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POLICY PAPER

# Inclusive Local Development



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## How to implement a disability approach at local level

**HANDICAP  
INTERNATIONAL**

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**POLICY PAPER**  
**Inclusive Local Development**

“The adoption of the “disability reflex” by all local stakeholders, as part of a local cross-cutting and integrated disability policy, is fundamental. This approach is based on the principles of effective consultation, the recognition of citizenship, the development of accessibility, schools for all, employment rather than welfare, public awareness of differences, equal access to prevention and care, and a sense of local solidarity”.\*

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\* Adopting a “disability reflex” means considering systematically the disability dimension and involvement of any action for people with disabilities. Excerpt from the project « Acteur et citoyen ! » (Actor and citizen) adopted by APF (French Organization of Paralysed People) in 2006.

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## The policy paper: an action guide for Handicap International programmes

This policy paper, which was validated by the Technical Resources Division early in 2009, deals with Handicap International's mandate and values in the field of the inclusive local development.

It is an action guide that presents the approaches and reference tools for Handicap International's actions, choices and commitments. It explains Handicap International's current work on inclusive local development and gives indications for future possibilities and potential limitations. The aim is to promote consistency in the practices of various programmes working in the area of inclusive local development, while taking into account the different contexts and circumstances encountered.

*This document is the result of a long process of collective reflection and exchange that was developed in successive stages:*

- ▶ 2004: documentary search, search for experiences on the theme; first seminar in Morocco, bringing together the managers of local urban development projects of the time; drafting of a first document.
- ▶ 2005: sending the first draft document to a number of qualified people (to programmes and some partners) for comments and improvements.
- ▶ 2005: launch of the first "City & Disability" projects in Morocco and Madagascar.
- ▶ 2007: in-house workshop on the theme "Disability and Local Development" held 5 - 8 November 2007 in Salé, Morocco. This was a good opportunity for exchanging experiences and reflecting on our inclusive local development activities. The seminar brought together relevant project managers and programme directors and representatives of the headquarters' Technical Resources Division and Operations Unit.

*Since 2004, we have endeavoured to regularly update and refine this document, based on critical reading, collective reflection, experiences on the subject and good prac-*

*tices identified (internal and external). Field missions to Handicap International programmes in Madagascar (2004 and 2007), Nicaragua (2006), Morocco (2006), Mali (2007), Burkina Faso and Niger (2008), Togo (2008), Ethiopia (2008) and Algeria (2009) have all been important opportunities for reviewing the policy.*

*This policy paper is not immutable. It reflects our current understanding and experience on the theme of inclusive local development. It has mainly been compiled on the basis of our experience with "City and Disability" projects and therefore focuses more specifically (though not entirely) on inclusive local development approaches in urban areas. It will be regularly reviewed in light new experiences and new questions on the subject, and in particular, to include the approaches and tools developed by other inclusive local development projects which are community-based rehabilitation projects (CBR, more often implemented in rural zones).*

*Your comments and contributions are valuable; please do not hesitate to send us your case studies, good practices, tools and thoughts on the subject.*

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This document is available in French

This document is intended for all Handicap International actors at local or “community” level (clearly identified geographical zone enabling local action). It is the reference document designed to guide the conception and implementation of these actions. It is intended primarily for Handicap International programmes, but it may be more widely distributed, especially among our local partners.

This document is deliberately not exhaustive. It describes what inclusive local development is, why it is important to be involved in this issue, who intervenes and, more importantly, how to intervene. This document complements other tools and detailed reference materials which are listed in the Appendices to this document.

## A local and crosscutting approach for improved participation of people with disabilities

Based on consultation work with local communities, including local authorities and civil society (especially Disabled People’s Organizations [DPOs]), the general objective of Inclusive Local Development (ILD) projects is to **encourage greater participation of people with disabilities in a given area**. Such projects promote an overall approach to the rights and requirements of people with disabilities and encourage the inclusion of a disability component in existing policies, projects, services and initiatives.

In **urban areas**, where resources are often greater and the stakeholders more clearly identified, inclusive local development projects are often included in the framework of decentralization. This is done in close coordination with local authorities in order to develop a sense of responsibility and the capacities for including disability issues. These type of projects build on the expertise developed by Handicap International / Action Nord Sud at the end of the 1990s / early 2000s on Urban Local Development projects (developed for the Madagascar, Morocco, Mali, Cambodia and Nicaragua programmes).

In **rural areas**, where services are often limited and decentralization methods less advanced, inclusive local development initiatives aim to mobilize local development stakeholders (primarily local authorities but

also NGOs, public or private service providers etc.) to promote social change through the inclusion of disability issues in community-based development initiatives. These type of projects build on the experience from projects developed by Handicap International in Southern and South-East Asia within the framework of Community-Based Rehabilitation (CBR) and projects developed within the framework of the Community-Based Approach to Handicap in Development (or CAHD).

Such ILD projects ensure a cross-cutting approach to meeting the needs expressed by people with disabilities or their representatives and enforcing the rights enshrined in the Convention on the Rights of Persons with Disabilities (adopted at the UN headquarters in December 2006 and entered into force on 3 May 2008). In relation to the articles of the Convention, ILD projects are concerned with the life of the individual and that of the community (Article 19), awareness raising (Article 8), accessibility (Article 9), education (Article 24), health (Article 25), labour and employment (Article 27), participation in political and public life (Article 29), and participation in cultural life and in sports (Article 30).

The principles, values and intervention methods for ILD are based on a **participatory approach, aiming to include the rights**

of people with disabilities in all areas and at all levels of a given field. This document focuses more specifically on the experiences, approaches and tools developed in the framework of ILD projects supported by clearly identified decentralised authori-

ties (most often in urban areas). A planned future version of this document will include significant contributions from CBR projects, which are increasingly based on participatory policies and strategies for community-based development.

## Inclusive Development is based on the key notions of decentralisation and citizen participation at the local level

### WHAT IS INCLUSIVE DEVELOPMENT?

- ▶ *Inclusive development is a development model that promotes equality and the widest social participation at the grassroots level.*
- ▶ *Inclusive development allows people with disabilities to enjoy the same rights as any other member of society and to be sources of knowledge and expertise regarding the design and implementation of policies.*
- ▶ *Inclusive development means that development policies, programmes and projects are designed and evaluated with regard to the impact on the lives of people with disabilities as well as others in the wider community.*

### WHAT DO WE MEAN BY LOCAL? WHAT IS THE GEOGRAPHIC LEVEL OF INTERVENTION?

*The scope of inclusive local development is at the local community level. This means a coherent geographical space or catchment area in which stakeholders can identify their daily lives and where there is often a corresponding administrative unit or local authority. This level of intervention is conducive to creating a concerted response to disability issues and to developing collaborative projects in cooperation with numerous stakeholders. Proximity to a range of development actors and stakeholders facilitates a cross-cutting approach, where disability issues can be integrated into different development structures and processes.*

To develop an effective strategy for ILD projects, it is necessary to conduct a mapping and analysis of existing decision-makers, their competences and capacities for action. Mobilising decision-makers around disability issues and developing a sense of responsibility is essential for guaranteeing the assimilation and sustainability of ILD projects. When a decentralization process is already in place, this means understanding the existing framework, roles and responsibilities of the

decentralized authorities. When this is not the case, it means analysing the decision-making mechanisms and structures at local level to identify which may be mobilised within the framework of our projects.

