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Making it Work

From good practice to good policy



A Guideline for developing
Making it Work projects



From good practice to good policy

This is a Guideline for developing Making it Work projects (Version 1.1, March 2009)

It is a document that will be refined and improved over time, using feedback from partners across the world.

Version 1.2 will be launched at the end of 2009, along with a series of [Making it Work Training Toolkits](#). The toolkits are currently a “work in progress”. They will provide additional guidance and support for each step of the Guideline, and will be particularly useful if you have not done certain activities before. They are referenced in this Guideline but not available to use at this time.

Alternative formats

PDF and Word versions of this Guideline (in English) can be downloaded at www.makingitwork-crpd.org French and Spanish versions will follow in September 2009.

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We welcome all comments and suggestions for improving the Making it Work Guideline and the forthcoming toolkits

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Special Thanks...

The methodology for this Guideline comes from the two existing Making it Work projects: the Disability Monitor Initiatives (DMI) in South East Europe and the Middle East. The DMI projects aim to monitor and facilitate the sharing of knowledge on the ways that local disability organizations, service providers, local authorities, governments and international agencies can develop and support social innovation and policy reforms.



www.disabilitymonitor-see.org



www.disabilitymonitor-me.org

Making it Work is a multi-stakeholder initiative, with collaborative Advisory / Steering Committees at different levels:


Making It Work International Advisory Committee:



Making it Work / DMI Middle East: [CBM](#), [Handicap International](#), [Bethlehem Arab Society for Rehabilitation](#) (BASR), [Arab Organisation of Disabled People](#) (AODP), [Lebanese Physically Handicapped Union](#) (LPHU) [Al-Hussein Society for the Habilitation/Rehabilitation of the Physically Challenged](#) (AHS)

Making it Work Central America: [RIADIS](#); [IIDi](#); [Handicap International](#)

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List of Acronyms

CRPD: UN Convention on the Rights of Persons with Disabilities
 CSO: Civil Society Organization
 DPO: Disabled People’s Organization UN: United Nations
 NGO: Non-Governmental Organization

INGO: International Non-Governmental Organization
 MIW: Making It Work
 UN: United Nations
 OP: Optional Protocol

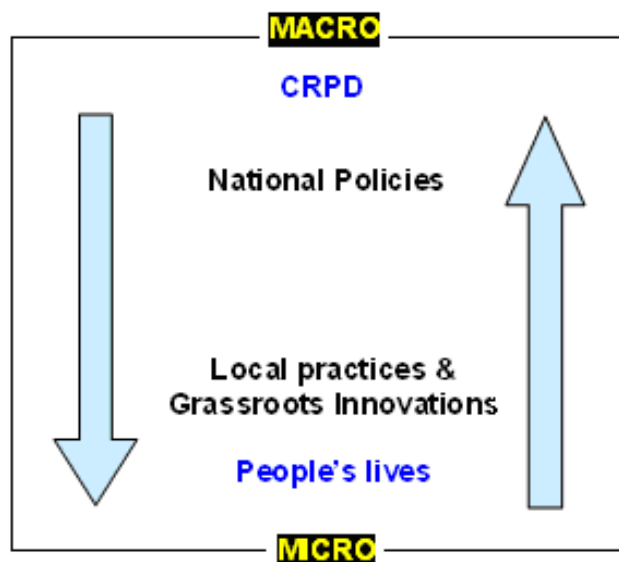
Executive Summary

There are an estimated 650 million people with disabilities worldwide (W.H.O), 80% of whom live in developing countries, often with little or no access to basic services and fundamental human rights.

In 2008, the Convention on the Rights of Persons with Disabilities (CRPD) was brought into force. This major piece of international law represents a significant step towards addressing the poverty and social exclusion experienced by people with disabilities. In due course, signatory states will have a legal obligation to take affirmative actions toward the inclusion of the rights of people with disabilities in all laws, policies, services and practices.

Over 139 countries have signed the CRPD, and 50 have ratified (as of March 2009). But few Governments have access to information on how to develop policies that can have a meaningful impact on the lives of people with disabilities.

Fig 1.1: Reducing the gaps between CRPD, National Policies, Local Practices and People's lives



In most countries, there are significant gaps between the standards set by the CRPD - the standards of national policies - and the reality on the ground for people with disabilities.

To address this, some projects choose to:

- report violations of disabled people's rights and campaign to hold the Government to account – **or**
- take a top-down approach – focus on national level policy with the view that this will eventually 'trickle down' to impact on people's lives.

Making it Work adopts a different, more "bottom up" approach. By collecting examples of local, innovative practices that have impacted positively on disabled people's lives, it is possible to make positive, concrete recommendations to Government about **how to develop inclusive policies**. The aim then, is to develop MIW projects that can make a direct connection between the CRPD and disabled people's lives. This means to find out what has worked on the ground – then to **replicate** and **scale up: from Good Practice to Good Policy**.

Making it Work (MIW) – an overview

Who is this Guideline for?

This Guideline is aimed at Civil Society stakeholders, in particular, Disabled People's Organizations (DPOs) and Disability and Development Organisations. However, it can be used by anyone with an interest in promoting the CRPD and mainstreaming disability in development action.

What is it used for?

The Guideline is used to help implement Making it Work projects. These are research and advocacy projects aimed at promoting the rights of people with disabilities. Making it Work projects can be effective at local, national or regional levels.

What are the steps involved?

From **page 17** onwards, this Guideline sets out a clear step-by-step approach on **how** to carry out a Making it Work project. Users will follow the steps, carrying out different tasks and activities along the way. Each step is accompanied by a **MIW Training Toolkit**. These can be downloaded from www.makingitwork-crpd.org. MIW has a flexible approach, to fit with different contexts and project objectives. Please see the **different types of MIW projects** on **page 33** to see how the steps can be followed in different ways.

MIW International Co-ordination and Advisory Committee

At the international level, the MIW Co-ordination team and Advisory Committee support the planning and development of MIW projects in low and middle-income countries. MIW projects aim to make the CRPD work – by documenting and sharing inclusive practices and then advocating for inclusive policies.

The MIW International Co-ordination has the following roles:

- Oversee international management of the initiative
- Secretariat to the Advisory Committee
- Mobilize financial and technical resources for International MIW Co-ordination
- Support the development of new and existing MIW projects
- Promote MIW in the international arena
- Manage the MIW website, MIW tools and resources

The MIW International Advisory Committee is made up of International DPOs, disability and development NGOs and research institutions, and has the responsibility of supporting the MIW International Co-ordination in the areas listed above.

