Facility (PRGF). The PRGF mainly supports macroeconomic programmes such as tax policy, fiscal management or customs administration. The IMF provides its expertise in these areas in particular to client countries.
B.3.3 Government

The government of each country is supposed to be the leading actor in the PRSP process. It decides on the timeframe and design of the PRSP process, and is responsible for initiating the participatory process and writing the document, as well as other documents required, such as status and progress reports. However, each country may conduct its PRSP process in a different way. Other state institutions such as national parliaments should also participate in the PRSP process, as they are the legally voted representatives of the countries’ citizens.

To find out who is responsible for the PRSP in your country, check the homepage of your government or the World Bank homepage on PRSP:

- [www.worldbank.org/prsp](http://www.worldbank.org/prsp)
- [www.worldbank.org/countries](http://www.worldbank.org/countries)
- [www.prsp-watch.de](http://www.prsp-watch.de)

(Unfortunately not all country profiles are available in English)
B.3.4 Civil Society

The term “civil society” is very frequently encountered these days, but rarely clearly defined. It generally consists of institutions which are independent from the government. Most PRSPs do not define “civil society”, and there is no reference to any definition in the Sourcebook. In fact, a wide range of very different civil society stakeholders participate in the PRSP process, such as NGOs, CBOs, trade unions, religious organisations, academic institutions, private sector members, the media and the press, as well as individuals. There is no standard to assist countries in making decisions about the participation of civil society members in their national PRSP process. The only requirement is to include the civil society at every stage of the PRSP, but there is no basic standard concerning the adequate participation of civil society.

www.worldbank.org/prsp presents details on the different participants of various country

B.3.5 Other Stakeholders

Other development cooperation agencies also have an influence on the PRSP process through their technical and financial assistance or by their actively participation in the formulation of the PRSP. They include bilateral and multilateral donors and their agencies (such as USAID, DFID, GTZ, etc.), as well as international NGOs (Care, Oxfam, Save the Children, ActionAid, etc.). According to the principles of the PRSP process, other partners are invited to contribute to the PRSP, but the strategy itself must be country-owned. The ultimate goal is that other agencies and development partners view the PRSP as providing an overall guiding framework for their assistance and arrange their activities to match the priority areas identified in the PRSP.

Figure 3: PRSP Stakeholders
B.4 Interpretation of the Concept

When the IFIs introduced the PRSP concept, the development community, especially NGOs, reacted in most cases sceptically. There was no real faith in the policy change, and many criticised the strategy as being old wine in new bottle. It is still too early to come up with a definitive judgement as the PRSP approach is quite new and is still evolving, making it impossible to estimate long-term results. What the following chapters do show is that the PRSP process provides a range of opportunities as well as constraints.

B.4.1 Constraints

Constraints due to the process

Some of the criticisms of the PRSP concern the design of the process. First there are internal constraints that are implicit in large organisations such as the World Bank and the IMF. It takes time before everybody has internalised and understood a new concept.

The instruments of the Bank and the Fund (e.g. the CAS, PRGF) are supposed to be fully aligned with the PRSP. However, in actual fact their own guidelines and rules constrain them considerably. For example, the CAS does not seem to be fully aligned to the PRSP concept. Drafts are often not published or discussed with the civil society, which makes it impossible for the civil society to influence the CAS.

Theoretically the Poverty Reduction Support Credit (PRSC) aims at facilitating the implementation of the national development goals of the PRSP, seeking to ensure that the poverty reduction objectives of the country are taken into account. In reality, however, the PRSCs are not very well-aligned. Some critics furthermore argue that the process is strongly donor-driven; indeed, it is quite likely that the macroeconomic programmes of the IMF shape the macroeconomic programmes of the PRSP, rather than vice versa. Countries writing a PRSP are among the poorest in the world and are unable either to have a major influence on world politics or on the decisions of the IFIs. In fact, the IFIs have the final decision on whether a PRSP is approved or not. In many countries, the key motivation for starting a PRSP process is not poverty reduction but instead obtaining access to debt relief and credits. Additionally, there is the problem of funding the planned projects. In general, funds and credits from both the World Bank and the IMF are usually not enough to finance the whole budget needed to implement the PRSP. Nevertheless, the link between PRSP and debt relief strengthens the power of the IFIs, which does not allow developing countries much flexibility to implement their own programmes.

Content

Many authors state that, thematically, PRSCs (and indirectly, the PRSP) do not represent a real change from the previous SAPs. A country and the IFIs may agree to continue to focus the adjustment programmes on macroeconomic issues, e.g. inflation, growth, privatisation, market efficiency and investment in human resources. In this case, self-censorship may take place, leading the country to fulfil the expectations of IFIs instead of insisting on its own specific programmes. Another
problem is that the IFIs and the countries indicate that the objective of the PRSCs is to support “pro-poor growth”, even though there is no satisfactory definition of this key word.

It is therefore not surprising that the “new” adjustment programmes do not meet the needs of the extremely poor. Quite often poverty is defined in terms of income, thereby excluding other factors such as powerlessness. The World Bank has developed a technique for Poverty Social Impact Analysis (PSIA) which analyses the impact of macroeconomic reforms on the poor, but it has only rarely applied this method to date.

In fact, the PRSPs of very different countries tend to be quite similar, and this is hardly the result of real ownership and participation. The civil society rarely participates in the discussion of macroeconomic issues. As a result, “active participation” generally only concerns classic “soft issues” such as health, social protection and education. One solution is to establish links with local universities and to hire a professional for specialist economic topics (see Chapter 5A: Bangladesh).

Inadequate participation

The quality of participation is a serious cause for concern, because the participatory process itself and the participants may significantly influence the successful implementation of the PRSP.

The idea of civil society participation in the PRSP concept is based on a western understanding of nation states and democracy, and it may be difficult to adapt it to countries with a completely different political history and social structure.

Another problem within the PRSP process is the lack of access to information: often the process is not transparent and is difficult to understand. For example, the PRSP and relevant documents may be available only in English and not in the local language(s).

Normally the government or the department in charge decides who participates in the PRSP process. This can lead to the exclusion of relevant stakeholders, even if they are already politically organised, such as parliaments and trade unions. The selection of participants is not necessarily made according to their legitimacy and representation. Another challenge concerns the structure and organisation of participatory events: too often they lack sufficient preparation and execution, e.g. invitations only ever arrive at short notice, while papers for preparation are either sent shortly before the workshop or not at all. It is a structural dilemma that there is always too little time allocated for preparing the PRSP, despite the fact that adequate participation needs ample preparation time. All of these factors contribute to low quality. However, even if the participation is adequate and adapted, it does not necessarily mean that the final paper includes the inputs of the civil society. Spranger and Wolf summarise this experience as follows: “I participate, you participate, he/she participates, we participate, you participate and THEY decide” (Spranger and Wolf, 2003, p. 56).

As explained above, the IFIs did not define or set standards for participation; this lack certainly also contributes to the overall poor quality. In fact, until now participation has mostly taken the form of consultations. The IFIs and the civil society (via NGOs) assess this completely differently: the IFIs state that the influence of the civil society is high, whereas the NGOs feel that the contrary is the case.
The low quality of participation is not only due to the donors and the governments, but also to the civil society itself. Often financial means, knowledge about international cooperation and/or insufficient numbers of skilled staff limit capacity and therefore the active participation of the civil society.

**B.4.2 Opportunities**

**Focus on poverty issues**

Although some authors state that the macroeconomic policies in PRSPs are not a real improvement on the SAPs, others see a new focus on poverty reduction. With the PRSP, poverty reduction has become a central issue in national and international politics. This commitment to poverty reduction can actually have effects at the local level and on poor people’s interests, as research proves: “For countries like Senegal, Cambodia, Ethiopia, Bolivia, Honduras and Nicaragua, PRSPs offered the prospects of a renewed commitment to education and health care at the local level, coupled to the provision of new resources from donors and the release of debt servicing funds for the implementation of long-term strategies.” (Whaites, 2002, p. 14).

**Opportunities for civil society participation**

Despite all the criticisms, the main ideas of the PRSP are increasingly gaining in acceptance and approval, as the PRSP process seems to offer real opportunities. Experience shows that in many countries, the exchange of views between government and civil society has already started more or less successfully. There is a quantitative rise in cooperation between the civil society and governments, and the transparency of politics in general has increased. Case studies show that the “space for public participation in policy formulation has indeed opened up in Kenya, Nepal, Malawi, Rwanda, Uganda, and Vietnam.” (Houghton, 2002, p. 8). The process of political participation also provides new opportunities for marginalised groups, which until now have not been able to wield any political influence. Moreover, the process allows different parts of the civil society to get to know each other for the first time, creating valuable opportunities in the fight to reduce discrimination.

Altogether, their involvement in the PRSP process forces all stakeholders to change their behaviour. NGOs and CSOs have to organise themselves in order to gain real influence; governments must learn to communicate with civil society representatives and engage with them in a real dialogue. The IFIs need to transfer the responsibilities of the whole PRSP process to the country concerned, and all donors should align their support with the country’s poverty reduction strategy.

In general it can definitely be beneficial to work on the PRSP because it offers new opportunities for civil society as well as governments. Many countries do not have an actual choice as to whether they prepare a PRSP or not because they completely depend on debt relief. However, a positive effect can already be detected in the fact that all stakeholders need to strive to formulate a joint policy strategy for the PRSP. The results of national PRSPs executed to date are difficult to assess, as the strategies are long term and the process is still quite new and dynamic. Problems in the first phase must therefore be considered as a challenge. It will be up to future generations to evaluate the real effects and results of the PRSP process.
B.5 PRSP and Disability

Until now no PRSP has contained an adequate disability dimension, even though people with disabilities are among the most vulnerable and prone to poverty. In fact, they are locked in a vicious circle of poverty, causing bad health, disability and further impoverishment (see Chapter 5C). However, the participation of DPOs and organisations working in the field of disability is necessary, as only these actors are able to change the focus of action concerning disability to meet their real interests. A study conducted by a World Bank consultant (see Bonnel, 2005) shows that when
People with disabilities face exclusion at various levels of the PRSP approach:

1. The PRSP Sourcebook rarely considers people with disabilities. The Sourcebook discusses disability in an inconsistent way. People with disabilities are mostly restricted to the category of social protection and considered as being economically inactive or as welfare cases. On the other hand, statements on inclusive education and with regard to transport and communication make it clear that the surrounding conditions and the environment have to be changed in order to include people with disabilities in society more successfully. In short, the Sourcebook lacks a clear understanding of the term “disability”, and indeed the terminology used is at times obviously prejudicial: people with disabilities are addressed as “the disabled” at a number of points. In the Sourcebook people with disabilities are often included in other vulnerable groups, a fact that risks overlooking the special exclusion mechanisms or special needs that these groups require. Such groupings might be helpful in explaining main tendencies, but do not result in appropriate analysis and solutions. In an ideal scenario, the chapter on “Cross-cutting Issues” should include a specific section on disability.

2. People with disabilities rarely participate in consultations for the formulation and preparation of the PRSP. DPOs are seldom able to participate in any stage of the process, as they usually lack the necessary capacities and connections. The general constraints for civil society participation are discussed above. DPOs and organisations working in the field of disability face the same limits, but very often in an intensified form: the process, for example, is even more non-transparent for people with an impairment, as the information is not provided in an accessible format (e.g. Braille or sign language).

3. Most PRSPs do not address people with disabilities in a comprehensive way. PRSPs contain mainly vague formulations for policy measures, and suggestions are often selective and do not include the wider context. It is not enough that disability issues are mentioned in the PRSP itself: they must also be included in the action plan or policy matrix, which sets the priorities of the PRSP. Furthermore, these measures must be considered in the budget, and all related instruments such as the PRGF, PRSC, CAS or the APRs, as otherwise they will be forgotten in day-to-day policy, and resources will be scarce. Given the lack of data available and that the understanding of disability and of the situation of people with disabilities is low, the latter are often treated as a homogeneous group, or even only included in the huge group of “vulnerable persons”. The main characteristic of members of this group is their inability to work, so the solutions proposed concern only social protection. Little attention is paid to the various types of disability and the differences in terms of living situation – for example, disability is never mentioned in the context of rural development.


GPDD Working Group on Disability and Poverty Reduction: http://www.stakes.fi/sfa/disabilityandpoverty

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**PRSP Countries (End 2005)**
5C Disability

C.1 What is Disability?

There are many different ways of understanding and interpreting disability. Disability takes various forms and is quite difficult to understand for both non-disabled persons and people with disabilities. The available data reflect this confusion as well: according to an oft-cited WHO figure, the prevalence of people with disabilities is on average 10% worldwide. However, DISTAT, the UN database on disability which summarises statistics from different countries, mentions figures from 0.3% (in Thailand) to 20% (in New Zealand). These examples show that disability is difficult to measure and define. In the PRSP context, data and figures are very useful means of convincing decision-makers. In order to obtain a comprehensive understanding as well as to produce reliable and comparable data, international agencies – such as the WHO – are currently working on a general definition. Modifications of existing models in the last few years, and the emergence of a new definition (the International Classification of Functioning, Disability and Health (ICF)), show that we are still in a process of understanding the concept. The research currently underway towards achieving an international definition is extremely challenging, as models of disability are strongly influenced by culture. The following sub-sections explain the three main models for understanding disability, the ICF, and the international guidelines on disability. However, we need to keep in mind that these models and definitions are proposals for understanding “disability”, and that a personal situation, or a country-specific one, may not exactly fit the models. These models and definitions are moreover mainly influenced by western researchers and/or DPOs in industrialised countries. Consequently they do not necessarily fit other country contexts and cultural backgrounds. These models (especially the social model) provide the basis for any action concerning disability, e.g. development programmes. It is helpful to be aware of these models when communicating with somebody from another context in order to know what s/he is talking about and to find effective ways of explaining your own position.

The following sub-sections also explore the differences between the terms “disability”, “impairment”, etc., because the distinctions are not commonly known. The problem is also linked to the use of different definitions. Problems of understanding are reinforced when translating the terms into or from other languages: some languages do not have an equivalent word for “disability”, but many words for different types of impairment. Even different European languages face this problem. There is an ongoing discussion about the use of non-discriminatory language. This document does not seek to judge which words are right or wrong, but rather to encourage reflection and discussion about the different terms.

C.1.1 The Charity Model

The Charity Model sees people with disabilities as victims of their impairment. Their situation is tragic, and they are suffering. Consequently, they need special services,
special institutions, etc., because they are different. Sometimes people with disabilities themselves adopt this concept, in which case they usually feel “unable” and have a low sense of self-esteem.

C.1.2 The Medical Model

The Medical (or Individual) Model considers people with disabilities as persons with physical problems which need to be cured. This pushes people with disabilities into the passive role of patients. The aim of a medical approach is to make people with disabilities “normal” – which of course implies that people with disabilities are in some way abnormal. The issue of disability is limited to the individual in question: in case of disability, the disabled person has to be changed, not society or the surrounding environment.
C.1.3 The Social Model

The Social Model regards disability to be a result of the way society is organised. Because society is not well organised, people with disabilities face the following types of discrimination (see Figure 7):

- Attitudinal: This is expressed in fear, ignorance and low expectations (influenced by culture and religion);
- Environmental: This results in physical inaccessibility affecting all aspects of life (shops, public buildings, places of worship, transport, etc.); and
- Institutional: This means legal discrimination (e.g. by not being allowed to marry or to have children), or exclusion from school, etc.

These three types of barriers make people with disabilities unable to take control of their own lives.

Figure 7: Integrating people with disabilities means overcoming different types of barriers (STAKES, 2003, p. 29.)


## C.1.4 The WHO Classification

The WHO is one of the most important organisations that are continuously working on a general definition of disability: Since 1980 the International Classification of Impairments, Disabilities and Handicaps (ICIDH) has been the leading classification system regarding the process of understanding and defining disability. It was reviewed in the late 1990s and led to the International Classification of Functioning, Disability and Health (ICF) in 2002.