Once this information has been obtained, it is important that the themes adopted by the projects actually correspond to the skills of the local decision-makers whom we will support to integrate disability issues in their various areas of responsibility.

This knowledge must also be shared with our local partners so they themselves can develop a thorough knowledge of the political and administrative institutions and processes of their countries, and consequently develop more effective and appropriate advocacy.

#### Examples of geographical levels of intervention:

- ▶ Intervention in the community of Salé in Morocco with the project “Disability and Local Development”, which is part of the decentralization framework in Morocco.
- ▶ Intervention with a local project in the shuras, traditional community councils in the region of Herat in Afghanistan, where the political power is polycentric and not coordinated.

## WHAT IS DECENTRALIZATION ?

*Decentralization is a trend observed in many developing countries. It concerns the transfer of expertise and resources from the State to local authorities. As part of this process, specific laws and regulations give local authorities autonomy in decision-making and management of their own budgets<sup>2</sup>.*

Decentralization is often initiated based on the principle of subsidiarity, which states that decisions should be made at the lowest level, by the least centralized competent authority, as close as possible to the people and issues concerned.

There are certain prerequisites to making the decentralization of powers to local authorities in developing countries most efficient, namely:

- ▶ Giving juridical personality and financial autonomy to local government, without which the decentralized authorities cannot manage their affairs.
- ▶ The election of local representatives by the local community. Thus, decentralization is often a sign of democracy.

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2. Do not confuse decentralization with deconcentration. Contrary to the process of decentralization, the State does not hand over its competences in the case of deconcentration, but it provides means at grassroots level. Deconcentration allows the State to bring the administration closer to the governed. Good decentralization often goes hand in hand with a deconcentration of government services.

## WHAT IS LOCAL CITIZEN PARTICIPATION?

*Being a citizen means having the possibility to influence the life of the community. What mechanisms could be implemented to ensure that people with disabilities or their representatives contribute to the management of the territory/ community and get involved in decision-making for the issues that concern them? How to support capacity building of local Disabled People's Organizations in this area of participation?*

Citizen participation at local level can be considered from two main angles:

► **At the collective level, citizen participation means that a community organization must effectively take the rights of people with disabilities into account.**

Community organizations, following consultation with all local actors, allow the planning and implementation of a project for the whole community, including the most vulnerable. Such organizations must be based on formal mechanisms of management and participatory decision-making as part of what is now called **good governance** (ref. box below).

Handicap International's ILD projects aim to increase this participation by creating opportunities for consultation, particularly so that local Disabled People's Organizations (DPOs) can play a constructive advocacy role.

**"Governance"** is the term covering the mechanisms, procedures and institutions through which:

- collective decisions are made and applied;
- citizens, groups and communities pursue their visions, articulate their interests, exercise their rights, fulfil their duties and express their differences.

**"Good governance"** is a concept that is understood and applied differently by the various stakeholders involved in development. There is, however, one common understanding in use of the word. This relates to a movement towards "decentring" of decision-making, with the active involvement of many different actors:

"'Good governance' means that political, social and economic priorities are founded on a general consensus and that the voices of the poorest and most vulnerable are taken into account in the decision-making process." (ENDA)

► **At the individual level, the concept of citizen participation refers to a personal desire to be an active, recognized citizen.**

Citizen participation is a component of social participation<sup>3</sup>. It means that an individual has the possibility to influence the decisions that concern his or her life. Being a citizen means becoming an agent of one's own development.

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3. This document refers to the social participation situation as opposed to the disability situation (as described in the Disability Creation Process, P. Fougeyrollas). "A situation of social participation corresponds to the full accomplishment of a routine lifestyle, resulting from the interaction between personal factors (deficiencies, incapacities and other personal characteristics) and environmental factors (facilitators and obstacles)."

Our inclusive local development projects will promote citizen participation by supporting the establishment of local networks to improve access to existing services and/or to support people with disabilities to regain self-confidence and acquire the necessary capacities to assert their choices.

## WHAT ARE THE POSSIBLE LEVELS OF PARTICIPATION?

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-  ▶ **Co-decision** or co-management, involving a clear sharing of the powers of local authorities with civil society,
  - ▶ **Participation, with the concept of joint construction, mutual listening**, with the public interest taking precedence over the interests of parties or individuals,
  - ▶ **Consultation** of communities on local priorities,
  -  ▶ **Information** from local authorities on the local policies planned and implemented<sup>4</sup>.

Our inclusive local development projects strive to reach the highest level of participation possible, according to the context of intervention. Information is the minimum level that must be guaranteed, regardless of the circumstances.

Citizen participation only takes on its full meaning if it is included at every stage of the development process: from analyzing the problems to be resolved, through to

the design of a project, its implementation, monitoring and evaluation of the results attained. We may, of course, opt for more in-depth participation at a particular stage that is considered to be crucial (for example a participatory local diagnosis), but participation should be considered a dynamic process and not merely be a one-off intervention after which stakeholders lose all interest in the project.

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4. According to ENDA, "Local consultation in development projects: stakes, practices and outlook ", 2004.

## Why work in the field of inclusive local development?

- ▶ Adopting an inclusive local development approach makes it possible to **include disability issues in a cross-cutting way in any given territory/ community**. It means the disability “reflex” (i.e. considering systematically the disability dimension and involvement of any action for people with disabilities) can be integrated into planning and implementation processes for development actions at local level – something which may be more difficult at higher levels. Local action makes it possible to involve a wide number of actors and agencies (schools, hospitals, elected representatives, public and private services, etc.) into consultation in order to promote development that really does take people with disabilities into account, in all fields and at all levels, while providing a coordinated response: accessibility of the physical environment, access to health care, education, employment, etc.<sup>5</sup> In particular, this approach helps implementing articles 19 and 26 of the UN Conventions on the Rights of Persons with Disabilities, which state: “participation and inclusion in the community and all aspects of society” (Article 26.1b).
- ▶ **Intervention at local level increases the possibility to listen to people with disabilities and to identify realistic, tangible solutions in answer to their actual needs and priorities.** Local actors and agencies from within a territory / community are best placed to hear, and respond to, the needs and interests of people with disabilities (a significant section of the community). The best method to elicit these need and interests is to undertake a local diagnosis of the situation for people with disabilities before a project is drafted or as the first activity of a project.
- ▶ In view of the vast international movement towards decentralization, it is clear that **local authorities** (town councils, village groups, districts, etc.) **are becoming key players in many developing countries**, often with a strong, direct impact on the daily lives of people with disabilities. As such, we can see that the issues of good governance and the participation of traditionally excluded groups are often most effectively addressed at the local level. It is at this level that tangible actions can be envisaged, helping to make local communities a place:
  - for exercising local democracy and citizenship,
  - for taking into account the rights and needs of people with disabilities,
  - for financing new projects and services for people with disabilities.
- ▶ **The involvement of local authorities, is encouraged in all ILD projects to guarantee the sustainability of actions.** These local authorities often have limited financial resources, as the decentralization of funds does not always go hand in hand with the decentralization of power. They do, however, have the potential to organize their own resources over the longer term (in particular by collecting local taxes) and may therefore take over certain activities within the framework of their local policy. The lack of local capacity should not be seen as a barrier to the realization of ILD projects; on the contrary, it should open up windows of opportunity for increased investment (for example via the training of local authority staff).