MIW website: www.makingitwork-crpd.org

The first version of the MIW website will be launched in September 2009. This will be developed and expanded over time. The long-term vision is to develop the MIW website as an international knowledge management platform for the exchange and dissemination of experiences on the effective implementation of the CRPD. A database containing MIW thematic reports from different countries will:

- Generate ideas for grassroots practitioners and service providers to solve problems and develop new, improved practices
- Showcase case studies, reports, data and qualitative research as “food for advocacy” for disability rights advocates
- Provide international agencies with a tool that will contribute towards monitoring implementation of the CRPD

Making it Work Projects

Making it Work Projects will usually focus on one disability rights issue (for example education **or** livelihoods **or** transport etc) but this can be on a regional, national or local level. Users will follow this Guideline to complete a MIW project. After, it is possible to move on to a different topic and start the process again.

MIW projects are **independent projects**, with their own governance and funding. They select their own name for the project and have their own co-ordination body and Advisory Committee. All MIW projects share four common objectives:

- To collect information on key disability issues and practices that (a) uphold the principles of the CRPD and (b) impact positively on disabled people’s lives.
- To document this information on good practices and produce thematic MIW reports with recommendations for policies.
- To plan and carry out advocacy activities based on MIW report recommendations.
- To monitor the implementation of the MIW report recommendations and any subsequent changes in policy.

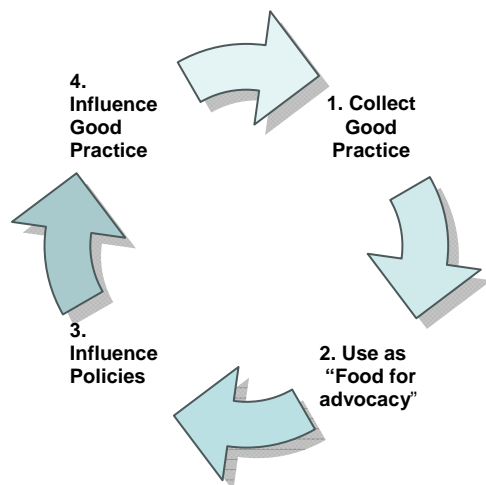


Fig. 1.2: From Good Practice to Good Policy
To manage this cycle, Making it Work projects will follow the steps of this Guideline and the accompanying **MIW Training Toolkits**. These steps start on **page 17**.

Advantages to being involved in Making it Work

There are advantages to being involved in Making it Work for organizations working **at all levels**:

- Share experiences of our work to implement the CRPD – and avoid working in isolation
- Facilitate South-to-South exchange
- Reinforce collaboration between civil society organisations working on disability issues
- Identify shared funding opportunities
- Raise profile of work on CRPD and publications produced by partners
- Support projects with a common methodology and shared tools for training
- Strengthen shared advocacy goals
- Increase visibility of your organisation and promote your work
- Develop links with other organisations working on similar issues
- Improve the practices of your organisation and others
- Scale up your work, to replicate activities in other areas and achieve greater impact
- Involve your organisation in the process of the CRPD
- Support your organisation to be active with others in the process of influencing policies
- Provide other organisations with “food for advocacy”



Defining ‘policy’ and ‘practice’

Making it Work is about Making the CRPD Work, by documenting good practices and using this information to advocate for policies that are in line with the CRPD. But what do we mean by the terms “policy” and “practice”? MIW uses a framework developed by the World Health Organisation for these definitions. We understand “practices” in the same way that “services” are described below:

Policies

The **rules, regulations and standards** established by local, regional, national and international government or other recognized authorities, which govern or regulate systems **that control** services, programmes and other infrastructural **activities in various sectors of society**

Services (Practices)

The provision of benefits, structured programmes and **operations**, which may be **public, private or voluntary**, and established at a local, community, regional, state, provincial, national or international level by employers, associations, organizations, agencies or government in order **to meet the needs of individuals** (including the persons who provide these services). The goods provided by a service may be either general or adapted and specially designed.

World Health Organization: International Classification of Functioning, Disability and Health (2001)

Good Practice? Best Practice? Who decides?

MIW does not use the term “**best practice**” because this suggests there is only one way to do something well. In a world of 195 countries there will always be many different, effective and inclusive ways of working. “Best practice” implies something is perfect, but practices can always be improved and made better. “Best practice” also implies knowledge of **all** existing practices, with a comprehensive analysis having taken place to select which is “best”. Of course, this is not possible.

For MIW we use the term “**good practice**”. Again, this is not ideal. What is considered good for one person may not be good for another. BUT - we do have the articles of the CRPD (especially, **article 3**, see **page 12**) as an **international benchmark**. We can use the CRPD as a tool to think about the standards and the impact of our work / the work of others, and then decide ourselves if it is **good practice**. This is a decision that takes place at the level of each MIW project.

Step 7 of this Guideline looks in detail at **how** to define, collect and document examples of good practice in line with the CRPD.

What are Conventions?

- **Language needed to be familiar with discussions on the Convention on the Rights of Persons with Disabilities (CRPD):**
 - A **Convention** is a Treaty = Agreement between States
 - **States** = Countries

- **Process toward creating international law:**
 - **Signing:** A country makes a commitment to follow the principles of a Convention and work towards ratification. Countries signing also agree not to take actions against to the goals of the Convention.
 - **Ratifying:** Legislative process within a country to accept the Convention as law
 - **Going into force:** Convention becomes international law when a particular number of countries ratify. For the CRPD, 20 countries must ratify in order for it to go into effect; and 10 for the Optional Protocol (see below).

What is the Convention on the Rights of Persons with Disabilities (CRPD)?

The CRPD is the first international legally binding human rights instrument to protect the rights of people with disabilities.

The **Optional Protocol** to the CRPD provides a process where individual complaints of alleged violations may be investigated. This increases the functions and capacities of the treaty's international monitoring body.

The CRPD and Optional Protocol are separate documents that must be signed and ratified to go into force

Context for CRPD in the Human Rights Framework

The CRPD is the 8th core international human rights instrument created by the United Nations. To view previous core international human rights treaties and bodies, please follow this OHCHR weblink: www.ohchr.org/EN/HRBodies/Pages/HumanRightsBodies.aspx



Has your country
ratified the CRPD?
Check at:
www.un.org/disabilities/
**Error! Bookmark
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The CRPD becoming international law....

- **2001 - 2006:** 8 rounds of ad-hoc committee meeting in NYC to draft the CRPD text. Attended by UN member states, international organizations, UN agencies, and organisations from civil society (including Disabled People's Organisations).
- **March 30 2007:** CRPD open for signature (received 80 countries on day 1)
- **May 3, 2008:** CRPD went into force (with 20 ratifications)
- **November 2008:** 1st State Parties Conference in New York City. Members of the international committee (monitoring body) elected.
- **February 2009:** 1st Meeting of International Committee in Geneva

Guiding principles of the CRPD

The CRPD does not create new rights. Rather, it re-affirms existing rights in the context of disability, to ensure that persons with disabilities can equally access all of their fundamental rights stated in previous Conventions.