In the understanding of the ICIDH, “impairment” refers to the physical situation of the person; “disability” means the restriction of activities due to the impairment; and “handicap” expresses the limitations in terms of fulfilling a social role. Impairment refers to the level of an organ as a functional or structural abnormality of the body; disability means the impact of the impairment on the performance of the individual; and a handicap is the overall consequence of the impairment and/or disability, as per the figure below:

![WHO Classification Diagram](image-url)

-Disease or disorder
- Polio
- Impairment
- Paralysis
- Disability
- Limited mobility
- Handicaps
- Limits in finding employment
- Facial disfigurement
- Limited ability for social interaction
These two examples show that the ICIDH saw the impairment as the crucial cause of disability and handicap. The ICIDH was therefore linked to the medical or individual model of disability. An impairment must not necessarily result in a disability and a handicap, but an impairment could result directly in a handicap, without being a disability.

With the emergence of new disability models, the WHO reviewed its classification and published the ICF in 2002. This classification came up with three dimensions of human functioning and disability: the body, activities, and participation. Thus disability involves dysfunctionality at one or more levels: it is an umbrella term for impairment (meaning problems in body functions and structures), activity limitation and participation restriction (WHO, 2002, p. 10) (see Figure 8).

<table>
<thead>
<tr>
<th>Health Condition</th>
<th>Impairment</th>
<th>Activity Limitation</th>
<th>Participation Restriction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leprosy</td>
<td>Loss of feeling in the extremities</td>
<td>Difficulties in grasping objects</td>
<td>The stigma of leprosy leads to unemployment</td>
</tr>
<tr>
<td>A person who formally had a mental problem and was treated for a psychotic disorder</td>
<td>None</td>
<td>None</td>
<td>Denied employment because of employer prejudice</td>
</tr>
</tbody>
</table>

By using the term “functioning”, less emphasis is put on the individual deficiencies of a person, and “a continuum of health status” (Bonnel, 2004, p. 30) is recognised. The classification stresses the environmental factors (including the physical environment, as well as attitudes, services and policies) which facilitate or restrict a person’s potential to participate in daily life. The ICF accepts neither the medical nor the social model as valid on its own. Disability means a complex system with elements occurring on the individual body level in combination with the structure of society. The ICF suggests a synthesis of the two models under the new name the biopsychosocial model (see WHO, 2002, p. 9). However, this model is not yet established, and other authors do not use it.

The ICF provides a planning tool for decision-makers: together with the new definition, the WHO has published a checklist for measuring a person’s level of functioning. This checklist not only gathers medical data, but also social data, and the questions concern health status, activity and participation.
C.2 Disability and Policies

The national and international legislation presented in the following sub-sections could (and should) serve as the basis for any PRSP seeking to include disability issues.

C.2.1 The UN Standard Rules

The UN Standard Rules on the Equalization of Opportunities for People with Disabilities from 1993 are not legally binding for states, but offer a basis for policymaking. Although the UN Standard Rules are addressed to governments they offer a valuable orientation for NGOs and other parties. The Standard Rules consist of 22 single rules touching three issues: Preconditions for Equal Participation, Target Areas for Equal Participation, and Implementation Measures. The UN Standard Rules call for concrete measures for people with disabilities, demand at the same time changes, and promote awareness-raising in society. Their implementation is monitored by the UN special rapporteur.
C.2.2 The UN Convention

It is the task of policies to create equal opportunities for all. International guidelines and commitments exist beside the legal frameworks of nation states. The most important are the UN Standard Rules on Equalization of Opportunities for People with Disabilities, which advise nation states on how to promote equalisation. At the moment the International Convention on the Protection and Promotion of the Rights and Dignity of Persons with Disabilities is in preparation, which means a specific human rights convention for people with disabilities. However, it should not be forgotten that all other human rights conventions include people with disabilities. Therefore, the first article of the Convention states: “The purpose of this Convention is to promote, protect, and fulfil the full equal enjoyment of all human rights and fundamental freedoms of persons with disabilities.” Since 2002 representatives from the UN, governments and NGOs worldwide have been discussing the drafting and formulation of the Convention, and it is expected that it will be ready for ratification in 2007.


첩 Reports on the implementation of the UN Standard Rules in different countries are available at: http://www.independentliving.org/standardrules/

첩 PowerPoint presentation on the UN Standard Rules: http://www.worldenable.net/standardrules/Default.htm

첩 You can check the status of the UN Convention and the reports and discussions of the ad hoc meetings at: http://www.un.org/esa/socdev/enable/index.html.

첩 A CD-Rom on “The Disability Convention – Making it Work” provides an impressive collection of documents and issues related to the UN Convention. It can be obtained from: www.iddc.org.uk/cdrom.
C.2.3 Other International and Regional Commitments

This section provides a list of other significant international/regional conventions and agreements, in each case noting whether they are binding or non-binding.

- The Universal Declaration of Human Rights (a binding convention) was published by the UN in 1948. Although this declaration is universal and valid for everybody, people with disabilities have nevertheless often been disregarded.

- ILO Convention No. 159 concerning the Vocational Rehabilitation and Employment of Disabled Persons, 1983 (non-binding)

- The UN Convention on the Rights of the Child, adopted in 1989: Articles 2 and 23 mention children with disabilities (binding)


- The UN Educational, Scientific and Cultural Organization (UNESCO) Salamanca Statement and Framework for Action “Education for All”, formulated at the World Conference on Special Needs Education in 1994 (non-binding)

- The African Decade of Persons with Disabilities, 1999–2009 (non-binding)

- The Inter-American Convention on the Elimination of all Forms of Discrimination against Persons with Disabilities, 1999 (binding)

- The Biwako Millennium Framework for Action towards Inclusive, Barrier-free and Right-based Society for Persons with Disabilities in Asia and the Pacific, 2002 (non-binding)

- The Asian and Pacific Decade of Persons with Disabilities, 2003–2012 (non-binding)


Review of the Salamanca Statement 10 Years Later. Available at: http://eenet.org.uk/salamanca/salamanca.shtml


The African Decade: http://www.africandecade.org.za
C.3 Disability in Development

Governments and development organisations use various approaches to ensure the equal participation of people with disabilities. These approaches also provide a possible guideline on how to include disability in PRSPs.

C.3.1 Inclusive Development

Inclusive development claims to address people with disabilities and to include a disability dimension as a mainstreaming issue. As a consequence, people with disabilities should be included in all phases of any project and programme cycle. Decisions on budgets also need to consider the disability dimension. The goal of inclusive development is to create an inclusive society; the concept can and must take other vulnerable and marginalised groups into account as well. The basis of the concept is the social model of disability and the rights-based approach, which demands a close exchange of views between different stakeholders (e.g. through networking). As the participation of people with disabilities is a central concern, capacity-building strategies for empowering DPOs have become a fundamental issue.

C.3.2 The Right-based Approached

The focus of this model is on the fulfilment of human rights, for example the right to equal opportunities and participation in society. Consequently, society has to change to ensure that all people – including people with disabilities – have equal possibilities for participation. It is a fact that people with disabilities often face a denial of basic human rights, for example the right to health (physical and psychological) or the right to education and employment. Laws and policies therefore need to ensure that these barriers created by society are removed. The rights-based approach states that support in these areas is not a question of humanity or charity, but instead a basic human right that any person can claim. The two main elements of the rights-based approach are empowerment and accountability. Empowerment refers to the participation of people with disabilities as active stakeholders, while accountability relates to the duty of public institutions and structures to implement these rights and to justify the quality and quantity of their implementation.
C.3.3 Twin-track Approach

The so-called twin-track approach originated in the UK and was then translated into development activities. Organisations working in the field of disability realised that the provision of concrete services to people with disabilities is necessary, but stopping there was not sufficient. Rather, it is only the first step in empowering people with disabilities. The twin-track approach addresses special needs (e.g. mobility aids) and treats disability as a cross-cutting issue at the same time. It aims at mainstreaming disability into every sector and every development action with the overall goal of increasing the general level of awareness. The approach addresses able-bodied persons as well as people with disabilities; the latter are very often not aware of their rights and perceive themselves according to the medical and charity models (see Figure 9).


Inclusion International (nd): “Disability, Development and Inclusion in International Development Cooperation: A Scan of Disability-Related Policies and Research at Selected Multilateral and Bilateral Institutions”. This analysis compares different development policies of multilateral and bilateral agencies. Available at: http://www.inclusion-international.org/site_uploads/1119016919121949239.pdf

The relationship between poverty and disability is dialectic. The limited data that is available suggests that most of the people with disabilities live below the poverty line in developing countries. For example it is estimated that people with disabilities make up to 15 to 20 per cent of the poor in developing countries (Elwan, 1999, p. v). However, there is still a lack of detailed research on the links between poverty and disability, even though it has been suggested that 50% of impairments are preventable and directly linked to poverty (see Figure 10).

The main linkages between poverty and disability are (see Figure 11):

- unhealthy and risky living conditions, such as inadequate shelter, water supply and sanitation, unsafe traffic and working conditions;
- absence and inaccessibility (due to environmental and/or monetary barriers) of timely and adequate health care and rehabilitation;
- restricted access to education and employment;
- exclusion from social life: people with disabilities often do not have access to public places because of physical barriers, and often people with disabilities cannot participate in political decision-making.
More details about these linkages are explained in the sector-relevant subsections 5.1–5.7 later in this chapter.


**C.5 Sectors in PRSPs Relevant for Disability**

The PRSP Sourcebook of the World Bank describes sectors which should be addressed in PRSPs. Indeed, most of the documents published to date concentrate more or less on these sectors. Their linkages to disability are discussed in this chapter. Since every PRSP has its own shape due to country-specific issues, it would in fact be preferable if disability were included as a cross-cutting issue in every chapter.

**C.5.1 Health**

As mentioned above, poor people are more likely to live and work under unhealthy circumstances, for example in areas with an increased exposure to natural disasters, such as areas prone to flooding, or to man-made risks, such as landmines. In case they get injured, they can rarely afford or obtain access to appropriate health services. The absence of timely and adequate health care and rehabilitation causes impairments and long-lasting disabilities. In developing countries there is usually a lack in the provision of health services and rehabilitation measures. Moreover, people who are illiterate or have received less formal education may not know about the possibilities health and rehabilitation services could offer them.

Health-oriented development cooperation addresses three areas in particular: prevention, medical support, and rehabilitation (although the latter is also linked to other areas). Primary prevention of disease and impairment includes vaccinations and also education, especially for mothers. Programmes preventing infectious diseases such as malaria, leprosy, poliomyelitis and HIV/AIDS have to consider their linkages to impairment and disability. Awareness-raising programmes, especially on HIV/AIDS, need to be adjusted so that people with disabilities also have access to this information (e.g. Braille or sign language). Prevention also includes adequate nutrition, especially for children, as malnutrition is one of the main causes of impairment.

Medical support of people with disabilities includes the supply of drugs, surgery or the provision of orthopaedic aids and supporting devices (prostheses, wheelchairs, etc.). However, this can only be ensured if all health services are accessible to people with disabilities, which means not only the physical accessibility of the buildings, but also access to information about possible treatment, risks of drugs, etc.

Medical rehabilitation aims to restore a person’s mental and physical health status.

Disability is addressed in the Tanzanian PRSP in the following ways:

- “Improve neonatal care and infant care and ensure screening of under 5s for developmental disabilities and target nutrition education and supplementation for undernourished children.”
- “Reduce HIV and AIDS prevalence among woman and men with disabilities (among age group 15–35 years)”
- “Evaluate and critically assess the human resource development strategy in the health sector to identify gaps in skills among health workers and execute
a plan for immediate training in key areas, including special health needs of older and disabled persons.”

- “Eliminate all forms of barriers to health care by exempting the poor, pregnant women, older persons and disabled persons, children, and by removing unofficial charges and reduce the distance to, and by improving treatment.”


United Republic of Tanzania, Vice President’s Office (2005): *National Strategy for Growth and Reduction of Poverty, (NSGRP), April.* Available at: http://www.tanzania.go.tz/nsgrf.html

### C.5.2 Rehabilitation

Rehabilitation aims at restoring the participation of people with disabilities in everyday life. While it therefore addresses much more than just the health status of a person, the health sector does offer a good starting point in the PRSP context (other sectors could be social protection, education or employment). One must also compare the situation in the relevant country and check which ministry is in charge of rehabilitation (e.g. in Tanzania it is the Department of Social Welfare; in Uganda, Community Development).

Only 2% of people with disabilities in developing countries have access to rehabilitation and appropriate basic services (DFID, 2000, p. 2). Very often the provision of rehabilitation services is shifted from governmental institutions to (I)NGOs, which typically cannot serve whole countries. If there is a lack of rehabilitation, then a situation is created of long-lasting dependence of people with disabilities on others.

At the community level NGOs have been applying the Community-based Rehabilitation (CBR) concept in many developing countries for 20 years now. This concept attempts to be realistic by acknowledging that specialised institutions (such as orthopaedic centres and professionals) are not able to reach all people with disabilities and do not contribute to a real inclusion of people with disabilities in society. Today CBR is a national strategy in many countries.

According to a joint position paper by the ILO, UNESCO and the WHO, community-based rehabilitation is “a strategy within general community development for the rehabilitation, equalization of opportunities and social inclusion of all people with disabilities. CBR is implemented through the combined efforts of people with disabilities themselves, their families, organizations and communities, and the relevant governmental and non-governmental health, education, vocational, social and other services.” (ILO, UNESCO and WHO, 2004, p. 2). Under certain conditions it is estimated that 80% of rehabilitation needs may be met through CBR (DFID, 2001, p. 10).
C.5.3 Social Protection

In the majority of developing countries there is either no official system of social protection or only a weak one, and thus families function as safety nets. Families care for their disabled relatives and this engages one or even more workforces (i.e. not only the person with disabilities but also those of the carers). The UN estimates 25% of any population is directly or indirectly affected by disability (DFID, 2000, p.4).

In general the aim of social protection is to protect the most vulnerable and to manage any risks to society and to individuals. The UN Convention understands social protection as a means of ensuring an adequate standard of living. Therefore social protection measures include the provision of appropriate and affordable services, devices and other assistance, covering disability-related expenses or housing programmes. The World Bank has a wider understanding of social protection and suggests a range of legislative measures and expenditure programmes. These interventions address and overlap with various sectors such as labour and health. The World Bank’s Sourcebook suggests starting disability programmes such as inclusive education, sheltered workshops, technical aids, rehabilitation, disability insurance, pensions, etc.

The aim of the Tanzanian PRSP is that “20% of children and adults with disabilities [are] reached with effective social protection measures by 2010” (United Republic of Tanzania, Vice President’s Office, 2005).
C.5.4 Education

Children with disabilities in developing countries have restricted access to education: only 1 to 2% receive an education (DFID, 2000, p.3). And the “lack of education remains the key risk factor for poverty and exclusion of all children, both those with disabilities and the non-disabled.” (Takamine, 2004, p. 20). Children with disabilities are mostly separated from their peers in special schools, which have weak capacities, are too small and are often run by NGOs. Sometimes only infrastructural barriers limit their access to school; however, attitudinal barriers also play a major role in this context (see Figure 7). Children with physical impairments are often not sent to school, for example, because parents believe that they also have learning disabilities, or they invest education on another child. In addition, school staff often assume that they are not able to teach a child with disabilities. After the school years are over, there are not many possibilities for children and youth with disabilities to receive further education or vocational training.

To address the education needs of people with disabilities, inclusive education can be a cost-effective solution: the aim is to include the majority of the children with disabilities in regular schools, so that less special schools are needed. Therefore modifications in the infrastructure and the existing curriculum as well as the training of teachers are necessary. It is suggested that 80–90% of children with special needs could be included in regular schools (see Jonsson and Wiman, 2001, p. 6). This would not only provide them with an education, but facilitate their inclusion in society at the same time. The remaining 10–20% of children with more serious disabilities should still receive education in special schools (see Figure 12). It is important to find an educational system which systematically links special and inclusive education.
Changes in Special Needs Education

A. Before

Blind  Deaf  Mentally Retarded  Physically Disabled

Special School

B. Now

"Children with Special Education Needs"

5% Severe  20% Moderate  75% Mild

Blindness  Seeing Difficulties  Low Vision
Deafness  Hearing Difficulties  Hard of Hearing
Mental Retardation  Learning Difficulties  Slow Learning
Profound  Moving Difficulties, Speech Difficulties, Social and Emotional Difficulties  Light

Inclusive Education

Special School

Figure 12: Inclusive Education (adapted from Jonsson and Wiman, 2001, p. 8)
One of the Tanzanian PRSP’s goals is “ensuring equitable access to quality primary and secondary education”.