5. The cross-cutting approach offered by this type of project, in coordination with the different parties involved in local development, can subsequently be reinforced by more specific thematic projects if required.

- ▶ The local approach makes it possible to strengthen the capacities of local Disabled People's Organizations (DPOs), which, in turn, can strengthen the national representation of people with disabilities ensuring that it is based on a network of local organizations.
- ▶ **The notion of a pilot project** may help to replicate a local project experience on a larger scale. It is therefore important to

set concise, realistic objectives and tangible results that can potentially be replicated elsewhere. Activities concerning capitalization and documenting good practices are therefore important and may themselves form a main component of an ILD project.

## Working with a wide range of local stakeholders

**The three main stakeholders and beneficiaries** of inclusive local development projects are:

- ▶ **organizations that represent people with disabilities** (Disabled People's Organizations and self-help groups),
- ▶ **representatives of local authorities**, elected representatives (decentralization), appointed representatives (deconcentration) or people recognized by the community (traditional, moral or religious authorities),
- ▶ **stakeholders in local development** (public or private services, professionals and other actors in civil society).

Through our projects, representatives of people with disabilities at local level will develop their capacities to implement actions for awareness-raising, mobilisation and/or supporting services for people with disabilities.

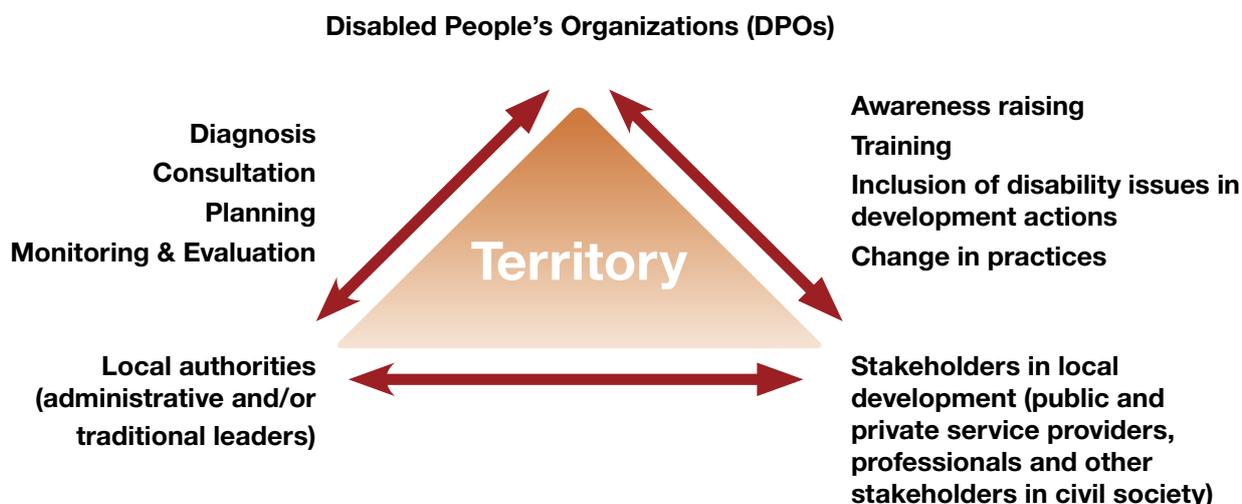
Local authorities will develop greater awareness of disability issues and strengthen their capacities to develop social policies and local consultation. Our projects will focus on the realization of commitments made by local authorities as part of the partnership agreement signed with relevant stakeholders in the local community.

Other local development stakeholders (professionals from public or private institutions, local or international NGOs, private companies,...) will develop their capacities to lead initiatives and activities for equal opportunities, developing more inclusive arrangements for people with disabilities.

All vulnerable people and marginalized groups should ultimately benefit (either directly or indirectly) from the emergence of a genuine social policy for people facing difficult situations. The holistic approach of inclusive local development projects should reinforce solidarity and cooperation between different community organizations, therefore leading to more coherent and effective community development policies and actions.

**An institutional analysis is a prerequisite for any proposed inclusive local development project.** This involves some clarification of existing local decision-making and power-sharing processes. Such analysis can be the first step in a process towards capacity building and mediation.

## SUMMARY OF STAKEHOLDERS AND ACTIONS IN AN INCLUSIVE LOCAL DEVELOPMENT PROJECT



### Intervention based on six main components

#### FAVOURABLE CONDITIONS FOR THE DEVELOPMENT OF INCLUSIVE LOCAL DEVELOPMENT PROJECTS

An essential condition for the development of this type of project is being able to work with NGOs or local organizations representing people with disabilities. Their presence and involvement is vital. In particular, attention must be paid to the representativeness of these organizations (their democratic processes, types of impairment, gender, etc.) as well as their organizational efficiency (minimum capacity required, level of competency to be attained).

**The presence of positive, engaged local authorities** will also facilitate the implementation of ILD projects:

- At the national level this refers to: political stability, political decentralization or deconcentration,
- At the local level this refers to: local self-management, accepting the rules of participatory development, responsiveness to disability issues and openness to long-term action.

**Important:** please note that the involvement

and interest of local authorities on disability issues not a *sine qua non* condition for an ILD project. If there is a lack of political will, ILD activities may initially focus on preparing and organizing effective advocacy, to raise awareness and change the attitudes of such authorities. For this type of advocacy, it will be necessary to explore opportunities for working in partnership with Disabled People's Organizations and with NGOs which are already mobilized around this issue.

**The existence of services in all sectors** (education, health, employment, etc) which should be mobilized and supported to improve inclusion of disability issues in local development priorities and interventions (see components 5 and 6). This includes:

- Regular services aimed at anyone within the project's zone.
- Specialist services aimed at people with disabilities and their families.

**Important:** It should be noted that the presence of services may vary from one

context to another. While it is preferable to have a wide range of services in place, it is also possible to undertake an ILD intervention as part of an action designed to strengthen existing services or develop new ones (a sector project); or to support local resource persons to organize basic service provision for people with disabilities (ensuring that such resource persons are trained and, if required, monitored by resource persons from outside the area of intervention).

**Note:** ILD projects aim to strengthen the capacities of Disabled People's Organizations (DPOs) to mobilize local authorities around disability issues and to create a cross-sector network of services that can take the needs and interests of people with disabilities into account. The favourable conditions listed above correspond to a list of capacities and/or local dynamics on which Handicap International's ILD projects can be initiated and further developed.

## THE SIX MAIN COMPONENTS OF ILD PROJECTS

- ▶ **Strengthen the capacity and skills of Disabled People's Organizations (DPOs)** to increase their participation in development processes and local governance,
- ▶ **Promote networking of local DPOs** to build a common view that can be better understood by local authorities,
- ▶ **Promote the development of a local participatory** diagnosis of the situation of people with disabilities,
- ▶ **Facilitate the creation of forums for dialogue between local authorities and civil** society actors for the development of inclusive policies and actions; provide financial support for the development of inclusive local development actions resulting from this consultation,
- ▶ **Create a cross-cutting network of local services** and facilitate effective systems for referral and information,
- ▶ **Educate and train local stakeholders on disability** issues, supporting them to change and adapt their practices to meet the needs of and interests and priorities of people with disabilities.