The CRPD represents a universal undertaking to make our societies fully inclusive, so that persons with disabilities may benefit from the same opportunities for participation as everyone else.

The two main websites containing all information in relation to the CRPD are:

- **UN Department for Economic and Social Affairs (DESA):** "Enable" website www.un.org/disabilities
- **Office of the High Commissioner for Human Rights (OHCHR):** <http://www2.ohchr.org/english/issues/disability>

The CRPD is comprised of **50 Articles** which are the key provisions that each country must address after they sign and ratify.

The matrix on the next page gives an overview of some of the articles of the CRPD.

These have been grouped into **three main areas:**

General Principles; Cross-cutting Articles; Specific Rights.

Later, we will see how these groups of articles are relevant to different phases of a MIW project.

Matrix with 3 main areas of the CRPD:

General principles – article 3				
Respect for dignity, autonomy and independence, including the freedom to make one's own choices	Equality of opportunity	Full participation and inclusion in society	Equality of men and women to achieve a gender balance	
Respect for persons with disabilities as a part of human diversity and humanity	Non-discrimination	Accessibility	Respect for changing capacity of children with disabilities	
Cross-cutting articles – articles 5 – 9				
5: Equality and non-discrimination	6: Women with Disabilities	7: Children with Disabilities	8: Awareness raising	9: Accessibility
Specific Rights: articles 10 – 32				
10: Right to life	11: Situations of risk and humanitarian emergencies	12: Equal recognition before the law	13: Access to justice	
14: Liberty and security of the person	15: Freedom from torture or cruel, inhuman or degrading treatment or punishment	16: Freedom from exploitation, violence and abuse	17: Protecting the integrity of the person	
18: Liberty of movement and nationality	19: Living independently and being included in the community	20: Personal mobility	21: Freedom of expression, opinion and access to information	
22: Respect for privacy	23: Respect for home and family	24: Education	25: Health	
26: Habilitation and Rehabilitation	27: Work and employment	28: Adequate standard of living and social protection	29: Participation in political and public life	
30: Participation in cultural life, recreation, leisure and sport.	31: Statistics and data collection	32: International Co-operation		

Articles 33-50 deal with implementation, committees, reporting, reservations, and other forms of cooperation between state parties.

Inclusive Development and the CRPD

What is Inclusive Development? (Stubbs. 2004. IDDC)

1. It is a process that leads towards the goal of an Inclusive Global community
2. It is based on understanding of 2 concepts: a) inclusion b) development
3. Inclusion is a process and a goal.
4. Diversity is a fact of life. Difference is normal. Some people are excluded from society because of difference. Difference can be due to a range of factors, some universal, some cultural and context specific.
5. Inclusion is about society changing to accommodate difference, and to combat discrimination. It sees society as the problem, not the person.
6. To achieve inclusion, a twin track approach is needed;
 - Focus on the society to remove the barriers that exclude (mainstreaming).
 - Focus on the group of persons who are excluded, to build their capacity and support them to lobby for their inclusion.
7. Because inclusion involves everyone in society at all levels, collaboration and networking are core strategies to achieve inclusion
8. Development needs to be carefully defined. The Millennium Development Goals provide a basic framework.¹
9. The key ingredients of development are: poverty alleviation; human rights; civil society participation.
10. **Inclusive Development therefore is the process of ensuring that all marginalized/excluded groups are included in the development process.**

Inclusive Development and the CRPD²

The CRPD is an important document for strengthening inclusive approaches to all development action (local, national, international levels)

The articles of the CRPD are useful tools to ensure that all phases of the development cycle (design, implementation, monitoring and evaluation) include a diversity dimension, where people with disabilities have meaningful participation at all levels.

Making it Work and Inclusive Development

The philosophy and methodology behind Making it Work is centred around an inclusive approach to development. More specifically, the aim is that Civil Society Organisations (including DPOs) can use their experience and expertise to influence the development of inclusive policies and practices at all levels, thereby working towards the effective implementation of the CRPD.

¹ So far, a key failure of the MDGs has been the exclusion of disability issues and disabled people in the process. Please see: www.includeeverybody.org

² IDDC contribution for the 5th Session of the AD-Hoc Committee; January 2005. Please see: www.un.org/esa/socdev/enable/rights/ahc5docs/ah5iddc.doc

Making the CRPD Work

The CRPD represents an important step towards addressing the poverty and social exclusion experienced by people with disabilities. But it is only a tool for us to use. The real challenge now is implementation – how to use the CRPD to make a real difference to the lives of 650 million disabled people worldwide. To **Make the CRPD Work** we must share knowledge and expertise through research, teaching and advocacy initiatives.

Making it Work projects in different countries

- MIW is about **making positive recommendations** to Government and other decision-makers on **how to develop inclusive policies** that can have a positive impact on disabled people's lives.
- This is achieved by documenting examples of good practices – of **what has worked** already.
- This means that MIW projects can be effective in countries that have already signed and/or ratified the CRPD, as well as those which have not.

**MIW Projects are just one way to support the implementation and monitoring of the CRPD.
MIW projects will always work in collaboration with other initiatives also working towards these goals**

Remember: implementing the CRPD requires people at **all levels** to work together. Regardless of where you are working – you can contribute to the CRPD. MIW projects can be effective at **Local level** (focus on one city, town or rural area); **National level** (focus on several areas in one country); **Regional level** (focus on several countries of one region). See the **different types of MIW projects** on **page 33** for some examples.

**This is the end of the introductory section of this Guideline.
Phase One now details the steps for your Making it Work Project**

Phase One: Planning your MIW project; data collection; report writing

How to use this Guideline

- The **steps** explain how to do a MIW project.
- The main idea for this Guideline is follow the steps in sequential order – to complete each in turn.
- But - depending on your resources and situation, you may spend more or less time on certain steps. Also, it is possible to focus only on certain steps. **Please look at the examples of MIW projects on page 33.** These show how it is possible to do MIW projects in different ways.
- You may need support for certain steps of your MIW project. For each step – there is a **Making it Work Training Toolkit**. These are available online at: www.makingitwork-crpd.org.
- For general information and technical support, please contact the MIW International Team: info@makingitwork-crpd.org

MIW steps – an overview

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Multi-stakeholder process

Making it Work promotes a multi-stakeholder approach, where different civil society organisations work together at all levels of the initiative.

1. Advisory Committee: It is highly recommended that all MIW projects are managed in collaboration with a multi-stakeholder Advisory Committee. This means that one organisation can lead the project – but with the support and advice of other civil society organisations

2. Documenting good practices: It is essential to involve the actors and organisations (from civil society and government) who are involved in implementing practices / services.