Children with disabilities are addressed at various points:

- “the proportion of children with disabilities that are enrolled in, attending and completing school should increase from 0.1% in 2000 to 20% in 2010”
- “reforms should be undertaken in primary, secondary and teachers’ education curricula, teacher training, teaching materials, assessment and examination, and school inspection to promote critical, creative and skill-based learning, and to incorporate gender, HIV/AIDS, disability and environment issues.” (United Republic of Tanzania, Vice President’s Office, 2005)

C.5.5 Employment

As people with disabilities have on average a lower level of formal education, they also have more difficulties in finding employment. Even after participating in further education, they still face discrimination at the hands of employers and colleagues. Consequently the unemployment and underemployment rates of people with disabilities are much higher compared to the rest of the population. And even if people with disabilities have a job, on average they earn less than people without disabilities. This lack of employment naturally leads to income poverty. Data on unemployment rates of people with disabilities are rare or unreliable, as such data depend on the definition of disability and unemployment (see Hernández-Licona, pp. 3–6) For example, in a number of Latin American countries somebody is only defined as disabled if he/she is unemployed. The ILO suggests that unemployment rates among people with disabilities are two to three times higher than among people without disabilities. Numerous individuals with disabilities depend on begging to earn their
living. For a long time special vocational workshops have been the main solution used in the employment sector, although such workshops are again a western approach imported to developing countries, with two key drawbacks in that they are restricted in number and do not enhance social inclusion. Promoting a different approach, the ILO devised Standards on Management of Disability at the Workplace, providing orientation in this area. Solutions generally propose improvements to the legal framework, which should eliminate exclusion and facilitate employment, for example by giving subsidies to employers who recruit people with disabilities. This is a field where DPOs and (I)NGOs can assist in lobbying and advocacy work as well as in providing advice on how workplaces should be designed. Regarding both the employment and the education sectors, policies should avoid creating parallel structures, but instead promote a single structure which facilitates access to the same opportunities for all. In fact, in most developing countries a great number of people live or work in the informal sector and on subsistence agriculture; only a minority of people are formally employed, yet employment policies only address this minority. Therefore strategies specifically need to consider people with disabilities in a rural context.

The Tanzanian PRSP suggests the need to:

“Develop affirmative action to create employment opportunities for youth, women and people with disabilities.” (United Republic of Tanzania, Vice President’s Office, 2005)

Example: Tanzania


C.5.6 Accessibility

An important element facilitating the access of people with disabilities is infrastructure, and this is linked to other sectors such as health, education or employment. A “Design for All” strategy should be considered in all PRSP measures. The constructing of accessible infrastructure costs only slightly more and less special solutions are needed for people with disabilities. Accessibility should address not only the physical but also the virtual infrastructure, such as the accessibility of information on the internet.

The infrastructure need also to include an adequate water supply and sanitation, for two reasons: a number of impairment-causing illnesses are transmitted by water, and the lack of accessible sanitation services at a public building, school or health centre may deter people with disabilities from even going there.

Transport is another key element that needs specific accessibility. Travelling is important to increase opportunities, for example to reach health centres, schools or places of employment.

The Tanzanian PRSP states the following requirements:

• “Increased access to clean, affordable and safe water, sanitation, decent shelter and a safe and sustainable environment and thereby reduced vulnerability to environmental risks at all public institutions – schools, health centres, markets and public places, including access for the disabled.”

• “Ensure adequate sanitation facilities at all public institutions – schools, health centres, markets and public places, including access for the disabled.”

• “Studies on access and cost of water and sanitation, paying attention to household make-up and age, disability and gender.”

• “Adopt National Housing Program, promote the participation of the private sector in housing, enhance appropriate and affordable housing materials and construction technology, increase the availability of low-cost housing and serviced plots to the most needy members of society (including the disabled).”

(United Republic of Tanzania, Vice President’s Office, 2005)

Example: Tanzania

Wiman, Ronald (STAKES) and Jim Sandhu (INDRA) (2004): Integrating Appropriate Measures for People with Disabilities in the Infrastructure Sector. Available at: www.stakes.fi/gtz/


C.5.7 Other Sectors

As mentioned above, governance and legislation address various sectors. An example of intervention can be the provision of legislation against discrimination. International standards, conventions, legislations and human rights can provide orientation in this regard.

With regard to vulnerable groups, specific attention should be paid to the double discrimination that women and children with disabilities experience. Gender is already a cross-cutting issue in the PRSP approach. As it is estimated that there are more women and girls with disabilities than men, this group needs special attention. Women are moreover doubly affected by disability in that they are much more likely to be providing care for disabled relatives than men.
Environment is also a cross-cutting issue in the PRSP approach: natural disasters cause impairments, so the prevention of natural disasters can also lead to a reduction in impairment.

Macroeconomic Policies: One main objective of PRSPs is to encourage economic growth and stability by influencing the economic framework, e.g. via tax policy, fiscal management, customs administration or trade policy. All this has an effect on people with disabilities as well.
The objective of successfully including disability in the PRSP process needs strong lobbying and a well-organised national disability movement. This requires each organisation concerned to have a clear and conscious identity, and this should also apply at the level of the whole movement. Networking and building alliances are important techniques for any DPO or organisation working in the field of disability, as this is an effective way of gaining political weight and being heard more easily by official representatives. Sharing resources also means being more cost-efficient. However, this networking approach also entails a considerable risk: discussing with potential allies and finding consensus takes a considerable amount of time and sometimes conflicts may emerge. The challenge is to find a balance between a credible consensus and time pressure.

This document uses the following terms:

- Alliances are loose agreements between several organisations working on the same issue.
- Networks are a more formalised type of alliance.
- Partnerships are a specific type of intense cooperation and usually concern two organisations; they take place supposedly on a complementary and egalitarian level, even though in reality the contrary is often the case.

Several important elements are needed to form effective alliances, networks and partnerships. The following sub-sections explain the importance of organisational self-assessment as a means of providing a shared identity for the disability movement. In particular, the results of the stakeholder analysis provide key information on the importance and relationship of the different organisations and persons in the context of disability and PRSP. Work on the strategy and positioning of an organisation offers stakeholders another opportunity to discuss possible alliances, networks and partnerships. Networking and alliances also require the following questions to be taken into consideration:

- Who would be an acceptable partner in order to achieve the objectives?
- Who might oppose or even actively reject this process?

The power issue is at the heart of any bilateral and multilateral cooperation. However, even though this is an important issue that may promote or destroy any partnership or alliance, the subject is usually so sensitive that it is difficult to address properly. Still, all organisations involved in cooperation should be interested in making the internal and external power structures and decision-making procedures more transparent in order to avoid mutual mistrust and manipulation.
D.1.1 Organisational Self-Assessment

An organisational self-assessment strengthens any organisation that implements this process: it includes working on the organisation’s identity by analysing its internal strengths and weaknesses and by identifying opportunities and constraints linked to the environment. The results help to establish a realistic picture of existing capacities, and the organisation is able to learn and to adapt more easily to a changing environment. At the same time, this assessment facilitates the planning and implementation of any project or activity. Representatives who know about and can agree on a corporate identity are able to act more coherently and efficiently in any field, including that of the disability sector.

In the field of development and cooperation, joint projects are usually implemented by two or more organisations working both together and independently of each other. Sometimes a shared identity may result from this cooperation, which can create ambivalence and insecurity within and outside the organisations concerned. Knowing one’s own identity and being aware of one’s capacities and deficiencies facilitates any cooperation and the planning of a joint project, as the mutual expectations are more realistic. A synthesis of an organisational self-assessment and a stakeholder analysis gives the persons and organisations concerned a realistic impression of their potential as a disability movement. On this basis, they will be able to develop a strategy for joint activities that is adapted to their specific national context.
An organisational self-assessment is an internal analysis of an organisation carried out by key representatives. Such assessments vary considerably in terms of intensity and extent, depending on the time and resources available. Either the representatives carry the assessment out themselves, or they are accompanied by an external facilitator.

The following questions and issues need to be discussed:

- Who are the key persons within the organisation?
- What is their motivation, what is their vision?
- What is the relationship between these key persons?
- How does this influence the performance and the activities of the organisation?
- What is the influence of each key person on a specific project or activity?
- Who is responsible for what?
- What is the history and evolution of the organisation, the project and the partnership?

D.1.2 The Identity of the National Disability Movement and the PRSP Process

As described in the previous sub-section, the organisational self-assessment concerns the internal and external capacities of any organisation that wants to start this process. The analysis of stakeholders and their relationships within the disability sector or the PRSP process provides valuable elements for any organisation seeking to find an appropriate position within the system, and facilitates the choice of a partner organisation to implement joint activities. The type and the capacities of the partner organisation have a considerable influence on any joint project. An organisational self-assessment also shows the existing potential for participating in or contributing to the development of a national disability movement.

There is never one single stakeholder system, especially with regard to existing relationships; instead, there are several, each of them corresponding to different perspectives and perceptions. And in a dynamic environment, each system is again influenced by the formation, merger and disappearance of local organisations/institutions.

The results of a stakeholder analysis depend mainly on the number and function of the people participating. The most interesting discussions and issues usually result from bringing together a group of people who are active in the field of disability, in an ideal scenario the representatives of important stakeholders. However, at the same time this approach is very time-consuming and requires a substantial amount of energy, depending on the group’s specific dynamics. This kind of exercise is in fact itself already a capacity-building activity, independent of the results of the stakeholder analysis.

The stakeholder analysis may also serve as a means of data collection. Using the same tools with different stakeholders enables a complex picture to be built up composed of different perspectives and points of view.
The following questions and issues need to be discussed:

• Who are the stakeholders of the disability movement? If there is no disability movement: Who is important within the field of disability?

• Who is an important stakeholder? Why?

• What is their motivation, what is their vision?

• What is the relationship between the main stakeholders of the disability movement/within the field of disability?

• How does this influence the performance and the activities of the movement/within the field of disability?

• What is the influence of each main stakeholder on the disability movement/disability sector?

• Who is responsible for what?

• Timeline: What is the history and evolution of the disability movement?

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James, Rick (1998): *De-mystifying Organisational Development; Practical Capacity Building Experiences from African NGOs*. INTRAC.


www.capacity.org: Practice reports provide helpful information.

International NGO Training and Research Centre: [www.intrac.org](http://www.intrac.org)

International Development Research Centre: [www.idrc.ca](http://www.idrc.ca)

www.eldis.org “The Gateway to Development Information” offers numerous resources and manuals for download.


D.2 Important Elements of Process Management

D.2.1 Vision, Objectives and Activities

Not everything can be included in the PRSP. It is therefore important that the organisations involved reach consensus on priorities and make realistic proposals about the means and possibilities of including disability in the national PRSP. This requires the national disability movement to show a minimum level of unity with a common vision, clear objectives and a joint strategy.

A vision is useful to give guidance in the long term and to provide the motivation for all activities. At the same time a vision is usually either too ambitious or too vague to be attained, e.g. “improving the living standard of all people with disabilities”, or “people with disabilities will be fully integrated into society”.

An objective, on the other hand, is the translation of one part of the vision into reality. This by contrast may be achieved within a specific period, e.g. “convince decision-makers to formulate a law against discrimination”. A vision consists of several objectives that lead closer to the achievement of the vision. Every organisation, alliance, network or partnership needs clearly defined objectives. All concerned, either the persons within an organisation or the key persons representing an alliance, need to agree on and understand the objectives to be achieved. From the beginning it is important to find realistic objectives and valid indicators.

Finally, activities are even more specific, contributing to the achievement of one or several objectives, for example: “invite decision-makers to a day-care centre for children with disabilities” or “contact and visit decision-makers and explain your point of view to them”.

D.2.2 Development of a Strategy

As already mentioned, the basis for identifying these visions, objectives and activities is knowledge about the identity and potential of the organisation itself, which can be gained with the help of an organisational self-assessment. The analysis of the stakeholder system then helps in a second step to understand the identity and the relations of all the stakeholders involved. The next step is the establishment of a strategy. The development of a strategy or its modification is based on four overlapping key issues that have been mentioned above:

- The identity of the organisation: Who are we? (organisational self-assessment)
- The vision, the sense: What are we doing/what do we want to do, and why? (vision, objectives, activities)
- The stakeholder system: Who are the others? What are they doing? What do they want? (identity of the national disability movement)
- The establishment of a strategy based on an interpretation and a combination of the results of the analysis: What is our position, and why?

Given the frequent overlaps between these four elements, certain questions and problems can be anticipated. For example, discussing the identity and the profile of the
organisation leads almost inevitably to an examination of the vision and what is being done in this regard. Nevertheless, it is still important to examine all four elements in turn, because only then will it be possible to develop a coherent strategy that systematically answers the question “How will we achieve our objectives?”.

**D.2.3 Action Planning**

The action planning phase combines issues, questions and results identified during the previous phase. It translates ideas and suggestions into a realistic proposal, and represents the first step for implementing concrete activities. The aim of any Action Plan is to improve the integration of disability issues into the national PRSP. The local DPOs and parents’ associations should be mainly responsible for the implementation of such plans. An Action Plan is a tool that translates a common vision and strategy into specific and locally adapted activities. It unites the different stakeholders, indicates the different steps to be undertaken, and identifies roles and responsibilities for each stage.

Any Action Plan needs to be clear, logical and transparent, but at the same time requires sufficient flexibility, as it needs to react to a dynamic and sometimes fast-changing environment. The two key issues that are essential in action planning concern the objectives to be achieved and the potential allies for a cooperation agreement, both of which have already been dealt with in detail in the previous sections.

Action planning is a process that includes several steps (see also Chapter 3). After an orientation phase, meetings with possible allies need to discuss the following issues:

1. **What are the specific national entry points into the PRSP process?**
2. **Which issues in the field of disability are the most important and need to be included in the national PRSP?** (priority-setting)
3. **How can you encourage and support the inclusion of the identified priorities in the national PRSP?** (Brainstorm proposals as a group.)
4. **What are the advantages and disadvantages of each proposal? How much time, money and personal effort will be needed for each proposal?**
5. **Which proposal/plan should be accepted?** (several suggestions may be possible).
6. **Who will do what, when, where and how?** (Meta plan) – Responsibilities
7. **What needs to be done first in terms of implementation? Define the next steps and priorities.**
8. **How can the implemented activities be monitored?** Who will be responsible for this? – Monitoring
9. **Who should be involved in the evaluation, and at what point is an evaluation necessary?**
D.2.4 Organising Work

There are many different ways of getting people together to work on issues, among them seminars, working groups, conferences and workshops, just to name a few. The frequency of these ranges from a single to occasional or regular/ongoing meetings and interventions. Everything depends on the local situation, the capacity of organisers and the financial resources available.

Any results of joint work depend mainly on the number and function of the participants: the more persons participate, the more different views and opinions will surface, and the harder it may become to reach common conclusions. The work may in addition become more difficult and more time-consuming, depending on the group’s specific dynamics. Even given substantial time, energy and discussion, success is not assured. However, the advantages of trying to find a common position are obvious: arguments and issues will be strongly backed up by a majority of national disability stakeholders, who together have a much stronger possibility of getting their voices heard. The alternative approach of having one person who coordinates the different stakeholders and speaks on their behalf may be more efficient and quick in terms of organisation, but does lack representativeness and risk a low level of ownership.

But no matter what approach is adopted, it is important when organising work with people with different impairments to know about their individual disabilities and to be aware of how these impact on their ability to work and to participate. In the selection of pedagogical tools and didactic methods, the different types of disabilities need to be considered as well as the desires and specific needs of each individual.

Serious consideration needs to be given to the following two components when organising joint work:

- The facilitator: It is always helpful to have an independent facilitator. His/her task is to structure the discussion and encourage all participants to contribute.

- The per diem/allowances: In many countries it is common practice to provide participants a per diem. However, finding the right balance is often tricky: if the sum is too low, people may not be able to come because of other obligations or because they cannot afford the travelling expenses, etc. If it is too high, conversely, there is the risk that people will come more because they will be paid well, not because they are interested in the subject.
D.2.5 Funding

Every planning stage and project implementation stage needs resources, including material, staff, knowledge and money. Many development agencies obtain financing from other parties (e.g. national and international donors or private donors). NGOs can apply for grants from public institutions (e.g. ministries and departments) or from private foundations and organisations. Normally the grant-givers require reports and a list of expenses from the beneficiary, in order to control the implementation of the activities and to ensure the appropriate use of the money.