## Component 1 **Developing the capacities of Disabled People's Organizations to improve their participation in local development**

This is the first level of action required – to support local level Disabled People's Organizations (DPOs) to become credible actors in the eyes of local authorities.

DPOs often have two main objectives:

1. the representation, promotion and protection of the rights of people with disabilities (priority mission),
2. the development of services for people with disabilities (particularly when local service provision is insufficient).

Strengthening capacities of DPOs should enable them to be more effective and relevant with regard to the first objective above. The purpose of such capacity building (which may be the first stage of an ILD project) is to build the resources and skills of DPOs to advocate effectively.

### **SUMMARY**

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#### **Objectives related to component 1:**

- The capacities, knowledge and skills of organizations working in the field of disability are strengthened to promote the rights of people with disabilities to greater citizen participation.
- Disabled People's Organizations are empowered to promote their role in their community as important and effective inclusive development stakeholders.

#### **Examples of activities to be implemented:**

- Workshops to identify requirements and to draft training plans (technical and financial support).
- Training, reinforcement and support in terms of:
  - organization and management : the structure and functioning of organizations (democratic practices, administration, financial management, project management)
  - techniques (command of the different models used to understand disability, awareness of the rights of people with disabilities, of citizen participation mechanisms, understanding processes related to local governance communication strategy, institutional analysis, advocacy etc)
- Training of trainers for DPOs.
- Establishing funds for local initiatives, with groups managing small-scale calls for proposals. This procedure has a double objective: to involve the financing of local awareness-raising and advocacy actions, and to strengthen DPOs' project management skills.

## How to ensure the quality of our capacity-building actions (key recommendations):

- ▶ Use of interactive teaching methods in line with Handicap International's approaches: this can include the development of a training curriculum that combines theory and practice, or the preparation of a reference toolkit for participants.
- ▶ Assessment and adaptation of training modules to fit the knowledge of the trainees: the use of pre-training tests to assess the knowledge of participants or the development of methods to ensure full participation from everyone attending (disabled women, minority groups, etc.).
- ▶ Measuring the effectiveness and impact of training, in terms of the level of knowledge acquired by trainees (for example, 60% of knowledge delivered during training is assimilated and retained by participants; 70% of people trained passed the evaluation tests, etc.).
- ▶ Setting up a post-training monitoring process: organization of post-training coaching missions for trainees, updating their knowledge and skills at regular intervals.
- ▶ Capacities retained and knowledge put into practice: training at least two people per organization; the development of an action plan for each organization (for example at the end of the training) preparing for the use of knowledge acquired in real situations and defining precise objectives (for example, following a training in organizational development, each organization trained develops at least one project proposal submitted to an international donor).

## Component 2 Promoting the networking of local Disabled People's Organizations

Networking between local Disabled People Organizations (DPOs) contributes to the strengthening of civil society movements. The aim is to establish a common message or united voice between DPOs, which, in turn, facilitates greater recognition and improved dialogue with local authorities.

ILD projects are designed to improve relations between different DPOs. Handicap International utilizes expertise in community mobilization to encourage mutual recognition between DPOs, with the development of exchanges, synergies and the emergence of a common vision or message.

However, DPOs are often divided or in competition with each other, with key differences in their positions and priorities (according to particular ethnic, geographic, cultural, political or specific impairment interests). In this case, it is important for ILD projects to identify areas of mutual interest, shared motives and common interests that can lead to a joint agenda for advocacy and dialogue with the local authorities.

Mediation is the preferred method for establishing dialogue, encouraging new practices, developing relations between DPOs and facilitating exchanges in a constructive, non-confrontational manner.

## SUMMARY

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### Objectives related to component 2:

- A network of Disabled People's Organizations is established for joint advocacy actions.

### Examples of activities to be implemented:

- Technical and financial support to the implementation of a joint advocacy plan.
- Technical and financial support to the implementation of joint actions.
- Creation of an DPO network, with the provision of premises and equipment.
- Support to structure, launch and then run a forum of Disabled People's Organizations (DPOs)
- Creation and distribution of a directory listing Disabled People's Organizations of the region.

### How to ensure the quality of actions to support DPO networking (key recommendations):

- ▶ Promoting democratic functioning of the DPO network/ organizations: regular election of representatives of DPOs; transparent definition of the mechanisms used to appoint representatives (for example, renewable one-year mandate, alternating system of presidency, etc.). All members of the network should be able to participate in the election process (e.g.: accessible voting system, transparent conditions for becoming a member, etc).
- ▶ Training a network of DPOs, including organizations that are impairment-specific.
- ▶ Effective consultation within the network: regular meetings leading to unanimous or majority decisions; drafting an action plan with realistic targets for the network; partnership agreements with other organizations (human rights organizations, NGOs involved in disability issues etc).

## Component 3 Promote a participatory local diagnosis of the social participation of people with disabilities

A multi-stakeholder analysis of the local situation for people with disabilities leads to an improved understanding of the context and the potential opportunities for intervention. This may be carried out either before or at the start of an ILD project.

- The content and approach of a participatory local diagnosis may vary, according to the context, the information required and the particular project objectives.

- A participatory local diagnosis is a tool which can be used to respond to several objectives in ILD projects (for example: initiating consultation, or involving DPOs in advocacy actions concerning them). It is particularly recommended before drafting a project (in order to identify the main difficulties and priorities for the project) and is often a sign of a project's overall quality.

### CONTENT OF THE LOCAL DIAGNOSIS

**A local participatory diagnosis on the situation of people with disabilities should make it possible to:**

- « Understand the broader context (decentralization process, legal framework and sector policies, statistical data), data on local administrative organizations, the economy, lifestyles, traditional structures (chiefs, traditional festivals, initiation rites, taboos and religious celebrations).
- « Understand or learn more about local Disabled People's Organizations (their strengths, weaknesses, opportunities and constraints).
- « Identify people who are involved or may be involved with disability issues (NGOs, government departments, private sector, local governments etc), and the strategies and needs of these stakeholders. The diagnosis is the opportunity to see how disability issues are considered by stakeholders and local services, how disability is integrated into policies and local development actions and how these actions are currently undertaken.
- « Assess major barriers in the environment, including: physical inaccessibility of services; lack of representation of people with disabilities in decision-making; lack of participation in community life and decision-making; lack of knowledge of national and international legislation; negative stereotypes and public misrepresentations of disability issues; lack of knowledge and consideration of disability issues by policy makers, authorities and other key stakeholders concerning local development action.
- « Study various possible activities to address the specific needs of people with disabilities. The diagnosis should give a typology of possible actions and appropriate indicators for evaluation, depending on the local context.