3. Making recommendations for policy: To do this effectively, it is necessary to involve Advisory Committee members and organisations involved in implementing good practices. The support and participation of a wide range of civil society actors will add credibility and legitimacy to recommendations made to government and decision-makers.

Nicaragua. © Handicap International



4. Advocacy: Again, this requires active communication between the Advisory Committee and members of civil society, to develop shared goals for policy change. MIW proposes constructive advocacy, with positive collaboration between States and civil society – because without this, effective implementation of the CRPD will not be possible.

Serbia. © Handicap International



Participatory Approach

Before starting to plan a MIW project, it is important to consider how different stakeholders will be included in project design, implementation, monitoring and evaluation. Key questions must be asked, for example: How will women and girls with disabilities and other marginalized groups be included and consulted in the project? Does the project include people with different types of impairment? How to ensure all meetings are accessible and inclusive?

STEPS 1- 4: Action Planning

At the end of steps 1-4 you will have:

- Decided how you will manage your project
- Identified other organisations to work with you
- Decided a topic for your MIW project
- Considered the scope of your project
- Considered the resources, budget and funding needed
- Completed a detailed **Action Plan**

STEP 1: Project Co-ordination: Lead Organisation and Advisory Committee

You first need to decide how your project will be managed. This means thinking through:

- Which organisation will lead the project?
- Who is the lead person (or team) responsible for co-ordinating the project from start to finish?
- How to set up an Advisory Committee and which organisations to involve?
- How often will you meet and what type of meetings?

Let us take each in turn:

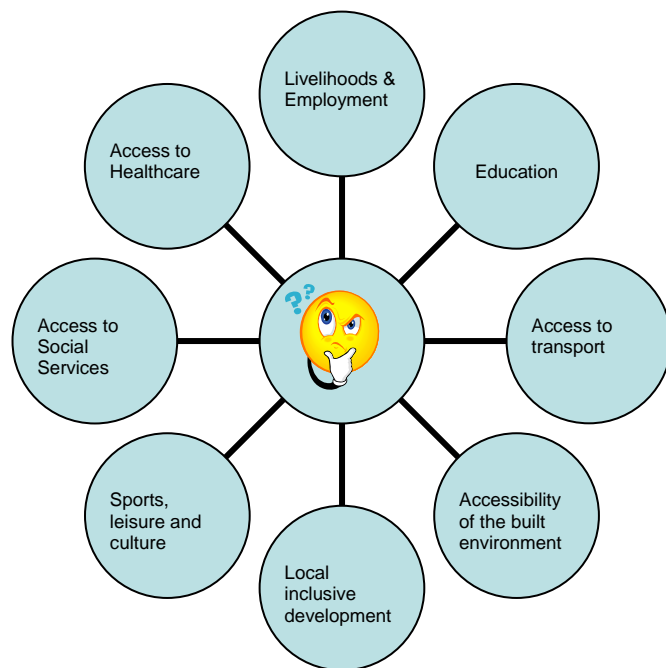
Decisions to make	Important considerations and suggestions
Which organisation(s) will lead the project?	<ul style="list-style-type: none"> ❖ Is there commitment from the management in your organization to do a MIW project? ❖ How does your idea for a MIW project fit with the expertise of your organisation and the existing or planned activities of your organisation? ❖ Who is responsible for monitoring and evaluating the project? This should happen both during the project (to make necessary changes) and after (to assess impact). ❖ Have you notified the MIW International Co-ordination of your plans? We may be able to provide additional resources and technical support. Email: info@makingitwork-crpd.org
Who is the lead person (or team) responsible for co-ordinating the project from start to finish?	<ul style="list-style-type: none"> ❖ Do you have someone who can lead this MIW project – for perhaps 6-18 months? ❖ What expertise do they have? What training do they need? ❖ Consider the different steps of MIW. You will need to involve others to help collect data, write the report, attend meetings, carry out advocacy activities etc. Who will do this?

<p>How to set up an Advisory Committee and which organisations to involve?</p>	<ul style="list-style-type: none"> ❖ It is highly recommended that all MIW projects are managed in collaboration with a multi-stakeholder Advisory Committee. ❖ An Advisory Committee of different types of civil society organizations will help with: <ul style="list-style-type: none"> - Advising the Project Co-ordinator - Making key decisions and offering knowledge & expertise on the selected topic - Developing contacts with decision makers and Government - Giving credibility to your policy recommendations ❖ Invite representatives from other civil society organisations (Suggestion: maximum 5 people). This should involve Disabled people’s Organisations – but can also include (for example) people from Academic Institutions, Service Providers and National or International NGOs. ❖ These should be people that (a) you have worked well together before (b) have some interest and expertise in disability issues and the CRPD (c) want to be part of your MIW project! ❖ Local or National Government should not be inside the Advisory Committee. Partnerships and contacts with Governments are vital for MIW – but remember: the Government is actually the target for your MIW report policy recommendations.
<p>How often will you meet and what type of meetings?</p>	<ul style="list-style-type: none"> ❖ The person leading your MIW project – the MIW Project Co-coordinator - will need to meet regularly with colleagues, team members and external partners – and not work alone! ❖ For the Advisory Committee – it will be important to write and agree some Terms of Reference. This is a simple document to explain how often meetings will take place and the expectations of members. This is important – all Advisory Committee members should be 100% clear about their role in the planned activities. ❖ As a guide, Advisory Committee members should meet at least once for each step of MIW ❖ Meetings should be held in convenient locations and made accessible for people with different impairments.

Step 2: Choosing your topic and linking it to the CRPD

Decisions to make	Important considerations and suggestions
<p>What is the disability issue that your MIW project will focus on?</p>	<ul style="list-style-type: none"> ❖ Expertise: How well do you (or your Advisory Committee) know the issues on this topic? Have you worked on this topic before? Who could you speak to discuss the topic in detail? ❖ Content: You will need to find good practices on this topic. Do you know of any? Try to choose a topic where you know good practices exist. ❖ Inclusive? Try to choose a topic that is relevant to all people with disabilities. Of course it is also possible to focus on an impairment-specific issue, for example Accessible Health Communication for people with hearing impairments. ❖ Ask people with disabilities and DPOs (and Advisory Committee members) what they think would be an important topic to research. ❖ It will help if your organization already works on this topic. A MIW project could support this work. ❖ What about other civil society organizations? Are they interested to partner you with MIW? ❖ Are policy-makers / government interested by this topic? Are they working on this already? ❖ Is there a disability issue that the Government has ignored – where you need to raise awareness?
<p>How does this relate to the CRPD?</p>	<ul style="list-style-type: none"> ❖ The aim of MIW is to work toward implementation of the CRPD at all levels. Your MIW project will document good practices in relation to one or more articles of the CRPD. ❖ See page 11 for an overview of CRPD articles. In particular, articles 9-30 are rights which can link well with topics for MIW – but some articles are more complex than others. For the full text of each – see online at: www.un.org/disabilities ❖ Some disability topics link with several articles of the CRPD. For others, you can find an exact match. ❖ Narrow your choice: Try to choose a topic in relation to one article of the CRPD – e.g. Education (article 24) or Employment (article 27). After, you have the choice to narrow your topic – e.g. for Employment – you may decide to focus only on Vocational Training for Young Adults with Disabilities. Making this choice will depend on your resources, expertise and interests ❖ Look carefully - what does the text of this CRPD article say? Does this fit exactly with the good practices that you want to collect? ❖ Start to think about: What legislation or policies (if any) exist in your country related to this Article? Does this legislation fit with the text of the CRPD? Are there gaps between what the CRPD says on this topic -what your Government legislation says – and what is happening on the ground? ❖ Think about influencing policy on this topic. What level of policy or government authority would you try to influence? National or local government?