D.3 Project Management

D.3.1 Basics: Act, Observe, Decide

Project management follows a predefined logic and structure. The logical framework (or “logframe”) is very commonly used, as is the project cycle. Both systems consist of alternating phases of acting, observing, learning and adjusting (see Figure 13). Both the logical framework and the project cycle are tools that facilitate discussion and planning and should not just be filled out. The observing phases can consist of ongoing monitoring, and are not necessarily an objective in themselves. This means that when conducting a project, it is not only necessary to plan the implementation of measures and activities, but also the method used, time and resources necessary for monitoring and evaluation.

Figure 13: Project management: alternating between acting, observing and deciding
D.3.2 Project Cycles of the World Bank

The World Bank’s cooperation with countries follows a project cycle. For every step of this cycle, the Bank uses defined methods and completes specific documents. The cycle starts with the PRSPs and the Country Assistance Strategies (CAS) as the Bank’s blueprint for cooperation. The countries and the World Bank then identify needs and prioritise activities. Each step of the project cycle forms the basis for the next. (See Figure 14)

![Figure 14: The World Bank project cycle](image-url)
The PRSP process itself is also a learning cycle. The poverty analysis forms the basis for identifying needs and defining objectives. The objectives are then translated into activities. An evaluation shows if the activities will lead to the achievement of the objectives. The results of this evaluation modify or change activities where necessary, eventually leading to new or modified objectives.

Figure 15: Cyclical nature of the PRSP process (see Sourcebook, Chapter on participation, p. 264)
5E Lobby and Advocacy: Influencing Policies

E.1 Advocacy, Lobbying and Campaigning – A Definition

In politics, and therefore in the discussions around PRSP, a range of techniques can be used to initiate and promote change. These forms of promotion are often known as advocacy, lobbying or campaigning.

1. Advocacy means to “give a voice to people”. The aim of advocacy is to promote change, to influence or to reform policies. The target audience is policymakers.

2. Lobbying is the practice of private advocacy with the goal of influencing a governing body, in order to ensure that an individual’s or organisation’s point of view is represented in the government. In many countries, lobbying is regulated in an attempt to prevent political manipulation and corruption. People are paid to be lobbyists.

3. Campaigning is the sum of actions and activities that an organisation plans or executes in order to influence policy and to raise awareness on a specific issue. The aim is not only to influence policies, but also to raise public support. A successful campaign should have a simple and strong message that appeals to people’s emotions. Celebrities can be very useful in conveying the messages of a campaign to as wide an audience as possible. Typical campaigning activities include public events such as marches or vigils, the setting up of an exhibition, or the distribution of pamphlets and posters.


E.2 Basic Techniques

Seriousness, reliability and credibility are the basis for any discussion and lie behind all efforts to change existing situations. Criticism alone is not helpful: only in combination with the introduction of alternative solutions is a dialogue between opponents productive. In any discussion, it is important to have reasonable and reliable arguments and to be well-informed. Thus it is essential to conduct research on the issue under discussion in order to convince others, and this accordingly represents the first step of preparation for advocacy or lobbying activities. Research is not only helpful
in finding and defining one’s own position, but also in gathering information on the opinions of others (not only possible allies, but also opponents). The second step is to communicate the results of the research and the position reached. Communication is fundamental to attract listeners, to change situations and to solve problems. As a result, the method of communication requires thorough planning and preparation.

E.2.1 Gathering Information

Access to information is essential when involved in politics. The internet provides an almost unlimited range of information. Although the use of the internet is becoming more widespread, it is still not accessible everywhere.

Besides the internet, other sources of information include:

- printed documents: books, journals, magazines and newspapers
- audio and visual media: radio, TV, videos, etc.
- governmental institutions/ministries
- universities and other research institutions
- NGOs
- public information centres (e.g. of the World Bank, of ministries, etc.).

The media represents a key source, as the different forms of media outlined above not only provide information, but also reflect the opinions of different persons, parties and organisations. However, before citing or using any information, it should be checked for reliability, as the data gathering methodology used greatly influences the final result.

The importance of data

Figures are an excellent basis for discussion, but only if they are reliable. The aim of any data collection on disability or other issues is to describe a real situation and to find ways which could change this situation. If one has detailed facts about a situation, the planning becomes easier. For example, if it is definitely known that 100 children in a region have a hearing impairment, it is relatively easy to calculate how many sign language teachers are required and thus how much will be needed for salaries.

Data also help to compare situations. For example, if there are reliable data on the percentage of unemployed people with disabilities in both 1995 and 2005, it is easy to assess whether the employment policy introduced in the meantime was effective or not.

It takes both time and financial resources to produce quality data, so, there is the risk that data collection may not be one of the main priorities.

Statistics on disability

When gathering information for lobbying on PRSP and disability, you will probably concentrate on disability statistics. Typically the number of persons with disabilities living in one country or region varies widely, for any one of the following reasons:
• The situation could really differ from one area to the next. The disability prevalence in developing countries is lower because child mortality is very high for children with disabilities in these countries, for example.

• Definitions on disability vary.

• The data could measure different issues, for example impairment or disability.

• Measuring methods can also differ. Some countries conduct special disability surveys, while in other cases disability statistics are a part of general household surveys or the national census. The questionnaires used to establish whether or not someone is disabled can greatly vary.

E.2.2 Convincing and Strategic Communication

Communication is always important, but campaigning, advocacy and lobbying need a strategy that can attract the attention of the targeted persons. Plans should be made for internal (within the organisation or network) and external (with allies and opponents) communication. In any case, the strategy must reflect who you are communicating with, about what, and why.

Who? – The target audience

Communication is always two-sided. Messages must be formulated according to the audience. Therefore the target audience must be correctly analysed and identified. The target audience is not a homogeneous block, as other stakeholders can also influence members of this grouping. It is essential to know who one’s opponents and allies are, and to remember that the whole system is dynamic and may change at any moment.

When? – Timing

The right timing of a strategic communication approach is important. It is a good idea to align advocacy or lobby activities with other important dates, e.g. before elections politicians are more open to the civil society, while disability is already in everyone’s minds on the 3rd of December (the International Day of Disabled Persons). Conversely, bad timing can be disastrous: for example, it will be very difficult to force a politician to change his or her position when he or she has already officially announced it to the media.

What? – Messages

It is essential to send clear messages, despite the fact that the issues are necessarily complex and multidimensional. To convince decision-makers and win public support, it is important to formulate clearly what you want. Outsiders do not want to spend (or cannot spend) much time in understanding an issue or to listen for too long, and nor do they want to have to read long texts. Messages must be formulated in a way that gets the audience’s attention, and should be immediately understandable.
A clear message consists of the following elements:

<table>
<thead>
<tr>
<th>Element</th>
<th>Message</th>
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<tbody>
<tr>
<td><strong>Statement</strong></td>
<td>Few disabled children receive formal education.</td>
</tr>
<tr>
<td><strong>Evidence</strong></td>
<td>Only 2% of disabled children are enrolled in school.</td>
</tr>
<tr>
<td><strong>Example</strong></td>
<td>10-year-old John from Kenya has difficulties in walking: he never attended school, because the next school is 2 km away from his home and his parents cannot pay for the bus.</td>
</tr>
<tr>
<td><strong>Invitation</strong></td>
<td>Transportation reduction or a financial support system would help this family.</td>
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**Example**

In Honduras, Bangladesh and Sierra Leone, Handicap International and its partners wrote several position papers on the contents of the draft PRSPs. These papers were very helpful, as they clearly stated the writers’ opinions and influenced the final PRSPs. These position papers were also useful in defining and pursuing a joint strategy within the whole disability movement. Finally, they raised awareness among other stakeholders – besides the government – and contributed to disability issues in general. (see Case Studies, Chapter 5A)

**How? – Ways of communication**

In all methods of communication it is necessary to find the right tone, according to the target audience. For example, World Bank staff or members of the Ministry of Finance may prefer a primarily economic argument based on data and figures.

1. **Writing**

Writing letters, emails, faxes, memos or position papers are all useful ways of clearly and effectively presenting an issue or a position. The advantage of these written forms is that they offer effective communication with a target audience that could be difficult to meet personally. The same paper can moreover be sent to several persons at the same time, spreading a position widely. Written communication is also highly transparent, in the sense that anybody can read it. However, one key danger is that opponents (or the media) could read your statements and distort them to use against you.

The preferred mode of communication must be selected according to the target audience: for example, sometimes sending a letter is more official than an email. However, an email does reach your target faster, usually costs much less, and may be sent to an infinite number of persons.

**Examples**

In Honduras, Bangladesh and Sierra Leone, Handicap International and its partners wrote several position papers on the contents of the draft PRSPs. These papers were very helpful, as they clearly stated the writers’ opinions and influenced the final PRSPs. These position papers were also useful in defining and pursuing a joint strategy within the whole disability movement. Finally, they raised awareness among other stakeholders – besides the government – and contributed to disability issues in general. (see Case Studies, Chapter 5A)

2. **Visits and meetings**

Knowing other people is important when trying to influence policies. Events like seminars, conferences or workshops offer the possibility to get to know other participants. Working groups, breaks and other occasions give ample space to establish new contacts or to deepen existing ones.
Meetings offer a good chance to present a position. Many countries have meetings, workshops or consultations on PRSP issues. These events are very often huge, with hundreds of participants. It is helpful to build alliances in advance and agree with others on a joint position, as in such cases a group will be more likely to get the possibility to speak up than an individual.

Any kind of meeting needs:

- Ample preparation and information about the discussed issue(s).
- Confirmation of the agenda, not only to fix general issues, but also the details to be discussed.
- If possible: a professional, independent facilitator who structures the discussion
- The right people to attend: lower-level civil servants are often more involved in a specific topic than ministers. Despite their lower rank, they still have influence!
- An atmosphere which enables fruitful discussions, i.e. not confrontational, but instead friendly and polite.
- A follow-up of the results of the meeting.

3. Presentation to a group and public speaking

One way of presenting a position or situation in meetings or conferences is by giving a speech. This needs extensive preparation, as it is difficult to attract and keep the interest of an audience. A speech or presentation should have a clear structure, and the speaker should endeavour to speak as entertainingly as possible. It might be helpful to illustrate the talk with visual elements such as diagrams, graphs or slides. When campaigning in public, it is also helpful to have visual eye-catchers like posters or pamphlets to attract passers-by.

E.2.3 Working with Media

The media is important as newspapers, radio and TV can disseminate your message and reach a great number of people. In many countries the media functions as a watchdog and exerts pressure on politicians. However, the media is not always independent. In some countries the state monopolises the media and it can be dangerous to publish a critical opinion. If it is therefore impossible to work with the national media, one solution may be to turn to the international media. However, the pressures on the media do not only originate from the government: all newspapers, radio and TV stations also have to contend with economic issues. People working in the media must be convinced that an issue will be of interest to as many people as possible before they include it in their broadcasts. The objective of the media, especially radio and TV, is not purely to inform, but also to entertain. Any cooperation with the media needs to consider that the topics covered can quickly change, and that the media face a range of deadlines for all their reporting.

You can read about the worldwide situation of the freedom of the press at [www.rsf.org](http://www.rsf.org) (Reporters without borders) and at [www.freedomhouse.org](http://www.freedomhouse.org).
Press release

A press release or a press statement is a short written statement on a specific issue. A press release is designed to inform the media and hopefully to be published. Normally a press release is sent to as many media stations as possible. Email or fax are the best ways to distribute press releases, which in general will only be published if they are considered sufficiently newsworthy and interesting. After distribution, a systematic follow-up can ascertain whether journalists actually received the press release and if they need more information.

Interviews

Giving interviews to the media is another way of distributing information, although it is more likely that journalists will themselves ask for an interview if the issue is already in the news. Writing a press release is often the first step before giving an interview. Any interview needs ample preparation, including the anticipation of uncomfortable questions. Notes summarising the main points of the issue at hand are particularly useful.

During the interview it is important to speak slowly and clearly. Answers need to be short and should directly answer the question, otherwise they could be edited, and important details could be lost. Anecdotes and real-life situations help to make the issue interesting and more concrete to the audience. The atmosphere should be polite, friendly and open. Journalists should not be allowed to put words into your mouth.

Letters to the Editor

A letter to the editor comments on a previous article or letter. There are two possibilities:

- criticising the article, correcting incorrect facts, or
- confirming the facts and information given and adding more information.

Such letters have to be short, otherwise they will either not be published or will be shortened, risking losing important parts.

*CARE: Advocacy Tools and Guidelines.* Available at: http://www.careusa.org/getinvolved/advocacy/tools.asp

*CIVICUS: MDG Campaigning Toolkit.* Available at: www.civicus.org/mdg/title.htm

*CIVICUS: Handling the Media.* Available at: http://www.civicus.org/new/media/Handling%20Media.pdf

*CIVICUS: Writing Effectively and Powerfully.* Available at: http://www.civicus.org/new/media/writing%20Effectively.pdf

6 Toolbox

The proposed tools are designed with the intention of initiating a discussion on specific issues and facilitating the compilation of results. A result may be a direct answer to a question, but as the context is usually very complex, there are often several possible answers, or even in some cases none at all. So one result of working with the proposed tools can be the modification and adaptation of the original question to the specific context, which can lead to a proposal on how to deal with this question in the future, or to an answer (or at least, a partial answer).

The proposed tools have a variety of different functions. Some of them, like the checklists, help the user to prepare for specific activities, or just assist in planning. Others provide very detailed information, e.g. statistics on disability. Most tools aim at facilitating the analysis of a situation, e.g. the power relations between different stakeholders.

Most tools are already based on results from individual field testing. However, they have not yet been tested in their totality, or in the specific context of PRSP and disability. This situation will hopefully be addressed by the end of 2006 when a 2nd edition of this handbook is planned.

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Handout: Main Points on PRSP and Stakeholders

This handout provides an example of how to summarise the main points with regard to the entire PRSP process. It can be used in a workshop, seminar, etc., and should be adjusted according to the knowledge of the participants and the individual country’s situation.

PRSP

What is it?
PRSP stands for Poverty Reduction Strategy Paper.
Poor countries formulate and implement a strategy stating how they intend to reduce poverty. The term “PRSP” denotes variously a document, a political process, and an instrument to fight poverty.

Who is involved?
The World Bank and the IMF, the two most important international financial institutions, with 184 countries as members. These institutions initiated the PRSP approach in 1999, and approve the PRSPs of their member countries.

Government: Today, approximately 70 countries are conducting their own PRSP process. The governments of these countries are supposed to be the main actors in the process.

Civil society: The civil society should play an important role in the PRSP process. Organisations and institutions such as NGOs, churches, parties and trade unions should be able to give their opinion on how to reduce poverty.

Others: Parliaments, international development agencies and UN agencies also participate in the process.

Why was the PRSP approach established?
The PRSP strategy was set up by the World Bank/IMF to enable countries which formulate such a strategy to obtain debt relief and access to World Bank/IMF credits. This money should be used to implement the country’s Poverty Reduction Strategy.

How does it work?
The PRSP is an ongoing learning process, consisting of three main phases:

• Formulation (9–24 months): all stakeholders decide on the main points of the strategy. To understand the nature of poverty in the country, a poverty analysis should be conducted. Consultations, workshops and other events also take place.

• Implementation (3–5 years): The programmes and actions decided in the formulation process and written down in the PRSP are put into action.

• Monitoring and evaluation (this phase starts in parallel to the implementation phase): This is an ongoing process. Every year a progress report is written, with an evaluation at the end of the implementation phase which influences the formulation of the next PRSP.
2 Checklist: PRSP in Your Country

These questions provide orientation on how to assess the country-specific PRSP process. To obtain information, you should discuss in groups, ask resource persons, or check the web, newspapers or other sources.

What stage has the PRSP process reached?

☐ Formulation
☐ Implementation
☐ Evaluation/monitoring/ review

Next important steps and dates: __________________________

What other strategies and instruments are currently being used in your country that might influence the PRSP?