The diagnosis is qualitative, based mostly on the conduct of individual interviews and focus groups. The diagnosis differs from statistical studies or methods used in epidemiology. A Handicap International

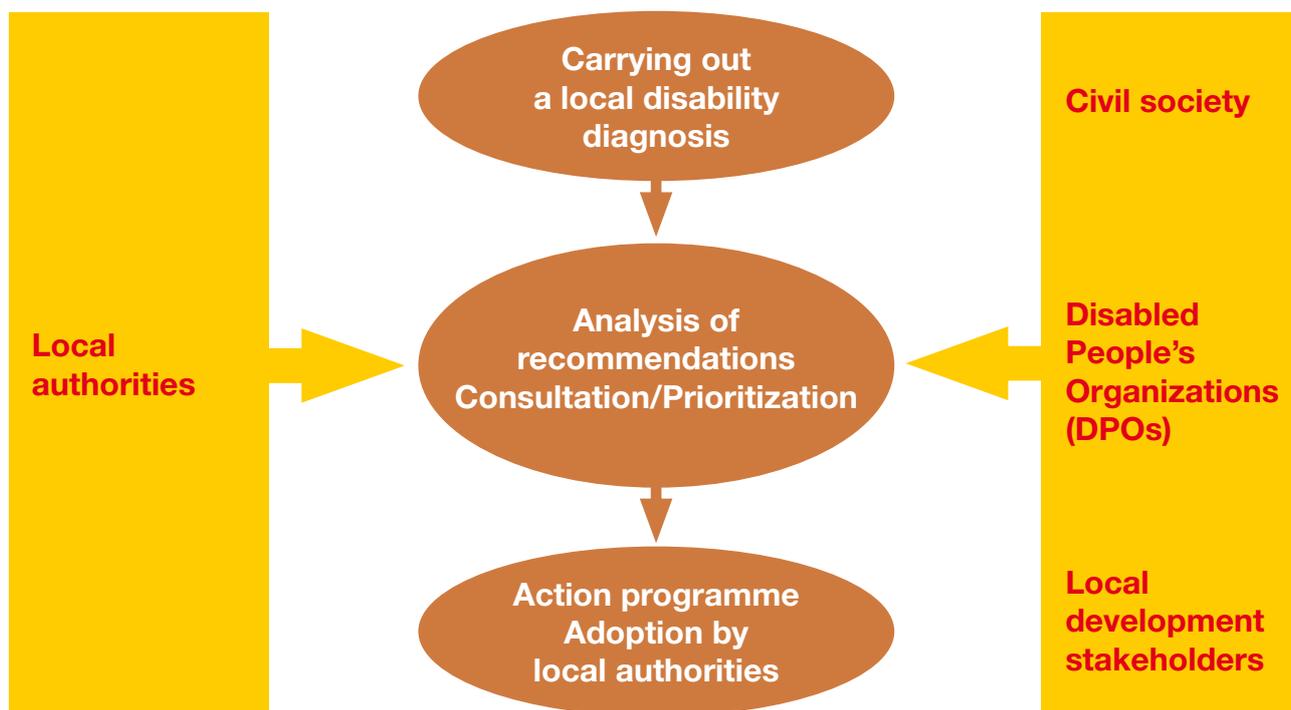
guide to local participatory diagnosis is available (see section: “Our in-house tools” - “policy paper on accessibility”. Here the focus is more in relation to local diagnosis on accessibility issues).

### MAIN INTERESTS AND ISSUES FOR THE DIAGNOSIS

*The participatory diagnosis on the participation of people with disabilities addresses the following main issues:*

- « *Sensitize and mobilize on the need for change. This type of diagnosis, developed and jointly agreed by local stakeholders, allows for greater disability awareness in the community. It is an opportunity to bring together different local stakeholders, and ideally, to set up a collaborative steering committee to manage the major stages of the diagnosis (choice of the person in charge of conducting the diagnosis, choice of the methodology, validation of intermediary reports, validation and dissemination of the final report).*
- « *Initiate local consultation work. The diagnosis should open the possibility for ongoing dialogue between local stakeholders, in particular, to discuss the prioritization, monitoring and evaluation of the actions initiated as a result of this diagnosis.*
- « *Enhance the resources of Disabled People Organizations and encourage confidence-building. The diagnosis, which should usually be the responsibility of local DPOs, can enable people with disabilities to become aware of their role as stakeholders in local development. It presents a real opportunity for raising awareness about active community participation that goes beyond passive discussion.*

The diagnosis should allow the development of a multi-stakeholder action plan that proposes solutions relevant to the context. After an analysis and validation of the main issues, the diagnosis will make recommendations for each subject.



## SUMMARY

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### Objectives related to component 3:

- A local diagnosis shows the main obstacles faced by local people with disabilities and presents key recommendations for addressing them. It is developed through consultation between civil society and local authorities.

### Examples of activities to be implemented:

- Establishment of a local committee for the managing the diagnosis
- List of local stakeholders to be interviewed and preparation of semi-structured interview guidelines
- Conducting the survey of people with disabilities and local stakeholders
- Synthesis of the surveys and highlighting the main needs expressed
- Drafting recommendations for each main topic
- Writing the diagnosis report and widely disseminating this report.

### How to ensure the quality of the local participatory diagnosis process (key recommendations):

- ▶ As much participation as possible in the drafting process: diagnosis methodology maximizes the participation of all stakeholders; organization of public meetings to inform and encourage participation of civil society in the diagnosis process; organization of meetings/events to communicate the diagnosis results with local stakeholders.
- ▶ Mobilizing local stakeholders: setting up a steering committee comprising local decision-makers and members of civil society to steer the diagnosis process; formation of technical working groups comprising experts on each theme.
- ▶ Relevance and effectiveness of the diagnosis methodology: prior training of the survey teams who will lead the semi-structured interviews; production, test and adjustment of the surveying tools to guarantee their suitability; publication of a summary of the diagnosis, describing the main requirements and the main recommendations for each theme.

## Component 4 Promote consultation between Disabled People's Organizations (DPOs) and local authorities and support inclusive local development actions resulting from this consultation



When conditions are favourable (especially in the presence of local authorities which are already sensitized and committed in the long term to disability issues), it is essential to create or strengthen dialogue between society civil (in particular, Disabled People's Organizations) and local authorities. This dialogue allows for the possibility of collaborative actions to integrate civil society in decision making on local development.

**The diagnosis phase (detailed in previous pages) is an excellent prerequisite for a planning phase, which defines: *who should do what, when, where, with whom, for what costs, and for what outcomes.***

Consultation spaces for local authorities and civil society must be opportunities for regular exchange (not just project specific). This means the design, planning, monitoring and evaluation of all local policies and development plans.

These consultation spaces are known under different names: focus groups, working groups, development committees, disability commissions, etc.

They are different from the information spaces (e.g. public meetings) where information is disseminated in a top-down

manner, with limited opportunity for dialogue and exchange.

**There are two possible strategies relating to consultation spaces:**

- In areas where consultation spaces already exist, Handicap International's strategy will be to consolidate them and use them as levers for greater participation of persons with disabilities,
- Where such spaces do not exist, Handicap International's strategy will be to facilitate their establishment and encourage citizen expression for all, specifically including people with disabilities.

The role of the Handicap International is to support the creation, organization and management of consultation spaces.

The question of the legal nature of the consultation space remains, as well as the training of the facilitators of the structure.

The dialogue should start with small, clearly defined projects to demonstrate the potential for local collaborative action. It can then expand into the main areas concerning participation of people with disabilities (education, health, professional life, sports, leisure, accessibility).

**Access to the physical environment** is a particularly relevant field that can lead to rapid, visible results at the local level, which, in turn, can lead to a broader process of **collaborative development action** between civil society and local authorities. (See policy paper on accessibility).