Fig.1.3: Selecting your MIW topic



Now check [MIW Training Toolkits 2 and 3](#)

Step 3: Defining the scope of your MIW project

Decisions to make

Decide the geographic scope of your MIW project. Where will you collect practices? What level of policy do you want to influence?

Important Considerations and Suggestions

All MIW projects will collect practices that take place in communities - in towns, cities and rural areas. BUT – some MIW projects will do this at a **regional level** (collect practices across several countries) – some on a **national level** (collect practices across several towns / cities / rural areas of one country) – and some on a **local level** (collect practices in one town, city or rural area).

If you choose **local level** you will need fewer resources than at national or regional level.

The geographic level of your MIW project also affects the level of policy you want to influence.

Consider the capacities, time and resources of your organisation. Do you already work on a regional, national or local level? Choose your MIW project to fit with this.

Key point:

At every step of your MIW project you need to think about scope and capacity. You must plan your project according to what you are able to achieve!

Step 4: Programming, Budgeting, Funding: producing an Action Plan

For any project it is necessary to plan a detailed budget and secure funding. The same applies to MIW Projects – at any level.

For detailed advice on budgeting, funding and finalising your MIW Action Plan, please **contact the MIW International Co-ordination:**
Email: info@makingitwork-crpd.org

If you have not done these activities before – please check the tools and templates provided in: [MIW training toolkit 4](#)

Budget

[MIW training toolkit 4](#) offers detailed advice on preparing a budget. Here we include just some basic information.

You will need to look carefully through all the steps of MIW and decide what activities you will do for each. For each activity you must calculate the costs / inputs needed. Remember: there are **costs for Phase One** (Planning your MIW project; data collection; report writing) and **costs for Phase Two** (Using your MIW report: Dissemination; Advocacy; Influencing Policy; Monitoring Change)

The list below is not exhaustive. It will depend on the scale and scope of your project. See the **MIW Projects on page 33** for examples.

- **Human Resources** (Project Co-ordinator to oversee the project; researchers to collect practices; administrator – how long are they each needed?)
- **Office Costs** (running costs; equipment; telephone; computer; internet; printer)
- **Advisory Committee meetings** (travel costs; meeting room; refreshments)
- **Travel** (Project Co-ordinator; Field Research)
- **Data collection** and field research costs (accommodation; meeting rooms; questionnaires; photographs)
- **Printing and Publishing costs** (what type of MIW report? Full colour? How many copies? In-house editing / design / translation / printing or with a professional company?) What about accessible formats?
- **Launch event for MIW Report:** (venue; refreshments; equipment ; sign language interpreters)
- **Dissemination costs** (postage etc)
- **Advocacy costs** (see Phase 2): trainings and workshops, seminars, posters, community meetings etc.

Funding

MIW training toolkit 4 offers detailed advice on securing funding and **how to write project proposals** for donors

Be sure to consider the following:

- Funding by your organisation using existing project budgets
- Invite other organisations to be partners of your MIW Project and share costs
- Timescale for funding proposals – plan ahead!
- Contact the MIW International Co-ordination for suggestions: info@makingitwork-crpd.org

Action Planning

Having completed **steps 1-4** you are ready to write your Action Plan. This will need to be **flexible** - you may need to make changes over time. **MIW training toolkit 4** provides a template for writing your MIW Action Plan.

In brief – **your Action Plan will include:**

- Name and contact details of Lead Organisation and Project Co-ordinator
- List Advisory Committee Members
- Title of the MIW Project
- Policy aim (what do you want to change or influence?)
- Time scale (start and completion dates)
- Breakdown of activities and inputs
- Plans for monitoring and evaluating your project – see also **step 14**
- Total Budget
- Sources of Funding



Be sure to contact the MIW International Co-ordination before starting step 5. We can offer technical support and guidance throughout your MIW project. Email info@makingitwork-crpd.org Error! Bookmark not defined.

Step 5: Getting to know the topic through research and situation / stakeholder analysis

Having completed your Action Plan, the next step is to research the topic you have chosen and develop your working knowledge:

- Find out about the key issues and debates for this topic
- Find out which individuals / organisations are involved in this topic
- Start to collect important information resources on the topic
- Start to communicate with partners and stakeholders

If you have not done these activities before, check: [MIW Training Toolkit 5](#)

Main activities

- Hold meetings with Advisory Committee members, colleagues and partners to discuss the topic.
- Find out what the CRPD Article says on this topic – see: www.un.org/disabilities/
- Find out what your national legislation says about this topic. Does it match the CRPD? What are the differences?
- Discuss the reality on the ground for people with disabilities on this topic? What are the gaps between their experience – the national legislation - and the CRPD?
- **Who** are the people most involved in, or affected by, this topic? Please use [MIW Training Toolkit 5](#) to make a **Stakeholder Analysis**. This will list which groups of people are directly related to the topic – and explain how they are involved.
- Try to make contacts with officials and decision-makers: Policy-makers, Government officers, Service Providers and managers who are responsible for working on this topic. What is their view? Do they work with people with disabilities and DPOs?
- Use [MIW Training Toolkit 5](#) to make a **Literature Review**. This will list the best information articles, books, reports and other resources that you can find on this topic. You can find these by visiting colleagues, partners, resource centres – or look online:



Visit www.asksource.info to find information resources on your topic.

Key points:

- ❖ Read as much information about the topic as possible
- ❖ Keep a record of all the information that you find. You will use this to write a **Working Paper in Step 6**. Later, this Working Paper will be the **introduction to your Making it Work Report**.
- ❖ Try to develop **positive working relationships** with all of your contacts. The aim is to try to find solutions together.

Step 6: Writing a Working Paper

Now you can use the information collected in **Step 5** to write a Working Paper.