☐ National policies (poverty reduction and others):

☐ World Bank/IMF credits, CAS, national policies, etc.:

Who is involved? (if possible, name concrete departments, institutions, persons)

World Bank/IMF: __________________________

Donors: __________________________

(I)NGOs: __________________________

Department for Coordination: __________________________

Members of civil society: __________________________

Government: __________________________

Parliament: __________________________

Organisations/institutions working in the field of disability: __________________________

DPOs/PAs: __________________________

Others: __________________________

How is participation practised?

Describe the type of participatory events: __________________________

Number of the events/person contacted: __________________________

Quality of these events: __________________________

What relationships exist between different parties?

(e.g. how is the atmosphere at the meetings? Is an open discussion possible? Are there any tensions? Do the stakeholders have equal influence, or is anyone dominant?)

Government – Civil Society __________________________

World Bank/IMF – Government __________________________

World Bank/IMF – Civil Society __________________________

Others __________________________

What opportunities has the civil society? Is there potential to increase its influence?

☐ Yes, because __________________________

☐ No, because __________________________

Useful resources:

- www.worldbank.org
- www.imf.org
- www.prsp-watch.de

Tools No. 11–16 (PRSP – Some Country Facts)
3 Checklist: National Disability Legislation

These questions provide the reader with orientation regarding how to assess the country’s legislative framework. To obtain further information, you should discuss issues in groups, ask resource persons (e.g. lawyers), and check the legislation or other sources.

☐ Are there national laws for the promotion of opportunities of people with disabilities?
  If yes, which: ____________________________________________________________
  When were they published? ________________________________________________
  Is the public aware of them?       ☐ Yes __________________________________________
                                    ☐ No __________________________________________
                                    ☐ Partially __________________________________

Do these laws regard the UN Standard Rules?
  ☐ Yes, because _________________________________________________________
  ☐ No, because _________________________________________________________
  ☐ Partially, because _________________________________________________

☐ Has the government made any commitments to any international conventions and legislation (e.g. the UN Standard Rules, the UN Convention on Human Rights etc.)?

☐ Are there any discriminatory laws (e.g. prohibiting people with disabilities to marry)?
  If yes, which: _________________________________________________________

☐ Are there anti-discrimination laws?
  If yes, which: _________________________________________________________

☐ Is there a ministry, department or government unit responsible for people with disabilities?
  If yes, which: _________________________________________________________

☐ Is there a Member of Parliament or government representative who has a disability?
  If yes, are you in contact with him/her?       ☐ Yes __________________________________________
                                                        ☐ No __________________________________________
Does s/he actively promote the interests of the national disability movement?
  ☐ No, because _________________________________________________________
                                                        ☐ Partially, because does not ______________________________
4 Checklist: PRSP and Disability

Situation 1:
Your country has either not yet drafted or published a PRSP document, or there is a PRSP, but the document does not mention disability at all.

☐ How is the living situation of people with disabilities in your country?

☐ What are the connections in your national context between poverty and disability?

☐ Which points would be very important to include in your opinion?
  In Health: ________________________________________________________________
  In Social Protection: _______________________________________________________
  In Education: _____________________________________________________________
  In Employment: ___________________________________________________________
  In Accessibility: ___________________________________________________________
  In other sectors: ___________________________________________________________

☐ What strategies and approaches do you want to promote?
  In Health: ________________________________________________________________
  In Social Protection: _______________________________________________________
  In Education: _____________________________________________________________
  In Employment: ___________________________________________________________
  In Accessibility: ___________________________________________________________
  In other sectors: __________________________________________________________

Situation 2:
A PRSP document is already available (either drafted or completed).

Is a disability dimension included in:
In Health? ☐ Yes ☐ No
In Social Protection? ☐ Yes ☐ No
In Education? ☐ Yes ☐ No
In Employment? ☐ Yes ☐ No
In Accessibility? ☐ Yes ☐ No
In other sectors? ☐ Yes ☐ No

Are the statements made in the PRSP adequate?
☐ Yes, because _____________________________________________________________
☐ No, because _____________________________________________________________

What do you expect in the implementation process? ______________________________

How likely is it that the points will be put into practice? __________________________
**5 Problem Tree Analysis**

A problem tree is a useful way of analysing the causes and effects of a specific problem, e.g. the relationship between education and disability. The central problem is placed in the middle of the trunk; the causes then form the roots, and the effects become the branches and leaves. It is best to conduct this exercise in small groups. The problem tree is also a good planning tool.

A more detailed description is available at:

http://www.fao.org/Participation/ft_more.jsp?ID=4424
6 Participatory Poverty Analysis

To conduct a substantial Participatory Poverty Analysis (PPA) you need knowledge, experience, time and resources. This section can only give an introduction to PPA methodology.

When planning a PPA, the following points should be considered:

- Which methodology do you want to use and why?
- How many persons do you want to question and why?
- How will you select these persons?
- Can you pre-test your methods?

6.1 Semi-structured Interviews

For semi-structured interviews you do not use a questionnaire, but instead follow a guideline. The guideline reminds you of the topic you want to address. A semi-structured interview should resemble a natural conversation.

When interviewing, the following points should be remembered:

- Greet the interviewee politely
- Find a quiet place and ensure confidentiality
- Ensure that your positioning is good and that your body language is positive
- Use clear language
- Ask the right questions and listen carefully
- Show respect
- Say goodbye nicely at the end.

6.2 Focus Group

A focus group discussion enables you to gather information from 5–12 persons who are experts on a specific issue. A experienced moderator should guide the discussion. A guideline (around 20 questions) must be prepared, as this helps keep the discussion focused on the subject at hand. The discussion guideline should have a funnel structure: start out broad, and gradually narrow to become more detailed.

The group should be quite homogeneous. If the participants have diametrically opposed viewpoints, the atmosphere will become too tense. Participants should feel comfortable and should not confront each other, although they should also be independent and free to express their views.

The discussion must be recorded because it will need to be analysed in detail afterwards. Audio cassettes or videos are the best option for this; if this is not possible, then two persons should take notes, not only recording the content of the discussion, but also elements which illustrate emotions, such as gestures or the tone of the conversation.

6.3 More Methods

- Ranking exercises
- Questionnaires
- Mapping
- Institutional mapping (Venn diagram, see Tool No. 13)

Research on chronic poverty and disability:
http://www.chronicpoverty.org/CPToolbox/Disability.htm
7 Checklist: The Formulation Process

☐ Find out who is responsible for PRSP formulation
   Governmental department, person in charge: ________________________________

☐ Find out who is active in the PRSP process
   Government stakeholders: ________________________________
   Civil society stakeholders: ________________________________
   Donors: ________________________________
   Others: ________________________________

☐ Try to make an appointment with the important/active stakeholders that you have identified.

☐ Find out when the next participatory event for the formulation of the PRSP is to take place
   (e.g. workshops, conferences and consultations) and ask to participate

☐ Try to obtain access to the PRSP drafts (e.g. from the government or from other stakeholders)

☐ Check whether disability is included in the draft, and if so, how

☐ Define your position on the content of the PRSP

☐ Make your position public and suggest alternative solutions.

 jó Check the stage of your country’s PRSP at

Notes:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
8 Checklist: The Implementation Phase

- Review which points related to disability have been included in the final version of the paper. In particular, you should ask the following questions:
  - Which areas have been missed out, and which managed to be included?
  - How specific are the objectives and actions related to disability?
  - Is it clear who needs to do what?
  - To what degree has a budget been specifically allocated?

- How can your organisation contribute towards the actual implementation of the objectives set?
  - Prioritise your actions according to the objectives of the PRSP.
  - How can you stimulate more local activities by other groups?

- Find out if the government has specific sector or cluster meetings, and see if you can obtain an invitation:
  - What sector meetings exist: ________________________________
  - Can you send a representative to these meetings?
  - Do you have experts on this theme, or do you need to start a disability sector group to develop your expertise?
  - Invite outside experts to advise the network.

- Budget allocation:
  - Find out how the budget is allocated to the specific objectives
  - Find out about the yearly budget cycle and where it can be influenced
  - Use disability representatives in parliament when available.

- Check if responsibilities are defined in your country’s PRSP [www.worldbank.org/prsp](http://www.worldbank.org/prsp)

If your organisation wants to take an active role in implementing projects, you should take into consideration planning tools, such as the logframe matrix.

- The CIVICUS “Overview of planning” manual provides you with an initial orientation when designing a project. This is available at: [www.civicus.org/new/media/Overview%20of%20Planning.pdf](http://www.civicus.org/new/media/Overview%20of%20Planning.pdf)
9 Checklist: The Monitoring and Evaluation Phase

☐ What does the PRSP document say about monitoring and evaluation?
  ☐ Are objectives and indicators clearly defined?
  ☐ Are there baseline data?

☐ Is there an institution, working group etc. that is responsible for monitoring and evaluation?
  ☐ Is it within or outside the government?
  ☐ Are there any civil society stakeholders currently conducting monitoring and evaluation?
  ☐ Can you participate in this institution, working group, etc.?

☐ Do the PRSP document and/or the Evaluation and Monitoring Plan mention targets and indicators?
  ☐ Are the targets and indicators disability-specific?

☐ Does the government complete regular Annual Progress Reports (APRs)?
  ☐ Are these APRs discussed in public?
  ☐ Are disability issues mentioned in the report?

☐ Is there a plan to review the current PRSP phase?
  ☐ When is it supposed to start?

Notes:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________
Indicators are a set of criteria that allow measuring the input, output and outcome of a project. Setting indicators is essential for monitoring and evaluation. In this context, the following questions and issues need to be discussed:

- **Quantity**: How much?
- **Quality**: How well?
- **Time**: When?
- **Target group**: When?
- **Location**: Where?

**Example**

Goal or objective = Improve the well-being of people with disabilities in Uzbekistan.

Possible indicators:

- The number of people with disabilities who are employed has increased by 50% in 2010 (compared to 2005).
- The life expectancy of people with disabilities has increased by ten years in 2010 (compared to 2005).
- The percentage of disabled children enrolled in schools has increased by 50% in 2010 (compared to 2005).

This example shows that an effect cannot be measured by just one indicator, and that baseline data are needed to compare data from two different periods.

**SMART Indicators**

So-called SMART indicators help to assess the quality of the objectives. These are defined as follows:

- **Specific**: Not general and vague, but practical and concrete
- **Measurable**: Answering the questions: How many? How much? To what degree?
- **Achievable**: Do you have enough material and human resources?
- **Realistic**: Is it possible to achieve?
- **Time-bound**: When do you want to achieve your objectives?

Adapted from:


**Step 1. Structured brainstorming of all participants**

Who are the most important stakeholders in the chosen field? (disability, PRSP, others). Use the following list to complete the brainstorming session if necessary:

- **Associations of people with disabilities:** ________________________________________________________________________________________________________________
- **Associations for people with disabilities:** ________________________________________________________________________________________________________________
- **Associations of professionals:** _______________________________________________________________________________________________________________________
- **Governmental structures:**
  - Ministry 1
    - Politics: _______________________________________________________________________________________________________________________
    - Technical/executing: _____________________________________________________________________________________________________________
    - Technical/decision: _____________________________________________________________________________________________________________
  - Ministry 2
    - Politics: _______________________________________________________________________________________________________________________
    - Technical/executing: _____________________________________________________________________________________________________________
    - Technical/decision: _____________________________________________________________________________________________________________
  - Ministry 3
    - Politics: _______________________________________________________________________________________________________________________
    - Technical/executing: _____________________________________________________________________________________________________________
    - Technical/decision: _____________________________________________________________________________________________________________
- **Decentralised governmental structures/services:** _________________________________________________________________________________________
- **Community-based organisations:** ______________________________________________________________________________________________________
- **International organisations:** _________________________________________________________________________________________________________
- **Religious authorities:** ______________________________________________________________________________________________________________
- **Private sector: enterprises and private businesses:** ___________________________________________________________________________________
- **Resource persons/individuals:** _______________________________________________________________________________________________________
- **Others:** _________________________________________________________________________________________________________________________

**Step 2. What are the criteria for deciding on the importance of a stakeholder/organisation for the national disability movement/field of disability?**

Possible criteria:

- Implemented activities/projects: history and experiences of past cooperation and project implementation
- Size: human, physical and financial resources
- Legitimacy: number and level of satisfaction of members
- Relationships: connections with key persons in politics, the media, etc.
- Type of organisation: identity (vision, ambitions, motivation, etc.), its mission (mandate), its internal structure, staff (permanent staff, volunteers, etc.), and so on.
- Others

**Step 3. Establish a ranking of stakeholders/organisations according to the criteria fixed in step 2**
12 Influences between Key Persons/Stakeholders

This tool may be used to discuss the influences between two persons or organisations at a specific time. It allows both to be placed on the two axes to show what the influence of X is on Y, and vice versa.

Example
A local DPO and the World Bank
**13 The Venn Diagramm**

**Objectives**
To reveal important linkages and constraints according to the perceptions of different groups of participants:

- within an organisation; and/or
- within a certain institutional context,
  for example: village structures or an institutional environment

**Materials**
Chalk on a concrete floor or a stick in the sand or pens, paper, scissors, tape/glue.

**Time**
45 minutes – 1 hour

**Procedure**
Circles of different sizes are allocated to different stakeholders, institutions, groups, departments or programmes. Their size varies according to the importance of the stakeholder or institution. The distance between the different circles (or their overlapping) indicates the intensity of contact and mutual influence.

**Group Methodology**
- **One group:** Constructing a Venn diagram together may facilitate the discussion between members of an organisation or a certain environment about linkages, constraints and the structure in general.
- **Several groups:** Participants should join a group either according to what they know about an organisation or according to hierarchy/department. Each group then produces a Venn diagram of their organisation. The different diagrams are then exhibited, and key differences and underlying causes are analysed and discussed.

**Example**
1. Venn diagram by project staff
2. Venn diagram by farmers

A more detailed description on this topic can be found at:

[Fao field tools@participation](http://www.fao.org/Participation/tools/venndiagram.html)
This tool is more complex than the Venn diagram, but also more systematic in its use.

- List the key persons or main organisations on the vertical axis
- List the key persons or main organisations on the horizontal axis
- Fill in the “impact” fields discussing the mutual influences between two key persons or between two main organisations at a time

<table>
<thead>
<tr>
<th>Key person 1 or stakeholder 1</th>
<th>Key person 2 or stakeholder 2</th>
<th>Key person 3 or stakeholder 3</th>
<th>...</th>
</tr>
</thead>
<tbody>
<tr>
<td>Key person 1 or stakeholder 1</td>
<td>Name of key person/stakeholder 1</td>
<td>Impact of key person/stakeholder 1 on key person/stakeholder 2</td>
<td>Impact of key person/stakeholder 1 on key person/stakeholder 3</td>
</tr>
<tr>
<td>Key person 2 or stakeholder 2</td>
<td>Impact of key person/stakeholder 2 on key person/stakeholder 1</td>
<td>Name of key person/stakeholder 2</td>
<td>Impact of key person/stakeholder 2 on key person/stakeholder 3</td>
</tr>
<tr>
<td>Key person 3 or stakeholder 3</td>
<td>Impact of key person/stakeholder 3 on key person/stakeholder 1</td>
<td>Impact of key person/stakeholder 3 on key person/stakeholder 2</td>
<td>Name of key person/stakeholder 3</td>
</tr>
<tr>
<td>...</td>
<td>...</td>
<td>...</td>
<td>...</td>
</tr>
</tbody>
</table>

Notes:


15 Portfolio Analysis: Evaluation of Projects/Activities/Partners/Stakeholders

Make a list of your projects, activities, partners or important stakeholders, together with your team (brainstorming). Discuss and organise the listed items according to the following criteria:

1. **Stars**
   Strong projects/activities with a potential for growth: these are dynamic, popular and creative.

2. **Question marks**
   New or innovative projects/activities that are not yet proven. These may become very effective and develop into “stars”, or they may just as easily fail and become “dead ducks”.

3. **Foundation stones**
   Reliable, safe projects/activities that provide a degree of financial security, credibility and reputation.

4. **“Dead ducks”**
   Projects/activities that take up management and financial resources and provide little or no added value in terms of the effort required.

<table>
<thead>
<tr>
<th>Stars</th>
<th>?????</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation Stones</td>
<td>Dead Ducks</td>
</tr>
</tbody>
</table>

(adapted version, INTRAC/Oxford, 2003 seminar paper)
In respect to the national disability movement, the following two questions need to be addressed: What is the influence of each main stakeholder on the disability movement? What is the influence of the disability movement on this stakeholder?