Consultation spaces must, in the long term, enable Disabled People's Organizations (and other organizations mobilized around disability issues) to put forward operational proposals to be included in **Local Disability Action Plans**. These plans may be supported

by several stakeholders, the ideal situation being appropriation by local authorities and subsequent inclusion in local public policy. For cases where a local authority includes

an action plan as part of its disability policy, Handicap International may, if appropriate, provide technical support to that authority for implementation of the plan.

**GOOD PRACTICE:**  
**Elaborating Local Disability Action Plans**

*These plans address each major inclusion theme (health and rehabilitation, education, employment, social life, accessibility), and present the needs, solutions, objectives and priorities identified by local stakeholders. It is a document that presents a collective vision for making local development more inclusive.*

*These documents are usually developed by local authorities in collaboration with civil society, aiming to address the rights and needs of people with disabilities, according to the resources available.*

*These plans specify the actions to be taken over the course of one year or several years, with a clear budget, implementation plan and designated person responsible.*

**GOOD PRACTICE:**  
**Support to inclusive initiatives led by local organizations through calls for projects**

*In line with the concerted local action plans, ILD projects support the initiatives of local organizations that enable the effective participation of people with disabilities. One approach for this is to set up a call for projects – a micro call for proposals.*

*A call for projects should be led by a committee comprising local authorities and other public institutions, as well as representative civil society organizations. The committee will select and approve project proposals (but committee members cannot apply for funds).*

*A call for projects can either support mainstream development organizations (i.e. which are not specialist in the field of disability) to implement inclusive development actions or directly support the organizational strengthening of Disabled People's Organizations.*

*(A capitalization document on procedures for call for projects has been put together on the basis of HI's experience in Morocco – see Bibliography).*

## SUMMARY

### Objectives related to component 4:

- A local consultation scheme that encourages the participation of people with disabilities in decision making on local development strategies is in place
- An action plan for the intervention area has been developed and signed by the focus group and contains the commitments and responsibilities of the various stakeholders of the focus group
- An inclusive development policy is planned and implemented by local authorities and other local stakeholders

### Examples of activities to be implemented:

- Facilitation of a consultation and planning workshop, during which the diagnosis is presented (including identification of problems, potential/strengths), validation of the diagnosis, classification of the problems by subject, synthesis of the solutions to the problems, prioritisation of the solutions, planning and programming of the activities)
- Support for the establishment of consultation spaces: preliminary reflection on possible roles, functions, objectives.
- Facilitation during consultation meetings: regular meetings, drafting of agendas, note taking, minutes of meetings, decision support and conflict management
- Training of local stakeholders in the management of consultation spaces
- Setting up a procedure for calls for inclusive local projects to encourage and fund projects run by local stakeholders
- Technical and financial support for the implementation of inclusive actions led either by local authorities, Disabled People's Organizations, or by any other local stakeholder

### How to ensure the quality of consultation actions (key considerations):

- ▶ Effectiveness of the consultation mechanisms implemented: regular meetings for the consultation spaces and consistent efforts made by all members over a period of time.
- ▶ Making the transition from consultation to practical action: it can be interesting to analyze the percentage of local actions that specifically relate to increasing participation for people with disabilities. Achieving participation in consultation spaces is crucial, but beyond that, efforts are required to ensure this translates into practical results – achieving inclusion at local level. Also, attention must be paid to the number of actions in the local plan concerning people with sensory or intellectual impairments or mental health issues (often overlooked) as compared to people with physical impairments.
- ▶ Sustainability prospects of the consultation dynamics: inclusion of the actions/ achievements selected in the call for projects in the framework of wider actions or policies that they may contribute to (for example: link with national strategies, link with existing HI projects in the country), involvement of different people in charge of implementing at least one action in the plan.
- ▶ Links created between inclusive approaches and specialized approaches.
- ▶ High percentage of inclusive actions implemented related to specialized actions or services.

## Component 5 Create a cross-cutting network of local services and facilitate effective systems for referral and information exchange

Handicap International's inclusive local development projects focus primarily on supporting existing services and establishing links between people and services through referral, information and guidance mechanisms.

These existing services may be public, private or voluntary and can be managed by DPOs, NGOs, employers, public organizations, governmental agencies or departments, or local authorities.

These information, and guidance mechanisms aim to create a link between people with disabilities and their families and organizations and practitioners that can meet

their needs or direct them to specialized facilities (via a reference database).

**Note:** This scheme may be integrated within an existing advice centre for people with disabilities and their families. They may also form part of the role of community-based agents who act as a relay point between individuals and existing services.

The actual methods used to implement information and guidance actions must be adapted to the context (i.e.: level of local services available, specialization of stakeholders, possibility for people with disabilities to actually get to the centres, availability of support staff etc.).

### SUMMARY

#### Objectives related to line 5:

- A pilot information and guidance scheme for people with disabilities is defined and formalized, i.e. through the creation of a local information and guidance centre (LIGC).
- A network of local volunteers (lawyers, doctors, physiotherapists, educators, students...) is mobilized and involved in the activities of the centre.

#### Examples of activities to be implemented – example of the creation of a local information and guidance centre (LIGC):

- Search for an organization or institution to support the centre
- Creation of a regularly updated database of existing services (accessible or inclusive services)
- Recruitment and training of permanent staff
- Setting up a front reception desk to welcome people and listen to their real needs
- Referral of people to appropriate existing services
- Capitalization and modelling of the pilot information and guidance mechanism for replication at the national level
- Training of resource people (providing a permanent presence in the centres or community-based presence) in the identification, guidance and referral of people with disabilities
- Production and distribution of directories of existing services and/or referral guides in order to improve access to services for people with disabilities.

## How to ensure the quality of access to local services - example of a LIGC

- ▶ Durability of the scheme: before launching the centre, a project leader with the right capacities must be recruited, (definition of minimum criteria required); appropriate training for the centre's team in relation to disability issues and coordinating a service network etc.
- ▶ Mobilization of local stakeholders and work towards a network: formation of a network of services and increasing the number of voluntary service providers (who will be included in the centre's database).
- ▶ Relevant organization of services and actions for the centre's team: allocating proper time for welcoming visitors, answering phone lines, ensuring personal appointments, meeting with services and networking,
- ▶ Definition of clear and realistic objectives (qualitative, quantitative): for example, average time between a request and the proposal of a satisfactory response, percentage of all local existing services having agreed to being included in the database, etc.

## Component 6 Sensitize and train local development stakeholders

**Finally, our actions are intended to raise awareness and provide training to local development stakeholders for the integration of disability issues in their work.**

Advocacy should allow a collective awareness of the importance of disability issues and the recognition and enforcement of the rights of people with disabilities.

This awareness should encourage local stakeholders to adapt their practices to meet the specific needs and interests of people with disabilities, to make their services accessible and to ensure development initiatives are inclusive.

**Awareness-raising actions must be supported by local stakeholders**, and in particular, by Disabled People's Organizations (DPOs). It can be interesting to encourage initiatives from other local stakeholders and not only representatives of people with disabilities. Bringing DPOs together with other stakeholders in development can be very productive and may lead to an interesting exchange of skills (for example: local NGOs more experienced in awareness-raising methods and Disabled People's Organiza-

tions with more specialised knowledge of disability issues).

In all these processes, Handicap International will provide technical support to the local partners.

These actions may be conducted as part of a "local initiatives fund", with calls for projects and selection groups. This procedure makes it possible to combine funding of local awareness-raising initiatives with a second objective, namely strengthening DPOs' skills in project management.