This is a good way to think carefully about the topic – before you go out to collect good practices.

Later, the Working Paper can be the introduction to your final MIW Report.

The Working Paper can be just a short document that you send out to colleagues and partners, to introduce your MIW Project.

You should also send the Working Paper to the MIW International Co-ordination (info@makingitwork-crpd.org) to put it on the international MIW website (www.makingitwork-crpd.org)

MIW Training Toolkit 6 gives a full template for your Working Paper.

Briefly, your Working Paper can include:

- A title (same as your MIW project title)
- Organisation name and contact details
- State what the CRPD says on the topic
- State what your National legislation and other policies says on the topic – if any
- Describe the situation for people with disabilities on this topic (for the regional, country or you have chosen)
- Include some discussion on the gaps between the CRPD and the reality on the ground for people with disabilities
- Include some statistics or data on this topic – if possible
- List the different stakeholders involved on this issue
- Bibliography (lists the information resources from your Literature Review)



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Meet with partners and stakeholders to present and discuss your Working Paper

Step 7: Working with stakeholders to identify and collect good practices

So far you have:

- ❖ Chosen a disability topic that is linked to an article(s) of the CRPD
- ❖ Researched this topic with key stakeholders / contacts
- ❖ Identified the big issues and debates on this topic as well as the local and national policies that exist
- ❖ Conducted a stakeholder analysis to know which groups of people / organisations are most closely connected to this topic
- ❖ Decided the scope of your project ~ where you will collect practices and what level of policy you want to influence.

Now you are ready to collect and document good practices on this topic. But first, look back to **page 9** for a definition of “practice”. Good practices are projects, activities or interventions that have some level of success or innovation in meeting the needs of the individuals.

MIW Training Toolkit 7 has detailed information and **templates** that will help you **agree** with others (a) **what is good practice** on the topic and (b) **how to collect and document** it. But, the following 4 points offer a general guide for deciding if a practice is **good** or not:

- **innovative** ~ the practice is a new way of working in the context of the country
- **inclusive** ~ the practice tries to involve all groups in the community
- **impact** ~ the practice has a positive impact for individuals and communities
- **Article 3 of the CRPD**. Look back to the General Principles on page 11. These provide some clear criteria for analysing practice

Some key points

- The objective is to collect the good practices of **other organisations** and individuals – and **not** only those of your organisation!
- Collecting and documenting good practice must be done in collaboration with stakeholders. It is essential to have meetings with your Advisory Committee and other stakeholders to agree some **common standards** for **what is** – and **what is not – good practice** for your topic.
- Once you have set your standards you will use your Stakeholder Analysis from step 5 to decide who to interview.
- **MIW Training Toolkit 7** has a template for doing interviews. It is important to try to meet people **in person** to collect information.
- Who will carry out the interviews? The Project Co-ordinator? You may need to ask Advisory Committee members or other colleagues and partners to help. Plan this in advance.

Some standards for interviews

- Make contact **before** - to arrange a good date, time and location to meet.
- **Explain your MIW project** and why you want to interview people
- Explain that you will write case studies from the interviews and put these in a report

- As well as completing questionnaires – it can be good to take photographs or make video recordings of interviews / good practices. It is important that you try to get **written permission** to publish these in your report.
- Try to interview people in an **environment** where they are comfortable and confident to speak with you
- Consider **accessibility** issues. Do you need to provide an interpreter or information in different formats?
- Try to interview people from **different stakeholder groups**. For example, if your topic is education, you could interview: disabled and non-disabled children; teachers; parents; education staff; local DPOs; education authorities; NGOs etc
- **Check the information** you have been provided. Is it correct? If you find a good practice, be sure to ask other people who are involved. Is the account accurate?
- Interview as many people as possible. After, you can make a selection for your MIW report
- **Record everything!** In particular, make a note of the **name and contact details** of every person that you interview.

Making your selection

- After you have carried out your interviews you will select which good practices will be included in your MIW report.
- Remember: **no practice is perfect**. It can be helpful to include practices where some aspects could be improved, and make suggestions for how this could be done
- The selection should be made with your Advisory Committee. **Decide together** which examples **really show the CRPD in action!**
- Select good practices that make a **strong point** about your topic.
- When you select, it is important to think about the policy you want to influence. Is it clear how you could use the good practice you have selected to make a recommendation for policy?

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You will now write a case study for each of the good practices selected.

For ideas on how to do this, see: [MIW Training Toolkit 7.](#)

Your case studies will describe the good practice and how it was achieved.

If possible, try to send the case studies to the people you interviewed. Are they happy with what you have written?

Step 8 Generating policy recommendations

Look back to **page 8** for a definition of “policy”.

Put simply, policies are usually the Government rules (local or national) that control the way that services and practices take place in our communities.

The aim for MIW is to improve these policies so they can have a positive impact on the lives of people with disabilities.

Having completed **steps 2-7** you are now clear about which Government or Local Authority policies that you want to influence.

Making recommendations for policy can be suggesting ideas for **creating new policies** – or for **improving existing** ones.

To make policy recommendations, you need to think carefully about the good practices that you have selected. How can these be used to make concrete suggestions to Government? How can these be used to make policies that will encourage more good practices to happen?

This process is often called “**scaling up**”. It can be quite complex!

Please now see [MIW Training Toolkit 8](#) for a template on **how to make policy recommendations**. The examples of **MIW Projects on page 33** also offer some suggestions.

Before making your policy recommendations – think through the following:

- **Collaboration.** It is essential to meet with Advisory Committee members, stakeholders carrying out good practices, and other colleagues and partners to plan and agree the policy recommendations that you will make.
- **Target group.** Phase 2 of your MIW project is about advocacy based on your policy recommendations. For this you will present your recommendations in different ways to different audiences. For example, it could be a press release, a meeting with a government minister or with a local community group. You will need to be able to adapt your recommendations for these different situations.
- **Be realistic.** Try to make recommendations that could really happen! This means thinking about what resources would be needed for each recommendation and perhaps choosing recommendations which might be achieved at low cost
- **Number of recommendations.** This will depend on how many different case studies of good practice that you have. Again, the main objective is to produce something that is useful and realistic for policy-makers.

Step 9: Present all information collected in your Making it Work Report

All of the findings, analysis and recommendations that you have gathered from **steps 1-8** can now be presented in your final MIW Report. Please see the template in [MIW Training Toolkit 9](#) for help with writing your report.