**Capacity of a key person to influence the project/activity**

or

**Capacity of a stakeholder to influence the disability movement/the field of disability**

This tool may be used to analyse what influence the project has on one key person/stakeholder at a time; it is also possible to include all of the most important stakeholders.

**Example 1**
The DPO and a project

**Example 2**
Several stakeholders and a project
This tool facilitates participants’ discussions concerning the distribution of roles and the question of ownership within a project or activity.

<table>
<thead>
<tr>
<th>Project/activity: ...........................</th>
<th>Person 1 or organisation 1</th>
<th>Person 2 or organisation 2</th>
<th>........</th>
</tr>
</thead>
<tbody>
<tr>
<td>Who identifies/ identified the problem?</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Who proposes/ proposed a solution?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who takes the decisions?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who funds activities?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who supplies the technical expertise?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who mobilises the human resources?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who manages the project resources?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who links the different stakeholders?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who evaluates them?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who is responsible for the fund?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Who is responsible for the results?</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>How are conflicts managed?</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Objectives

- To enable participants to produce a timeline that indicates significant events, achievements, setbacks and changes in the history of the organisation.
- To understand better the specific context of a project/activity or partnership.
- To generate initial findings that will be deepened in subsequent exercises.
- To assess the organisation’s capacity to learn and to cope with change.
- To provide a reference point for a later assessment of the impact of important changes on the organisation’s development.
- To help bring out assumptions.

Selection of participants

- The longest serving members of the organisation, leaders, administrative staff and field staff should be chosen.
- In the case of a project, activity or partnership assessment, the inclusion of the key partners should be considered. Partners may also establish a timeline in an independent group of their own. The results should then later be compared and discussed.

Steps

1. Present the blank timeline diagram, and explain that a timeline helps outline a historical sequence of events over a period of several or many years.

2. Add the checklist of key events to be recorded to the timeline, and ask participants to include other important types of events in this list.

3. Have participants list key events in their organisation’s/project’s/partnership’s history. Write these events and the year/month when each took place on blank cards.

4. Ask the participants to indicate whether each event can be assessed as “positive”, “negative” or “neutral/normal”. Positive events are those which improved performance or strengthened the organisation; negative events by contrast are those that set back performance or weakened the organisation.

5. Tape these cards onto the timeline, near the corresponding dates and placing them as follows:
   - Positive events above the horizontal line,
   - Negative events below the horizontal line, and
   - Neutral/normal events along the line.

The criteria for sorting the events into these three categories should be determined by the participants themselves.

Checklist of key events (to be completed by participants)

- Creation of the organisation/office, or start of the project/activity/partnership
- Changes in staff and leadership: expatriates or locals
- Funding changes
- Programme evaluations and assessments
- Starting and ending of specific activities or projects
- Programme shifts in terms of strategy or objectives
- Key training courses
- Establishment of links to external groups
- Acquisition of legal status
- Changes to organisational systems and procedures (e.g. accounting, project management, etc.)
- Internal crises
- Political events influencing staff and their work.
The questions to be asked depend on what events have been cited. The questions provided here should purely serve as an indicative example. **Some key questions** for a semi-structured interview with participants could be:

- Who was primarily responsible for creating the organisation/establishing the office?
- What motivated this decision?
- What caused a particular setback to happen?
- How did the organisation expand to reach more groups?
- What brought about a change in the purpose of the organisation?
- Why did a certain leader/important staff member/partner resign?
- How did the organisation succeed in obtaining a major funding grant?
- What did the organisation do with the funding received in year X?
- Are there any critical issues affecting the organisation’s performance or viability that arise from analysing the timeline?

Example:

The logical framework approach is used by a number of development agencies, such as the European Union, the US Agency for International Development (USAID), the UK’s Department for International Development (DFID), the Canadian International Development Agency (CIDA), the Organisation for Economic Co-operation and Development (OECD) Expert Group on Aid Evaluation, the Australian Government Overseas Aid Program (AusAID) and the Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ). It provides a project overview, but also forms a basis for monitoring and evaluation. The most important instrument of the approach is a matrix, the so-called logframe. This consists of four columns where you fill in a short summary of the project description, elements of monitoring and evaluation, and the project assumptions. Before using the logframe, the following analyses have to be carried out:

- **Stakeholder analysis:** An overview of all persons, groups, institutions and so on that are affected by the project (direct and indirect beneficiaries, target groups, project staff, etc.).
- **Problem analysis:** Analysis of an existing problem, its linkages to other problems and its reasons and effects. A problem tree can be used as a visualisation method.
- **Goal analysis:** A description of the future situation. This analysis translates the negative situation outlined in the problem analysis into positive sentences or goals.
- **Alternative strategies analysis:** This assesses different project strategies and helps to choose the most feasible approach.

<table>
<thead>
<tr>
<th>Narrative summary</th>
<th>Objectively verifiable indicators</th>
<th>Means of verification</th>
<th>Important assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purpose</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Explanation of key words:**

- **Goal:** Broader development impact or overall objective. The problem which the project intends to solve. What will be improved in future?
- **Purpose:** Impact/effect of the project.
- **Results:** What must be achieved in order to fulfil the project purpose? This often takes the form of project milestones, which must be achieved by a specific date.
- **Activities:** What must be done in order to achieve the results?
- **Objectively verifiable indicators:** Indicators that show whether the goal, purpose and results have been achieved, or if the activities have been conducted. The indicators can be quantitative or qualitative, but must be measurable.
- **Means of verification:** Where can we obtain information on the indicators? Can we use existing sources, or do we have to conduct a survey? (for more information on indicators, see Tool No. 10)
- **Important assumptions:** The framework and working environment that influence the project. This includes conditions for success as well as risks.
The logframe follows a horizontal and a vertical logic, whereby the elements are linked to each other logically and cause each other (see the figure below). The activities influence the assumptions, and the assumptions in turn influence the results, and so on.

<table>
<thead>
<tr>
<th>Narrative summary</th>
<th>Objectively verifiable indicators</th>
<th>Means of verification</th>
<th>Important assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purpose</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Results</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Activities</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Example of a logframe (Taken from BOND)

<table>
<thead>
<tr>
<th>Narrative summary</th>
<th>Objectively verifiable indicators</th>
<th>Means of verification</th>
<th>Important assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal:</strong> For Jamaica to become dominant in the field of competitive bobsledding.</td>
<td>Jamaica seen as a serious winter sports competitor.</td>
<td>The international media report about the success of the Jamaican team.</td>
<td>Other teams are not more successful.</td>
</tr>
<tr>
<td><strong>Purpose:</strong> For Jamaica to win the gold medal for bobsledding at the 2002 Winter Olympics.</td>
<td>The Jamaican team wins.</td>
<td>Results of the 2002 Winter Olympics.</td>
<td>There is enough snow for the Games to be held, and the Jamaican team qualifies.</td>
</tr>
<tr>
<td><strong>Results:</strong> Team members selected by (date). Team at full fitness by (date).</td>
<td>Team members capable of running x meters in x seconds by x time.</td>
<td>Fitness report by team doctor.</td>
<td></td>
</tr>
<tr>
<td><strong>Activities:</strong> Develop a training schedule. Find a practice venue. Conduct a publicity campaign to recruit team members, etc.</td>
<td>Four-year training schedule, budget and outcomes developed and agreed by x, etc. Inputs: funding, coach, bob, etc.</td>
<td>Schedule written and agreed by coach, team members and team doctor. Budget and means for the project exist.</td>
<td></td>
</tr>
</tbody>
</table>

Exercise
Distribute a short description of a project, or ask participants to describe one of their projects. Let them discuss the internal (horizontal and vertical) logic of their project, filling in the logframe only as a final summary of their discussion.

监管部门（nd）：《逻辑框架分析》。第4号指导性注释。参见：http://www.gdrc.org/ngo/logical-fa.pdf

**20 SWOC Analysis**

**Purpose:** This tool can be used in a structured brainstorming session to analyse and discuss a given situation.

**Material:** A large sheet of paper, marker pens or a blackboard and chalk, etc.

**Procedure:** The group discusses a situation based around the following keywords:

- **Strengths:** Subjects that have worked well internally, which people are proud of.
- **Weaknesses:** Subjects that have not worked well internally.
- **Opportunities:** External occasions promoting the situation discussed
- **Constraints:** External facts that limit the situation discussed.

<table>
<thead>
<tr>
<th>Factors …</th>
<th>… promoting</th>
<th>… blocking</th>
</tr>
</thead>
<tbody>
<tr>
<td>internal</td>
<td><strong>Strengths</strong></td>
<td><strong>Weaknesses</strong></td>
</tr>
<tr>
<td>external</td>
<td><strong>Opportunities</strong></td>
<td><strong>Constraints</strong></td>
</tr>
</tbody>
</table>


You can find more details at FAO field tools@participation: [http://www.fao.org/Participation/ft_more.jsp?ID=720](http://www.fao.org/Participation/ft_more.jsp?ID=720)

Notes:

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________

__________________________________________________________________________
21 The Ideal Approach to Cooperation

### Criteria of choice

**Partner 1**
- Identity: Who we are
- Vision, sense: What are we doing/what do we want to do?
- System of stakeholders: Who are the others?
- Strategy: What is our position?

**Partner 2**
- Identity: Who we are
- Vision, sense: What are we doing/what do we want to do?
- System of stakeholders: Who are the others?
- Strategy: What is our position?

### Negotiation

**Relationship**
Define common rules for cooperation, mechanisms for conflict management and sanctions, etc.

**Project**
Define activities, responsibilities, roles, etc.

**Evolution**
Will the relationship change over time?
If so, how and why? What does this mean for the project activities?

Will the project activities change over time?
If so, how and why? What does this mean for the relationship?
Power mapping is useful in that it shows not only those stakeholders who might be supportive, but also those who might be neutral or those who actively oppose an activity or project:

The exercise is quite similar to the Venn Diagram (see Tool No. 13). However, this time the paper (or whatever background material is used) is divided into two areas: support and opposition, both separated by a line indicating a neutral zone. You should write down the different stakeholders on different types of paper (i.e. using different colours and sizes, etc.; photos and pictures can also be useful) and arrange them in relation to the objective/target you want to achieve, and in relation to each other.

Objective/Target: __________________________

When building alliances it is important to keep in mind the following observations:

- You should think as widely as possible: your partners in addition to your neighbours can be ones further away. Remember that the civil society includes all actors who are not part of the government, and thus ranges from academia to unions or to the media. You might even find support within governmental institutions.
- You have to reach consensus and define aims and objectives with your partners. These aims should be prioritised and will form your joint bottom line.
- Establish a mechanism for decision-making and information-sharing, and identify different roles within the alliances.
- You have to be representative, even though the real work might only be done by a few key actors.

## 23 Proposition to Initiate the Participation of DPOs in a National PRSP Process

<table>
<thead>
<tr>
<th>Step</th>
<th>Time</th>
<th>Purpose</th>
<th>Expected results</th>
<th>Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Orientation</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Start</td>
<td></td>
<td>Initiate the process</td>
<td>One person identified as the coordinator</td>
<td>Recruitment procedures</td>
</tr>
<tr>
<td>Orientation I: disability stakeholders</td>
<td>2–3 days</td>
<td>To improve knowledge of the national disability sector</td>
<td>Report/summary of stakeholder analysis: identification of key DPOs, assessment of the field of disability</td>
<td>Stakeholder analysis: No. 11–22</td>
</tr>
<tr>
<td>Orientation II: PRSP stakeholders</td>
<td>2–3 days</td>
<td>To improve knowledge of the PRSP situation</td>
<td>Report/summary of the assessment: knowing about the PRSP document and each stage of the process creates criteria for selecting possible allies</td>
<td>Stakeholder analysis: No. 11–22, Summary of disability stakeholder analysis</td>
</tr>
<tr>
<td>Contact</td>
<td></td>
<td>Preparation of the first meeting of allies</td>
<td>Selection and contacting of participants; date for a kick-off meeting fixed</td>
<td>Assessment report: selection criteria</td>
</tr>
</tbody>
</table>

| Meeting of possible allies | | | | |
| First meeting | 2–4 h | • Getting to know each other  
• Common aims and objectives  
• Update on the situation  
• Brainstorming possible solutions  
• Future coordination mechanisms | • Minutes are taken of the meeting  
• Minutes sent to all participants and everybody who may be interested in the future | Agenda  
• Short presentation on objectives, summary of results of the orientation phase |

| Identification of possible entry points | | | | |
| Next meetings | To be defined | • Detailed work on possible entry points  
• Possible contributions  
• Identification of tasks and responsibilities | Minutes of meeting(s):  
• Initial ideas and propositions for the future  
• Distribution of general and specific tasks (Who does what before the next meeting)  
• Schedule for future meeting(s) | Minutes of past meetings |

| Development and implementation of a joint strategy | | | | |
| Workshop(s), seminars, etc. | To be defined | DPOs are jointly involved in the national PRSP process | • Future action plan  
• Implementation of actions  
• Evaluation of experiences | According to needs: external speakers |
**24 The Eight Sunrays of Planning**

The sun reminds all participants involved in the planning that if this is not done well, rain and clouds will appear. The circular form of the sun symbolises the ongoing planning process, allowing participants to start at any point.

Participants should form small working groups and answer the following questions:

- **Who?** Who should be involved?
- **Why?** Why should they be involved? What is the aim?
- **When?** When should it happen?
- **Where?** Where should it happen?
- **What for?** What objectives do you want to achieve?
- **What?** What needs to happen in order to achieve the objectives?
- **How?** How should it happen which methods do you use?
- **With what?** What resources (money, people, etc.) do you need?


**25 Action or Implementation Plan**

*This chart facilitates the planning of project and programme activities.*

<table>
<thead>
<tr>
<th>Activity</th>
<th>Resources needed</th>
<th>Person(s) responsible</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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</table>

**26 Checklist: The Cs of Communication**

*The application of this tool is designed to ensure that your communication is:*

- **Clear**  ➔ What you say should be understood after first reading or hearing.

- **Correct**  ➔ Avoid making mistakes and do not supply incorrect data. If you have conducted your research thoroughly and if you are well-informed, your chances of retaining credibility are high.

- **Complete**  ➔ The information collected should not have gaps, and should clearly answer the “Four Ws and the one H”, namely: Who? Why? What? When? How?

- **Coherent**  ➔ The given information should be logical and easy to read.

- **Concise**  ➔ Use words economically: do not waste time saying the same thing in three different ways.

- **Courteous**  ➔ Adopt an appropriate neutral tone, not too formal but not too colloquial either.

- **Culturally adapted**  ➔ Keep in mind that communication is also related to culture. When communicating with somebody from another culture (e.g. with a staff member of an INGO), you must realise that not only is his/her language different, but also his/her attitudes and behaviour, which also form an important part of communication.

**27 Checklist: Organising Meetings**

*If you are organising a meeting, you should think carefully about the following aspects:*

- **The room:** Try to find one which is large enough for everyone to sit in a circle, so that all involved can see each other.

- **Accessibility:** This applies not only to the room, but also to information provided. Documents can for example be printed in Braille and translated into different languages.

- **The number of persons:** This affects the dynamics of the meeting.

- **Fix a clear agenda,** which allows everyone the chance to voice his or her opinions.

- **Facilitator:** S/he is a very important person for the success of the meeting, and must be very skilled. S/he must be a listener and should enable everybody to participate, rather than dominating discussions.

- **Ice-breaker:** Allow participants time to get to know to each other.

- **Breaks:** Plan regular breaks, after 1.5 to 2 hours. The work will be more productive if the participants have time to relax. Breaks are also a good way for participants to get to know each other informally.

- **Evaluation:** Ask participants for feedback, as it is important to learn from mistakes and successes.
28 Checklist: Presentations

In a meeting, workshop, seminar or other situation you may be asked to present an issue. When preparing for this, you should think about the following points:

☐ The structure:
  1. Welcome the audience, but do not make this too long. Present yourself or (better) let somebody else present you.
  2. Give a clear introduction: briefly summarise what you plan to present and how long you intend to speak.
  3. Start with your main point.
  4. Tell the audience how they can support you and the issue.
  5. Summarise your most important points.
  6. Thank the participants for their attention and allow time for questions.