Beyond awareness raising, **training activities are essential** for real change in the practices of professionals. These include training teachers to adapt their teaching, or training micro-finance institutions on how to process applications for microcredit submitted by people with disabilities.

Local authorities (elected representatives and technical staff) should receive training for improved inclusion of disability issues, with practical know-how to fulfil the responsibilities.

In certain cases, it may be preferable to call on specific sector-based skills (which may be sought outside of the territory/commu-

nity of intervention) in order to train professionals from one type of service in the inclusion of people with disabilities (for example, training teachers in how to integrate children with disabilities into their mainstream classes).

In other cases, it may be possible to integrate the people in charge of implementing disability-specific actions into “generalist”

or mainstream local development organizations (for example: integration of resource persons working on disability issues at local/ community level, training of existing community-based agents on disability issues, etc.). If it is necessary, training for these resource persons may also come from sources outside the territory/ community of intervention.

## **SUMMARY**

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### **Objectives related to component 6:**

- The wider community develops greater respect for the dignity and rights of people with disabilities, leading to moves towards full citizenship.
- The various local partners (including policy makers, institutions and organizations) responsible for defining and implementing local development strategies acknowledge that key disability issues must be taken into account.
- Through training, managers and technical staff from major local public and private institutions facilitate greater access to their services for people with disabilities.
- A greater number of non-specialized stakeholders and services include the needs and the rights of people with disabilities in their activities.

### **Examples of activities to be implemented:**

- Setting up of “disability awareness” pools consisting of members of DPOs, or local organizations working closely with people with disabilities.
- Local disability information and guidance centre (these centres are intended for both individuals and organizations)
- Support for awareness-raising on disability issues through a call for micro projects.
- Training on disability and the inclusion for technical staff and local elected officials, housing institutions, private architects, lawyers, health centre staff, teachers, vocational training centres, leaders of associations.

## How to ensure quality of awareness-raising and training of local development actors (key recommendations):

- ▶ Define strategies and awareness-raising messages suited to the local knowledge, attitudes and practices regarding people with disabilities:
  - Assessment of the Knowledge - Attitudes - Practices of target stakeholders at the beginning and end of the project will clearly demonstrate progress
  - Tools and messages must be defined in consultation with representatives of people with disabilities, according to the societal attitudes / behaviours that need to be changed
- Use of calls for micro projects may help to select the most relevant initiatives.
- ▶ The role of representatives of people with disabilities in organizing awareness-raising actions and representation of people with different types of impairment.
- ▶ Optimizing impact on public opinion: realisation of a critical number of awareness-raising actions, including different types of media to effectively relay awareness-raising messages.
- ▶ Training: see the recommendations mentioned above for main component 1.

## EXAMPLES OF THE RESULTS EXPECTED FROM INCLUSIVE LOCAL DEVELOPMENT PROJECTS

ILD projects focus on the analysis and modification of local practices regarding disability issues and the effective application of the rights of people with disabilities.

- Local authorities and other local stakeholders give greater consideration to disability issues when drafting and implementing policies and actions
- Local authorities give greater consideration to recommendations made by civil society and in particular, to recommendations from Disabled People's Organizations, when drafting local policies
- After the ILD project, people with disabilities have improved access to local services, enabling greater social participation
- People with disabilities are more aware of existing services and can seek their support more easily
- The individual and collective capacities of people with disabilities are strengthened, particularly in terms of constructive advocacy before local authorities
- Solidarity<sup>6</sup> between local communities and people with disabilities is stronger as a result of the project

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6. Solidarity: Link uniting an individual to his group through feelings of mutual obligation, interdependence implying mutual responsibility to aid and assist other members in the group, founded on a contract and/or shared interests. DELORME, Eric. Impact and disability: Proposal for understanding the impact study of Handicap International projects, 2007, 11 p.

## The different crosscutting principles of Handicap International with regard to inclusive local development

### SUPPORTING LOCAL STAKEHOLDERS TO TAKE ACTIONS

A local development process is sustainable if it is led by the persons concerned. The approach is to *help* and not to *act directly*, even under the pressure of external stakeholders (planning of activities, financing, etc)

This process should be based wherever possible with local resources and organizations, including organizations representing people with disabilities and elected representatives and technical staff from the local administrative authority.

Inclusive local development projects are part of **constructive and participatory work with local authorities. The full involvement of these authorities** is a major requirement for the sustainability of the activities initiated.

Inclusive local development projects are included in the framework of **participatory and constructive work with stakeholders in local development**. Wherever possible, partnership or strong involvement with local authorities must be encouraged to facilitate the assimilation of disability issues. This is a significant challenge for helping to sustain activities once the project has ended.

Handicap International's projects must **strive to permanently balance support for Disabled People Organizations, the**

**involvement of local authorities and the mobilisation of other key players in local development**. Depending on the context of intervention and the priorities identified, projects may prefer to work with only one of these three kinds of stakeholder; however a cross-cutting, integrated approach to disability promoted by inclusive local development projects means taking into consideration interaction between all stakeholders for coordinated action at local level. In practice, this can lead to potential difficulties when positioning our teams to face certain situations involving communities and institutions, for example, this sometimes places them as the spokespersons of the communities and institutions.

**In brief, the role of the Handicap International teams in ILD projects is mainly based on two key lines:**

- ▶ **a role of facilitator** to help various Disabled People's Organizations to prepare speeches and joint actions, and allow different stakeholders to work together, both in the diagnosis phase and in the phases of planning and implementation
- ▶ **a role of technical expertise** through training, coaching and consultancy, in order to strengthen the capacity of local stakeholders.

### ENSURING A LOCAL INCLUSIVE APPROACH

The establishment of a **local system** (local governance mechanism) **capable of ensuring inclusive local development means two things:**

- ▶ The **mainstreaming of disability in all policies and local actions:** the integration of disability issues in the practices of local development actors through awareness-raising and training, does not imply significant extra costs and is always the preferred solution, as it is non-discriminatory,
- ▶ If necessary, **creation of specific services to meet the critical needs of people with disabilities.** These services must be **part of a larger inclusive system.**

For example, the inclusive local development project can focus on making schools in a given area more inclusive. These schools will need expertise to change their teaching methods. This expertise can be sought first in schools for children with special needs.

In addition, the links between mainstream schools and special schools must be consistent so that children can move from one to another depending on their personal development.

## A METHOD OF IMPLEMENTATION BASED ON TWO MAIN KEY APPROACHE

The method of implementation of inclusive local development projects is based on a dual approach:

- ▶ **The local development approach**, which seeks to involve all stakeholders in the definition and implementation of a concerted local project that is appropriate and acceptable for all,
- ▶ **The rights-based approach**, observing fundamental human rights and the establishment of conditions for equal opportunities for access to local services.

ILD projects:

- enable the **implementation of most of the principles and rights enshrined in the International Convention on the Rights of Persons with Disabilities**. Among these rights, the right to political participation and public life, stated in

Article 29, appears to be a fundamental political right.

- promote **accountability of local government** and of stakeholders in local development.
- promote the **autonomy of people with disabilities and/or their representatives** (knowledge of rights and claims for their enforcement, new local development actors).
- allow **participatory work between local authorities and Disabled People's Organizations** and contribute to the overall application of the principle of non-discrimination, by promoting development policies and actions enabling equal social participation for people with disabilities.