In summary, your report should include:

- **Title** (E.g. Disability Topic + Relevant Article of the CRPD + Geographical area)
- **Executive Summary**: overview of the report objectives
- **Introduction** (use your Working Paper from **step 6**)
- **Selected case studies of good practices** (from **step 7**)
- **Policy Recommendations** (from **step 8**)

The style of your MIW Report will depend on how you have decided to carry out your MIW Project. It is possible to produce different types of MIW report. It can be very in depth – or more like a journal or working paper. Please see **the examples of MIW Projects on page 33** for some ideas. After you have completed a draft of your MIW Report, you will need to:

- Discuss with **Advisory Committee** Members to agree a final draft. These partners can also help with the following actions:
- **Edit and proofread**: If possible, ask a professional to check the full document, including: spelling, grammar, style, structure and presentation. [MIW Training Toolkit 9](#) offers advice on writing your report in **plain language**
- **Translation**: If your MIW Report is regional (several countries) or targeted for people speaking different languages – you should consider translation. This requires time and funding. For people with a visual impairment, make sure that an **accessible**, electronic version of the Report is available (also in Braille if possible).
- **Design and Publication**: Again, if possible, seek professional help with layout and report design. The number of languages, colours, pages and photographs used will all affect the cost. Check in advance!
- **Printing**: It is easy to disseminate electronic versions – but printed versions are very effective for meetings with stakeholders. Again, this can be done in-house or professionally. Be sure to **calculate** how many reports you will need.

Step 10: Publish report on international MIW website

The final step for Phase 1: please email your final MIW Report to the MIW International Co-ordination: info@makingitwork-crpd.org.

Your report will feature on the international Making it Work website: www.makingitowrk-crpd.org

This is an opportunity for you to share your experiences and raise the profile of your organisation. Your MIW Report will be viewed by partners of MIW in countries across the world. It will inspire other individuals and organizations to start their own MIW projects and to replicate the good practices in your report.

This is now the end of Phase 1 of this Guideline. Phase 2 will now look at how to use your MIW Report

PHASE 2: Using your MIW report: Dissemination; Advocacy; Influencing Policy; Monitoring Change

Phase 2 is the most important part of Making it Work – the dissemination of your MIW Report and the start of your **ADVOCACY** efforts. This is the time to promote your **RECOMMENDATIONS** and try to bring about social and political change

A definition of “Advocacy”

Advocacy can mean different things to different people. For MIW, we think of advocacy in the following ways:

- A planned process, often looking at one key issue or policy position.
- Influencing positive changes in society
- Proposing recommendations for policies and practices that will reduce the causes of poverty and disadvantage
- Opening up a space for public discussion on key issues
- Supporting individuals or groups to make their voice heard

The steps of this Phase 2 are perhaps less prescriptive than Phase 1.

This means it is **for you to make a choice how you will use your MIW Report.**

Before you start your MIW Advocacy work please **complete steps 11, 12 and 13.** These steps suggest some different options for advocacy and then help you to prepare your **Advocacy Plan.**

Step11: Disseminating your report

What do we mean by dissemination?

To disseminate your MIW Report means to open up the subject to widespread discussion and debate. Your objective is to “**spread information**” – to circulate your report and make your ideas widely known.

See [MIW Training Toolkit 11](#) for detailed suggestions on dissemination. Here we just provide some initial ideas:

- For different groups, decide whether it is better to **email, send by post or hand-deliver** your MIW Report. This is an important decision. You want your MIW Report to be well-received and to influence people.
- First, be sure that everyone involved in producing your MIW Report - for each of the different steps - has received a copy. This means the Advisory Committee, all colleagues, partners, stakeholders, contributors and interviewees. Later, when you have developed your Advocacy Plan (**step 13**), you can train these people on how they can also help with dissemination and advocacy.

- For the wider public, you may wish to start with a **LAUNCH EVENT**. This is an event or conference where you publicly present your MIW Report for the first time to lots of different stakeholders and decision-makers. You may choose to hold several launch events in different areas and with different groups of audiences. This is explained in **Step 12**.

Who should receive the MIW report? Some suggestions:

(Ask each of the following groups to disseminate your MIW report to their networks, contacts and include on their websites)

- MIW International Co-ordination – we will disseminate your report to a global audience!
Email: info@makingitwork-crpd.org
- All DPOs in your country / area
- Different types of Civil Society Organizations and Service Providers
- Government Members at all levels (i.e. National, Provincial, Local, Municipal, District levels)
- UN Agencies.
- Development organizations and Institutional Donors and Development agencies working in your context.
- Libraries or Academic Research institutes.
- Media agencies (newspapers, radio, television, journalism and broadcasting contacts)
- All local, national or international disability agencies
- Websites of related organizations
- International organizations including INGO's

Step 12: Advocacy options

There are different ways to make policy recommendations and raise awareness about an issue. This is something that will depend on your audience and the type of relationship that you have with them.

Key points:

- ❖ Develop **positive working relationships** with your target audience. If you want to influence a Government Minister, a Local Authority officer, a Town Mayor, a Community leader or any other decision-maker, it is important to **find common ground**. Your recommendations should propose **innovative solutions to shared problems!**
- ❖ Involve people with disabilities and DPOs in your advocacy work. They are often best placed to describe the topic, the reality on the ground and the possible impact of recommendations. In particular, try to include the people you have interviewed.
- ❖ When you try to influence policy-makers – look back to **Article 4 of the CRPD**. If your Government has already signed or ratified the CRPD - or intends to – Article 4 explains their key obligations. Try to think about how your advocacy messages could be presented in relation to Article 4
- ❖ **All meetings** and resource materials should be **accessible and inclusive** to all people with disabilities. Set a good standard for others to follow.

Please see [MIW Training Toolkit 12](#) for **Advocacy tips and suggestions**. The list below offers some initial ideas. **Please note:** you do not need to do all of the following. Pick the ones that are most relevant and important for you:

Possible Advocacy efforts

1. **Share and Exchange Good Practices:** Visit Service Providers, DPOs and other actors working on your topic. Present the good practices that you have collected. Discuss how they were achieved and the ways they might be replicated
2. **Train Stakeholders** on the key issues and recommendations. Build their confidence and capacities to advocate on this issue.
3. **Form advocacy and lobbying groups:** Work with smaller groups of stakeholders to focus on particular aspects of your topic
4. **Media launch** of the MIW report using different types of media (internet; radio; television; newspaper; poster displays) to reach a broader audience. Perhaps start with an **email list** or **press release**
5. **Public Launch:** publicly present your MIW Report to lots of different stakeholders and decision-makers. Encourage different stakeholders to speak and present their opinions.
6. **Seminars and Workshops and Conferences** for different groups, including Government representatives, Service Providers and other decision-makers – to train and raise awareness on the topic
7. **Direct Government Advocacy:** set up one-to-one meetings with key government officials and policy makers to discuss the issue in detail.
8. Make contact **Academic Research institutions** and **online and physical libraries** (see page 34)
9. Start a **newsletter** or an **e-blast**: this can be a regular way of keeping the issue on the agenda for partners and contacts
10. **Create a website:** Use this to feature your MIW Report and link with the website of other organizations that have been involved, especially Advisory Committee members
11. **Training of Trainers:** Organize a training of trainers on the key issues and recommendations in your report. Remember, this certainly requires time and funding resources.
12. **Establish Networks:** with other development and human rights groups who can help disseminate your message and include the contents of your MIW report into their work.
13. **Educate on the CRPD and Human Rights:** Raise awareness on the CRPD and Human Rights as part of your advocacy. This means referencing key topics like: the **social model of disability** and the **rights-based approach**. Try to incorporate this into your meetings and discussions. See **Annex 1** for resources on these issues.