☐ Ways of keeping the interest of the audience:
  • Speak freely, keep your language simple
    (e.g. avoid using abbreviations or technical terms as far as possible).
  • Use visual elements to underline your main points.
  • Try to be friendly and impartial even if you feel really passionate about an issue.
  • Interact with your audience.

29 Checklist: Media Campaigns

Before you start a media campaign, you should consider the following points:

☐ What is the most important type of media in your country? Radio? TV? Newspapers?

☐ Who is reached by a specific newspaper, radio/TV station, etc.?
  What is the target audience really interested in?
  Is this target audience also your target audience?

☐ Who publishes a specific newspaper, owns a radio/TV station, etc.?
  What is their relationship to government and other institutions?
  Who are they influenced by?

☐ What topics do they normally write/talk about?
Press releases should be easy to read, clear and short – one page is normally enough. Write in short sentences and use active (rather than passive) voice, using as many verbs as possible. Quotations can enliven a story. You should structure your text using headlines, which should be short and concise.

Structure
- Provide contact information (contact persons, telephone number if possible) at the top of the page or at the end of the document.
- Summarise the most important facts in the first paragraph. Answer the “Ws” in the first two sentences: What? Who? Where? When? Why?
- Provide more background information in the following paragraphs. The most important points should be placed at the beginning (see Figure 16).

**Press Release Format**

**Headline** (highlight the main news point)
For immediate release or Embargoes for released until …

**Intro/Lead**
Start with a bang. Aim to answer as many of the five W’s as possible in your first sentence.

**Source**
If you have not already done so, answer the question: “How do I know?” This provides credibility.

**Essentials**
This includes why the story is significant – the perspective. Here you answer the questions “So what?” And “How?”

**Quotes**
Give the release life and add quotes.

**Anything else?**
Is there anything missing?

**Ends**
Type “ends” at the end.

**Contact**
Name, telephone and email of people who can provide more information. Remember to include after hours numbers.

**Note to the editor**
Your last chance to tell journalists where they can get copies of a report, a photograph or other information.

Figure 16: Press Release Format (adapted from MDG Campaigning Toolkit, Chapter 5: Campaigning Skills, p. 5).

 cref://civicus.org/mdg/title.htm
31 Analysing Your Audience

Make a list of the organisations, institutions and/or individuals who you want to reach. If the list is too long, set priorities.

Audience Analysis Form:

Target audience: 

Issue: 

1. Evaluate the target audience according to its level of…: 
   - …familiarity with your organisation 
   - …knowledge about your issue 
   - …agreement with your position on the issue 
   - …previously demonstrated support for your issue 

2. With regard to your target audience, identify…: 
   - …its potential interest/benefit related to the issue: 
   - …influential persons (secondary audiences who can exert influence over your target audience): 

Available at: http://www.cedpa.org/publications/pdf/advocacy_english3.pdf
### 32 PRSP – Some Country Facts

This chart can only provide a brief introduction to each country and does not claim to be comprehensive. As some processes are changing fast, it is no substitute for on-site research.

<table>
<thead>
<tr>
<th>Country</th>
<th>National name for PRSP</th>
<th>Responsible government unit</th>
<th>Important donor stakeholders</th>
<th>PRSP timeframe (APR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Albania</td>
<td>Growth and Poverty Reduction Strategy (GPRS)</td>
<td>Ministry of Finance and the Economy; Participatory Steering Committee</td>
<td>GPRS Core Donor Group</td>
<td>PRSP: 2001 1st APR: 2003 2nd APR: 2004</td>
</tr>
<tr>
<td>Bolivia</td>
<td>–</td>
<td>Permanent Secretariat of NGOs, Liaison Office for NGOs and associations; networks for information, communication and training of women in NGOs</td>
<td>World Bank, UNDP</td>
<td>PRSP: 2002 1st APR: 2004</td>
</tr>
<tr>
<td>Cambodia</td>
<td>Council for Social Development (CSD) under the Ministry of Planning</td>
<td>Permanent Secretariat of NGOs, Liaison Office for NGOs and associations; networks for information, communication and training of women in NGOs</td>
<td>World Bank, UNDP, Asian Development Bank</td>
<td>PRSP: 2002 Review approximately June 2006 1st APR: 2004</td>
</tr>
<tr>
<td>Honduras</td>
<td>Estrategia para la Reducción de la Pobreza (ERP)</td>
<td>Permanent Secretariat of NGOs, Liaison Office for NGOs and associations; networks for information, communication and training of women in NGOs</td>
<td>World Bank, UNDP, Asian Development Bank</td>
<td>PRSP: 2002 Review approximately June 2006 1st APR: 2004</td>
</tr>
</tbody>
</table>

This chart can only provide a brief introduction to each country and does not claim to be comprehensive. As some processes are changing fast, it is no substitute for on-site research.
<table>
<thead>
<tr>
<th>Country</th>
<th>PRSP</th>
<th>1st APR</th>
<th>2nd APR</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kyrgyzstan</td>
<td>NPRS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Niger</td>
<td>Permanent Secretariat within the Office of the Prime Minister</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senegal</td>
<td>Ministry of Economy and Finance (MEF)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tanzania</td>
<td>MKUKUTA/ National Strategy for Growth and Poverty Reduction (NSGPR)</td>
<td>Vice President’s Office</td>
<td>NGO Policy Forum</td>
</tr>
</tbody>
</table>
The facts listed below illustrate the linkages between poverty and disability on a global scale. If you do not find figures for your region or country elsewhere, these might be helpful in convincing other parties. However, these statistics should not be used if the actual situation in your country is substantially different:

- One person in 20 worldwide has a disability, of which more than three out of five live in a developing country (UN figures).
- One in five of the world’s poorest have a disability (World Bank estimate).
- Only 2% of people with disabilities in developing countries have access to rehabilitation and appropriate basic services.
- 20 million women a year suffer disability and long-term complications as a result of pregnancy and childbirth.
- 1 to 2% of children with disabilities in developing countries receive an education.
- 25% of the entire population worldwide is directly or indirectly affected by disability (UN figures).
- Over 100 million girls and women in more than 28 African countries alone are disabled as a result of female genital mutilation.
- Mortality for children with disabilities may be as high as 80% in countries where under-five mortality as a whole has decreased to below 20%.
- 7 to 10% of the population has a disability, with country differences ranging from 4 to 20% (WHO figures).
- More than 10% of the world’s population has a disability (USAID figures).
- In High Human Development (HHD) countries, 9.9% of the population has a disability; in Medium Human Development countries (MHD) the percentage drops to 3.7%; and in Low Human Development (LHD) countries, falls to just 1.0% (UNDP figures).
- Depending on the estimate, between 281.7 million and 608.4 million persons worldwide have a disability, of which 112.5 to 490.5 million live in developing countries.
- US$ 1.71–2.23 trillion of global GDP is lost because of disability, which adds up to a rate of between 5.35% and 6.97%.
- Persons with disabilities make up 15–20% of the poor in developing countries (World Bank figures).
- 82% of persons with disabilities live below the poverty line in developing countries (UN figures).


There is some information on the prevalence of disability in African countries on the African Decade’s website: http://www.africandesadece.org.za

The Asia Pacific Development Center on Disability also publishes country profiles on its website: http://www.apcdproject.org/countryprofile/index.html
34 Example: Workshop on PRSP and Disability in Tanzania

Background

The Christoffel-Blindenmission (CBM) and Handicap International have jointly started the PRSP disability programme in Tanzania. The aim of the programme is to promote the inclusion of disability in the Tanzanian PRSP (known locally by the acronym MKUKUTA). The first step of the project was to plan a workshop.

In the project planning phase, the project coordinator conducted a survey on organisations working in the field of disability in Tanzania. A planning group consisting of five representatives from different organisations (DPOs and organisations working in the field of disability) was established to draft the concrete vision, objectives and contents of the workshop.

They formulated the following vision and objectives:
“An enhanced environment exists for full inclusion of disabled people in the implementation, monitoring and evaluation of the MKUKUTA towards a better quality of their lives”.

Objectives

- To popularise the PRSP among workshop participants and among people with disabilities in Tanzania
- To bring the DPOs and other stakeholders together in order to plan strategically the implementation process of the MKUKUTA
- To establish a countrywide disability network, enabling better cooperation and information-sharing
- To prioritise and operationalise concrete points in the MKUKUTA concerning disability
- To chart the way forward, whereby each participant commits himself/herself to certain actions in order to achieve the MKUKUTA’s objectives
- To establish ways of mobilising resources.

Workshop Report

The workshop took place from 27 to 29 September 2005 in Dar es Salaam. On average there were about 60 participants, drawn from a wide range of DPOs, organisations working in the field of disability, service providers, governmental and UN institutions, and national and international NGOs and institutions. The whole workshop was chaired and facilitated by members of Tanzanian DPOs and organisations working in the field of disability. The presentations were provided by internal and external resource persons.

Day 1

The first day had around 90 participants. The basic principles of PRSP and disability were outlined in a number of presentations. The opening speech was given by the Permanent Secretary of the Ministry of Health. Other presentations covered the PRSP approach in general, the living situation of people with disabilities in Tanzania, and legislation and regulations for people with disabilities, as well as an introduction to special and mainstream approaches.
Day 2
The day started with an overview of the points in the MKUKUTA that are related to disability, which can now be found in seven sectors (Health, Education, Employment and Vocational Training, Accessibility, Social Protection, HIV-AIDS, Governance and Accountability). This was emphasised as a positive result of the lobbying work of different organisations. However, it is still the case that not all points are included in a comprehensive way. There are still open questions on the quality and quantity of the implementation activities.

After that, the participants divided themselves into groups according to the seven MKUKUTA sectors that relate to disability. Each group was asked to develop strategies showing how the points relating to disability in the MKUKUTA could be put into action. The results were very comprehensive and global. Within the group work and the presentation of the results, the participants were able to discuss and explore many ideas intensively. There was lively interest in these discussions and the exchange of ideas. The results of the working groups were documented and are available upon request.

Day 3
A representative from the Vice President’s Office started the third day with a presentation about the MKUKUTA, focusing on implementation, monitoring and evaluation, and the involvement of people with disabilities in the whole process. A concrete structure for implementation and for monitoring and evaluation still needs to be developed. The Vice President’s Office is coordinating the whole process, but the participation of all stakeholders (including the government and the civil society) is needed.

After the presentation, the participants went back to their working groups of the previous day and continued to develop strategies. The focus was now on two concrete activities and their implementation as well as their relation to specific points within the existing Tanzanian PRSP. The aim of this exercise was for the participants realistically to put the proposed activities into action. On this basis, it proved possible to elaborate clear action plans. The participants committed themselves to projects and programmes which will further advance the implementation of the points.

After the Workshop
In order to implement the proposed activities and the action plan, an Implementation Committee was established, consisting of the members of the planning group for the workshop as well as stakeholders from different governmental and non-governmental institutions, as follows:

- One umbrella organisation consisting of six DPOs
- Three NGOs working with/for people with disabilities
- Three governmental units: the Ministry of Finance; the Ministry of Labour, Youth and Sports/Social Welfare; and the Vice President’s Office
- One UN organisation: the ILO
- One CSO
- Two INGOs.
At the UN Millennium Summit in September 2000, all 191 member states of the UN adopted the Millennium Declaration, which contains the eight Millennium Development Goals. These are a vision of development and poverty reduction, and should be achieved by 2015.

<table>
<thead>
<tr>
<th>The MDGs</th>
<th>The disability dimension</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal 1 Eradicating extreme poverty and hunger</td>
<td>Eradicating extreme poverty for people with disabilities and their families</td>
</tr>
<tr>
<td>Goal 2 Achieving universal primary education</td>
<td>Achieving inclusive education</td>
</tr>
<tr>
<td>Goal 3 Promoting gender equality and empowering women</td>
<td>Promoting gender equality for women with disabilities</td>
</tr>
<tr>
<td>Goal 4 Reducing child mortality</td>
<td>Reducing the mortality of children with disabilities</td>
</tr>
<tr>
<td>Goal 5 Improving maternal health</td>
<td>Achieving the rights of children and families</td>
</tr>
<tr>
<td>Goal 6 Combating HIV/AIDS, malaria, and other diseases</td>
<td>Combating HIV/AIDS</td>
</tr>
<tr>
<td>Goal 7 Ensuring environmental sustainability</td>
<td>Ensuring environmental sustainability</td>
</tr>
<tr>
<td>Goal 8 Developing a global partnership for development</td>
<td>Developing a global partnership for development and disability</td>
</tr>
</tbody>
</table>

**Links to PRSP**

The issues discussed in the PRSP approach and the MDGs are very similar. The two concepts were developed at the same time, although so far they have not been officially linked to each other. They fundamentally differ in terms of their functions: the MDGs represent a vision of what should be achieved, while PRSPs represent ways of achieving this (beside other approaches). In their PRSP documents, countries also formulate visions, goals, targets and indicators for development. These can be orientated to the MDGs, but should also be country-owned. For example, the Tanzanian PRSP is “committed to the MDGs”, but the country has its own “Vision 2025”. The Tanzanian PRSP (called the National Strategy for Growth and Reducing Poverty (NSGRP)) is specifically described as a “vehicle to achieving” the MDGs.

- The World Bank about the MDGs: [www.developmentgoals.org](http://www.developmentgoals.org)
- For the global campaign to make the achievement of the goals reality, with tips on how to campaign and reports on events in every region, see: [www.millenniumcampaign.org](http://www.millenniumcampaign.org)
- A PowerPoint presentation on the MDGs of Inclusion International is available at: [http://www.cercle.lu/IMG/pdf/mdgreports/inclusionpresent.ppt](http://www.cercle.lu/IMG/pdf/mdgreports/inclusionpresent.ppt)
Glossary

Budget
The budget lists the planned expenses and revenues of institutions, e.g. of nation states. The constitution of a nation state defines which agency is responsible for drafting this plan: the government, the legislature, parliament, etc. In recent years, developing countries have witnessed a growing tendency towards participatory budget formulation. Traditionally the state budget is valid for one year, but nowadays states try to plan according to a medium-term perspective.

Civil society
There is no clear definition of this often used term. In the political context, “civil society” refers to all organised forms apart from the government, for example trade unions, NGOs, charity organisations, religious organisations, community-based organisations, civic movements or advocacy groups.

Comprehensive Development Framework (CDF)
The Comprehensive Development Framework can be understood as the conceptual basis for the PRSP. It was introduced by World Bank president James Wolfensohn in 1999, and it emphasised that development is a long-term process which is influenced by all sectors. Development should therefore not focus on individual projects, but should be seen in a wider context, taking all relevant aspects into consideration.

Consultative Group Meetings
These are regular meetings on the issues facing donors and lending countries, in particular the cooperation between the two: this may include the APR of the PRSP or new lending facilities. They comprise a delegations from the relevant country (mainly government representatives, but the civil society is sometimes invited too), and a donor delegation (World Bank and IMF representatives, as well as representatives of the main donor countries).

Country Assistance Strategy (CAS)
The Country Assistance Strategy (CAS) is a sort of medium-term business plan created by the World Bank for each of its client countries. The CAS system was already in place before the PRSP approach was introduced, and is now supposed to change and align itself to the PRSP, as the CAS is obligatory for PRSP countries.

Disability
The usage of this term depends on the underlying model or definition (see Chapter 5C). For example, in the social model, “disability” refers to the outcome of impairment in combination with social and external factors. This combination leads to discrimination against people with impairments.

Disability movement
The disability movement can be seen as a latter-day civil rights movement. In a few parts of the world this process started back in the late 1970s; nowadays there is a growing dynamic that supports the emergence of a worldwide movement.

Empowerment
There are various scientific definitions of this term. In general, “empowerment” is used to refer to strengthening the capabilities of the poor with the aim of enabling them to better control their lives.

Evaluation
Evaluation consists of making a judgement or an assessment of something. In development projects or programmes, evaluation enables the user to check whether a predefined objective has been reached after a specific time period.
G7/G8
The major industrial countries have held regular economic summits since 1975 as the Group of Seven (G7) and, since 1994, when Russia participated for the first time, as the G8. The G8’s members are Canada, France, Germany, Italy, Japan, Russia, the UK and the US.

Gender
When used in a social context, the term “gender” addresses the different roles and situations of women and men in society.

Grassroots organisation
A collective term for purely local level organisations.