## A NEED FOR CONSISTENCY WITH NATIONAL POLICIES

Inclusive local development projects are interdependent and require a link with the outside world, and particularly with national and regional policies.

Although local action is most effective for addressing the participation of people with disabilities, it should not exclude national level action, for example concerning the implementation of sector policies and legislative frameworks. Relations with other

levels of territorial organization and the consistency of local initiatives with national policies must be part of our projects.

The **concept of local pilot projects must be developed**, as it can allow the replication of the local experience on a larger scale. The components of capitalization, modeling and dissemination of lessons learned for a wider spreading of the approach developed are important aspects of the project.

## INCLUSIVE LOCAL DEVELOPMENT AND GENDER

The inclusive local development process must include the participation of women with disabilities, to ensure capacities to represent their specific needs and interests and to become agents of change.

To engage participation of women with disabilities while taking into account different contexts of intervention, the ILD project will aim to address the following:

- ▶ The local diagnoses should systematically describe the social roles and relationships of men and women in the community. The percentage of girls and women with access to local services, as well as the number of women in local decision-making positions will be important indicators. Gender balance during the surveys will be checked, and specific women focus groups led by women will be systematically created,
- ▶ The project steering committees, the selection committees for micro projects, and the monitoring committees of the diagnosis will systematically include women,
- ▶ The opinions or interests of the women in these committees should be given special attention,
- ▶ Gender balance should also be observed in the training delivered,
- ▶ Partnerships with organizations or mutual assistance groups for women with disabilities should be considered in our projects, as well as the inclusion of women with disabilities in larger DPOs,
- ▶ Local authorities and providers of social services should be encouraged to give men and women equal access to services.

### OUR IN-HOUSE TOOLS...

#### **A guidance paper for an inclusive local development policy**

Charlotte Axelsson, 2007, Project Disability mainstreaming in Development Cooperation, UE

*English:* <http://www.make-development-inclusive.org/toolsdetail.php?spk=en&nb=7>

*French:* <http://www.make-development-inclusive.org/toolsdetail.php?spk=fr&nb=7>

#### **Une porte d'entrée dans le développement local inclusif**

CD-Rom of the exchanges workshop held from 5 to 8 November 2007 in Salé, Morocco.

*French only*

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Eric Plantier Royon, Technical Advisor - Local Inclusive Development, November 2006

*English and French*

#### **Comment financer des initiatives locales tout en formant les associations à la gestion de projet ?**

Capitalization document on calls for proposals, Local Urban Development Project of Salé, Morocco Programme, June 2005.

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Eric Plantier-Royon, Technical Advisor - Local Inclusive Development

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#### **Comprendre, s'appropriier et diffuser la thématique du handicap – formations au handicap par type d'acteurs**

CD-Rom to promote disability issues, produced as part of the « Disability and Local Development » project, Morocco, February 2009

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*English:*

[http://handicap-international.fr/bibliographie-handicap/4PolitiqueHandicap/niveau\\_local\\_communautaire/rbc\\_cahd/UnderstandingCAHD.pdf](http://handicap-international.fr/bibliographie-handicap/4PolitiqueHandicap/niveau_local_communautaire/rbc_cahd/UnderstandingCAHD.pdf)

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Nicaragua Programme, Capitalization Report by Vera DICQUEMARE, April 2004

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*English and French*

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*French:* [http://www.aer.eu/fileadmin/user\\_upload/Commissions/HealthSocial/EventsAndMeetings/2009/Brussels/FR-Agenda22.pdf](http://www.aer.eu/fileadmin/user_upload/Commissions/HealthSocial/EventsAndMeetings/2009/Brussels/FR-Agenda22.pdf)

### **L'Ambition d'une politique locale multisectorielle et intégrée du Handicap**

APF, Platform on local elections in 2008

*French:* <http://www.reflexe-handicap.org/list/documents-utiles/848216218.pdf>

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Charter between the Association of french mayors and the Committee of french DPOs, October 2003

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## GLOSSARY

### **Community/Community Participation**

The close environment of an individual, including the population and all different stakeholders (public or private), within a confined geographical area, who share a feeling of common belonging and experience common constraints and benefits. With regards to participation, community can apply to spatial communities (a body of people living and/or working in the same locality); for example a neighbourhood or a district<sup>7</sup>.

### **Community-based rehabilitation (CBR)**

CBR 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.

The major objectives of CBR are:

1. to ensure that people with disabilities are able to maximize their physical and mental abilities, to access regular services and opportunities, and to become active contributors to the community and society at large,
2. to activate communities to promote and protect the human rights of people with disabilities through changes within the community, for example, by removing barriers to participation<sup>8</sup>.

### **Decentralization**

A transfer of certain responsibilities and corresponding resources from the central State to local authorities, usually in the field of managing local taxes, city planning, infrastructure and construction, as well as social services such as water and sanitation, housing, transport, education, primary health care, culture and sports, etc.

Local level authorities, enjoy decision-making autonomy, within the boundaries of the legislation and national strategies and policies, and manage their allocated budget for the transferred responsibilities. This makes them accountable to the citizens that live within the territory and boundaries of the local authority's mandate<sup>9</sup>.

### **Inclusive development**

Inclusive development is a rights-based process that promotes equality and the participation of the largest possible section of society, especially groups that face discrimination and exclusion. Inclusive development ensures that persons with disabilities are recognized as rights-holding equal members of society, who are engaged and contributing to a development process for all. Inclusive development can be implemented at national and at local level<sup>10</sup>.

### **Local Governance**

Local governance refers to the interactions between different actors at the local level, ranging from local governments and representatives of civil society to the private sector. Effective or 'good' local governance is brought about by a set of institutions, mechanisms

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7. Definition inspired by: Demo project, Citizens Innovation Local Governance, Report and Guidelines, 2004; and Handicap International, Beyond De-institutionalization - The un-steady Transition Towards an Enabling system in South East Europe, Disability Monitor Initiative, 2004.

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10. Idem

and processes through which citizens and groups can articulate their interests and needs, mediate their differences and exercise their rights and obligations at the local level. It involves effective citizen participation, transparent flows of information, and functioning accountability mechanisms<sup>11</sup>.

### **Mainstreaming**

Mainstreaming disability in society is the process by which the State and the community ensure that persons with disabilities can fully participate and be supported to do so within any type of structure and service intended for the general public, such as education, health, employment and social services. It implies that disability is taken into consideration in all sectors' legislation and reforms.

Mainstreaming disability into development cooperation is the process of assessing the implications for persons with disability of any planned action, including legislation, policies and programmes, in all areas and at all levels. It is a strategy for making the concerns and experiences of persons with disabilities an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that disabled persons benefit equally and inequality is not perpetuated<sup>12</sup>.

Mainstreaming needs to be accompanied by specific measures to ensure equality of opportunity (such as reasonable accommodation, affirmative actions, and support services among others), so that persons with disabilities can enjoy their rights, and that empowered DPOs monitor its implementation.

### **Participatory process**

A participatory process is defined as involving relevant stakeholders in the policy making or planning, each stakeholder contributing to the end result, having a stake in the outcome and a role in the monitoring and implementation of the final output. A participatory process allows for full and meaningful consultation of all stakeholders involved and should be representative of the different actors concerned<sup>13</sup>.

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