Gross Domestic Product (GDP)
GDP is defined as the total value of final goods and services produced within a nation state in a given year.

Handicap
Handicap refers to the limitations of a person in fulfilling a social role due to his/her impairment. However, this term has been increasingly criticised by disability movement stakeholders; indeed, it has been dropped from the new World Health Organization classification.

Highly Indebted Poor Countries (HIPC)
The HIPC Initiative commenced in 1996 and was reviewed in 1999, and is designed to reduce the debt of these countries classified as highly indebted and poor. Basically, the richer countries promised to give debt relief if these countries fulfil specific conditions.

Human Development Index (HDI)
The Human Development Index (HDI) was developed in 1990 and measures the average achievement in a country according to three basic dimensions of human development:

• A long and healthy life, as measured by life expectancy at birth.
• Knowledge, as measured by the adult literacy rate (given a two-thirds weight) and the combined primary, secondary and tertiary gross enrolment ratio (one-third weight).
• A decent standard of living, as measured by GDP per capita at purchasing power parity (PPP) in USD. The UN publishes each year a ranking which shows each country’s HDI.

International Financial Institutions (IFIs)
An umbrella term for the World Bank and the IMF.

International Labour Organization (ILO)
The International Labour Organization (ILO) was founded in 1919 and is now a specialized agency of the UN with specific responsibility for labour issues. Its headquarters are in Geneva, Switzerland.

Impairment
Impairment addresses the physical dimension of disability.

International Monetary Fund (IMF)
A specialised UN agency, which aims to control the economic system of the world. It monitors the global finance system (e.g. exchange rates). The IMF assists low-income countries by providing loans, credits and technical support.
Joint Staff Advisory Note (JSAN)
The JSAN replaces the Joint Staff Assessment (JSA) of the PRSP since 2004. The JSAN is a comment on PRSP document written by world Bank and IMF staff. This JSAN is a basis for concessional lending from the IFIs.

Millennium Development Goals (MDGs)
The Millennium Development Goals consist of eight goals, alongside 18 targets and 48 indicators. They were adopted by a consensus of experts from the UN Secretariat and the IMF, the OECD and the World Bank, and were publicly announced at the UN Millennium Summit in September 2000.

Monitoring
Monitoring is the ongoing observation of a process, for example a development project.

Non-governmental organisation (NGO)
An NGO is defined as an organisation that is not part of a government and was not founded by a nation state. The term generally refers to social, cultural, legal and environmental advocacy groups whose objectives and goals are primarily non-commercial.

Ownership
Identification of the stakeholders with a project or programme, e.g. the PRSP. Ownership should also lead to self-responsibility.

Participation
In the context of development work, the term "participation" refers to the idea that beneficiaries of projects and programmes should participate in planning and decision-making.

Poverty
In general, poverty denotes a lack of resources. There are various definitions of poverty:

- Absolute poverty: people who live below a defined poverty line (e.g. USD 1 per day)
- Relative poverty: compared to the living standard of the society in the area/region/country
- Income poverty: persons with a low income

Poverty Reduction Strategy Paper (PRSP)
PRSP is an approach that was developed and initiated by the World Bank and the IMF in 1999 to encourage developing countries to formulate their own strategy on how to reduce poverty. The term is potentially confusing as it is used for the document itself as well as for the process of formulating and implementing the strategy. To avoid confusion, some authors use the term “Poverty Reduction Strategy”, or PRS, for this process. However, this handbook employs the term “PRSP” for both.

Poverty Reduction Growth Facility (PRGF)
The PRGF is the financing instrument used by the IMF to support national PRSPs. Very often the PRGF sets the macroeconomic framework of the PRSP. It is settled for three years with an annual interest rate of 0.5%. Repayment begins five and a half years later and ends after ten years.

Poverty Reduction Support Credit (PRSC)
The PRSC is the credit programme of the International Development Agency (IDA), one of the five members of the World Bank group, to support poverty reduction strategies. It is lent with no interest and a small service charge to the countries over a period of grace of ten years. It must be repaid over a period of 40 years; this means that 70% is in fact given as a grant.
Private sector
The private sector comprises all entities that are not controlled and owned by the state or government and are part of the economic system: this includes private firms and companies, corporations, private banks, NGOs, etc.

Rehabilitation
In general, rehabilitation denotes either the restoration of lost capabilities, or the treatment aimed at producing this effect. Sometimes the term is restricted to physical therapy.

Structural Adjustment Programmes (SAPs)
SAPs were programmes initiated by the World Bank and the IMF and which operated until the 1990s. The basic idea was that developing countries should adjust their framework conditions to support their economic development and to obtain loans and credits from the IMF and the World Bank. The conditions for receiving these loans were mainly the acceptance of privatisation and deregulation, e.g. cutting social expenditure, devaluing currencies against the dollar, lifting import and export restrictions, balancing budgets and not overspending, and removing price controls and state subsidies.

United Nations (UN)
The association was founded in 1945 and now has 191 member states. The aim of the UN is to find and agree on joint strategies for international laws, security, economic development and social equity. The UN body consists of various agencies and institutions, such as the WHO, the World Bank, UNESCO or the UN Development Programme (UNDP).

World Bank Group
The World Bank was originally called the International Bank of Reconstruction and Development, or IBRD. Later on, it became known as the World Bank (the name “World Bank” originated from an article in the magazine The Economist). Following its creation, four additional branches to the IBRD were created which now form the World Bank Group: the International Development Association (IDA), the International Finance Corporation (IFC), the Multilateral Investment Guarantee Agency (MIGA) and the International Center for Settlement of Investment Disputes (ICSID).

World Health Organization (WHO)
Founded in 1948 with its headquarters in Geneva, Switzerland, the WHO coordinates international health issues, such as combating HIV/AIDS, malaria or tuberculosis. It also provides international research and classifications on health issues.
Internet Links

The following pages present all internet links mentioned in the handbook. A click on the link connects directly to the appropriate site.

4 Entry Points for the Civil Society in the PRSP Process
p. 17
http://wwwodiorguk/pppg/publications/books/ppapdf


The World Bank Poverty Net with Voices of the Poor:
http://wwwworldbankorg/prempoverty/voices/indexhtm

http://wwwworldbankorg/prsp

p. 19
http://wwwoxfamorguk/what_we_do/issues/democracy_rights/downloads/prsp_guidepdf


http://wwwprsp-watchde/publikationen/archiv/PRSP%20WEB%20Englpdf

p. 20
Check the websites of the World Bank and the IMF for more information on the CAS, PRGF, PRSC, etc.
http://wwwworldbankorg → Countries, wwwimforg → Country Info
A.1 Case Study 1: Honduras


CIARH:
http://ciarh.org.hn


A.2 Case Study 2: Bangladesh

Asia Pacific Development Centre on Disability:
http://www.apcdproject.org

Forum for Development Dialog and Donor Coordination, Bangladesh on PRSP:
http://www.lcgbangladesh.org/prsp/index.php


NFOWD: http://www.nfowd.org

**A.3 Case Study 3: Sierra Leone**

**p. 34**


Sierra Leone Census: http://www.statistics-sierra-leone.org


**A.4 Case Study 4: Tanzania**

**p. 39**


Comprehensive Community Based Rehabilitation Tanzania (CCBRT): http://www.ccbrt.or.tz


Tanzania’s Poverty Monitoring Website: http://www.povertymonitoring.go.tz
5B PRSP and Stakeholders

p. 43
About the Wapenhans Report:
http://www.whirledbank.org/ourwords/wapenhans.html

World Summit for Social Development:

The Millennium Development Goals:
http://www.un.org/millenniumgoals/

p. 44
The World Bank Homepage provides an useful introduction to PRSP; this link can also be used to find answers to most common questions:

The IMF has published a Factsheet on its website which also offers a good introduction:

p. 45

http://www.campaignforeducation.org/resources/Apr2002/prsp_roughguide.pdf


http://www.oxfam.org.uk/what_we_do/issues/democracy_rights/prsp_guide.htm
Information on quotas and voting power:
http://www.imf.org/external/np/sec/memdir/members.htm

“Critical Voices on the World Bank and IMF”:
http://www.brettonwoodsproject.org

Comprehensive Development Framework:
http://www.worldbank.org/cdf

Country Assistance Strategies:
http://www.worldbank.org/cas

World Bank FAQs:
http://www.worldbank.org
→ FAQs → About the World Bank

IMF:
http://www.imf.org/external/np/exr/facts/glance.htm,

PRGF Factsheet:

Rogerson, Andrew with Adrian Hewitt and David Waldenberg, (ODI) (2004): The International Aid System 2005–2010: Forces For and Against Change. Available at:

Oxfam: Influencing Poverty Reduction Strategies: A Guide. Available at:
http://www.oxfam.org.uk/what_we_do/issue/democracy_rights/prsp_guide.htm

http://www.worldbank.org/prsp

http://www.worldbank.org/countries

http://www.prsp-watch.de
The Bretton Woods Project presents “Critical Voices on the World Bank and IMF”; there is a separate section with documents on PRSP. Available at: http://www.brettonwoodsproject.org/topic/adjustment/index.shtml


Bonnel, René (2004): Poverty Reduction Strategies: Their Importance for Disability. Available at: 


GPDD Working Group on Disability and Poverty Reduction:
http://www.stakes.fi/sfa/disabilityandpoverty

5C Disability

p. 59
Disabled People South Africa (2000): Pocket Guide on Disability Equality: An Empowerment Tool. Available at: 

An interesting discussion on definitions can be found on the website of Disability Awareness in Action (DAA):
www.daa.org.uk/disability%20definitions.htm

p. 61
World Health Organization (2002): Towards a Common Language for Functioning, Disability and Health. ICF, Geneva. Available at: 
ttp://www3.who.int/icf/beginners/bg.pdf

ICF website:
http://www3.who.int/icf/
The Dictionary on Disability Terminology by the Disabled People’s Organisation, Singapore might also be helpful. The four parts are available at: 

p. 62
http://www.dpsa.org.za

Reports on the implementation of the UN Standard Rules in different countries are available at: http://www.independentliving.org/standardrules/

PowerPoint presentation on the UN Standard Rules: http://www.worldenable.net/standardrules/Default.htm

You can check the status of the UN Convention and the reports and discussions of the ad hoc meetings at: http://www.un.org/esa/socdev/enable/index.html.

A CD-Rom on “The Disability Convention – Making it Work” provides an impressive collection of documents and issues related to the UN Convention. It can be obtained from: http://www.iddc.org.uk/cdrom.

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*Review of the Salamanca Statement 10 Years Later*. Available at: http://eenet.org.uk/salamanca/salamanca.shtml


The African Decade: http://www.africandecade.org.za
The Asian and Pacific Decade of Disabled Persons: How It Worked

United Nations: *Universal Declaration of Human Rights*, available at:
http://www.un.org/Overview/rights.html

Some information about the *Arab Decade* is available at

provides an overview of the *ILO Convention*

Read the *Inter-American Convention* at:
http://www.cidh.oas.org/Basicos/disability.htm

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Inclusion International (nd): “*Disability, Development and Inclusion in International Development Cooperation: A Scan of Disability-Related Policies and Research at Selected Multilateral and Bilateral Institutions*”. This analysis compares different development policies of multilateral and bilateral agencies. Available at:
http://www.inclusion-international.org/site_uploads/1119016919121949239.pdf

*European Guidance on Disability and Development*, available at:
http://europa.eu.int/comm/development/body/publications/docs/Disability_en.pdf#zoom=100

STAKES (2003): “*Label Us Able: A Pro-active Evaluation of Finnish Development Co-operation from the Disability Perspective*” Chapter 2: Development Co-operation on Disability Issues

See Mobility USA's *Checklist for Inclusion*, available at:


Community Based Rehabilitation Network (South Asia): http://www.cbrnetwork.org.in

CBR Resources: http://www.cbrresources.org
World Health Organization Disability and Rehabilitation (DAR) Team (August 2001): *Rethinking Care from the Perspective of Disabled People: Report and Recommendations*. Available at:

WHO DAR Team:
http://www.who.int/disabilities/en/


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*Review on the Salamanca Statement 10 Years Later*:
http://eenet.org.uk/salamanca/salamanca.shtml

Enabling Education Network:
http://eenet.org.uk


Jonsson, Tyre & Ronald Wiman (2001): *Education, Poverty and Disability in Developing Countries: A Technical Note Prepared for the Sourcebook*. Sponsored by the Thematic Group on Disability Issues and financed by the Finnish Consultant Trust, June. Available at:

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http://www.ilo.org/public/english/employment/skills/disability/download/codeeng.pdf (this includes definitions of employers, discrimination, vocational rehabilitation, etc.)

Hernández-Licona, Gonzalo (2004): *Disability and the Labour Market: Data Gaps and Needs in Latin America and the Caribbean*. Available at:


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Wiman, Ronald (STAKES) and Jim Sandhu (INDRA) (2004): *Integrating Appropriate Measures for People with Disabilities in the Infrastructure Sector.* Available at: http://www.stakes.fi/gtz/

United Nations Enable

The *Transport* chapter of the Sourcebook:

The *Water and Sanitation* chapter of the Sourcebook:

The *Information and Communication Technology* chapter of the Sourcebook:


United Nations Enable on *International Laws and Policy Guidelines*:

The PRSP Sourcebook on *Governance*:


PRSP Sourcebook on *Gender*:
5D Process and Project Management


Practice reports provide helpful information.

International NGO Training and Research Centre: http://www.intrac.org


“The Gateway to Development Information” offers numerous resources and manuals for download http://www.eldis.org

ICD (2005): Capacity Building for Local NGOs. Available at:

INTRAC Praxis Series → Experience from and for Capacity Building Practitioners:
http://www.intrac.org/pages/praxisseries_publications.html

Lefevre, Pierre, Patrick Kolsteren, Marie-Paule De Wael, Francis Byekwaso and Ivan Beghin (2000): Comprehensive Participatory Planning and Evaluation. Available at:

National School Board Foundation, strategic planning tools:
http://www.nsba.org/sbot/toolkit/spt.html

Network Learning (2004): A Guide to Fundraising. Available at:

Network Learning (2004): The Project Cycle: A Learning Module. Available at:
http://www.networklearning.org/download/project-cycle.pdf

The Impact Alliance Resource Centre on Project Design and Management:


5E Lobby and Advocacy: Influencing Policies


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You can read about the worldwide situation of the freedom of the press at http://www.rsf.org (Reporters without borders) and at www.freedomhouse.org.

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CIVICUS: *MDG Campaigning Toolkit*. Available at: http://www.civicus.org/mdg/title.htm

CIVICUS: *Handling the Media*. Available at: http://www.civicus.org/new/media/Handling%20Media.pdf

CIVICUS: *Writing Effectively and Powerfully*. Available at: http://www.civicus.org/new/media/writing%20Effectively.pdf


6 Toolbox

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http://www.worldbank.org

http://www.imf.org

http://www.prsp-watch.de
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http://www.fao.org/Participation/ft_more.jsp?ID=4424

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Research on chronic poverty and disability:
http://www.chronicpoverty.org/CPToolbox/Disability.htm

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Check the stage of your country’s PRSP at

p. 102
Check if responsibilities are defined in your country’s PRSP
http://www.worldbank.org/prsp

The CIVICUS “Overview of planning” manual provides you with an initial orientation when designing a project. This is available at:
http://www.civicus.org/new/media/Overview%20of%20Planning.pdf

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FAO field tools@participation
http://www.fao.org/Participation/tools/venndiagram.html


You can find more details at FAO field tools@participation: http://www.fao.org/Participation/ft_more.jsp?ID=720


CIVICUS: *MDG Campaigning Toolkit*. Available at: http://www.civicus.org/mdg/title.htm


There is some information on the prevalence of disability in African countries on the African Decade’s website: http://www.africandecade.org.za

The *Asia Pacific Development Center on Disability* also publishes country profiles on its website: http://www.apcdproject.org/countryprofile/index.html

The United Nations about the MDGs: http://www.un.org/millenniumgoals

The World Bank about the MDGs: http://www.developmentgoals.org

For the global campaign to make the achievement of the goals reality, with tips on how to campaign and reports on events in every region, see: http://www.millenniumcampaign.org

A PowerPoint presentation on the MDGs of Inclusion International is available at: http://www.cercle.lu/IMG/pdf/mdgreports/inclusionpresent.ppt