Step 13: Finalise your Advocacy Action Plan

Please now check [MIW Training Toolkit 13](#). This includes a **template** for completing your Advocacy plan and **setting targets** to measure progress

Key points:

- Meet with Advisory Committee, stakeholders and partners to **discuss and agree your Advocacy plan**
- Carefully **consider your resources and capacities**: technical skills of staff; time and funds available. Choose your advocacy activities carefully. What are you able to do well?
- **Set indicators**. All projects should include targets with set indicators to measure progress. If your objective is to influence a particular policy or regulation - this can be one of several targets or indicators. **Use the templates provided**

Step 14: Monitoring Change and Lessons Learned

It is important to regularly look at your progress and the impact of your work. This is often called **Monitoring and Evaluation**. It is something that you will have planned as part of **step 4**. [MIW Training Toolkit 14](#) has additional resources to help you with this. Monitoring and Evaluation should happen:

- **During your MIW Project** – so you can adapt and **make changes** to improve the project. This is explained in [MIW Toolkits 1 & 4](#)
- **After your project** – to think about the **lessons learned** and evaluate the **overall impact** of your activities

Monitoring change is an ongoing process. Changes in policy and practices can take a long time to achieve. You may need to monitor impact over a period of months or years. It is also likely that other factors, aside from your MIW project, will also influence policies and practices. These external factors could include: changes in government; environment or humanitarian issues.

Some key points to consider:

- It is useful to involve stakeholders and partners when monitoring and evaluating your project. This helps to give a broader view of your work. **Together you can think about:**
- What are the lessons learned from the project? How could you have improved your activities or planning?
- What were the results of the project? If possible, try to update the MIW International Co-ordination: info@makingitwork-crpd.org
- Have you managed to influence any changes policy or practices or attitudes?
- Think about your **next MIW project!** What topic might be interesting? Perhaps you will focus more on one particular step? It might be useful to involve other experts on your Advisory Committee?

Different types of MIW projects

You have now read through all of the steps of the MIW Guideline. **BUT:** you are not obliged to follow them exactly as they have been set out. Please read through the following examples to see how **it is possible to do a MIW project in different ways**. To decide what type of MIW project you will carry out, you will need to consider your aims; capacities; resources; and expertise.

Making it Work projects - 3 examples

Please note: these Making it Work projects do not exist. They are fictional examples. Our aim is just to explain how it is possible to do MIW projects in different ways, to focus on particular steps of the Guideline. Please read through the 3 examples and then the comments at the end.

Example 1

Title of MIW Project	Inclusive Leisure Services in Belgrade - Making it Work
Related Article of the CRPD	Article 30 – the right to participate in sports, culture and leisure activities
Level of the project	Local level project
Location of project	Belgrade, Serbia
Lead Organisation	Disabled People’s Organization
Duration of the project	6 months
Staff	Project Co-ordinator + 2 volunteers
Funding / Donor	International Disability Fund for DPOs
Advisory Committee	5 local organisations (DPOs and NGOs)
Summary of the MIW project	<p>Overall objective: To promote the development of municipal policy and practices in line with Article 30 of the CRPD</p> <p>Specific Objective: To improve accessibility of community arts and leisure facilities for people with disabilities in Belgrade</p> <p>Expected Results:</p> <ul style="list-style-type: none"> • Municipal level policy makers (those with a responsibility for town planning, culture and the arts) have increased awareness about disabled people’s rights to access arts and leisure facilities • Municipal level policy makers have accessed information on how to make community arts and leisure facilities accessible and inclusive • 20 Local managers of sports centres, arts, leisure and culture centres have accessed training on how to make their facilities accessible

	<p>Activities:</p> <ol style="list-style-type: none"> 1. Stakeholder meeting for local DPOs to list all the restaurants, museums, leisure centres, cinemas and other venues which provide an accessible and positive experience for disabled people 2. Visits to each facility listed in the meeting. Make a selection of 10 for further interviews 3. Write 10 case studies: to describe practices. Interview managers & disabled users of services. 4. Produce 25-page MIW Report to; describe the project and explain Article 30 of the CRPD (2 pages); present the 10 case studies (10 pages); include 2 sets of recommendations: one page on how to include this issue in policies (for policy-makers); and one page on what is good practice (for managers of arts and leisure facilities) 5. Email MIW report to all contacts, especially to DPOs and Disability NGOs. Send to MIW International Team to include on: www.makingitwork-crpd.org 6. Launch event: large meeting, inviting policy-makers, service providers and stakeholders. Main presentation by lead organization; case studies of good practice presented by managers and disabled users of the selected facilities 7. 2 separate one-day training sessions. Each one for 10 different managers of leisure and arts facilities in Belgrade. The training focuses on how to follow and replicate good practices. 8. Evaluation meeting and short report – to measure the success of the project
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Example 2

Title of MIW Project	Inclusive Education in Cambodia - Making it Work
Related Article of the CRPD	Article 24 – the right to access education
Level of the project	National level project
Location of project	Cambodia
Lead Organisation	National level DPO
Duration of the project	3 months
Staff	Report co-ordinator
Funding / Donor	This MIW project is part of a larger project funded by an Institutional donor
Advisory Committee	DPO; local NGO; international disability NGO
Summary of the MIW project	<p>Overall objective: To promote the development of Inclusive Education policy in Cambodia in line with Article 24 of the CRPD</p> <p>Specific Objective: To support DPO-led advocacy towards inclusive education in Cambodia</p>

	<p>Expected Results:</p> <ul style="list-style-type: none"> • Education Ministers and Provincial Education Authorities in Cambodia have increased awareness about Article 24 of the CRPD and the rights of disabled children to access education • Disabled People’s Organizations in Cambodia have increased tools and capacities to advocate for disabled children’s right to education. <p>Activities:</p> <ol style="list-style-type: none"> 1. DPO-led meeting to discuss the issue and design Working Paper 2. Research CRPD Article 24 and national / local legislation on Education. Identify the gaps. 3. Literature Review: Research resources on Inclusive Education (international resources; Regional resources for South East Asia; National or local resources from Cambodia); Gather any statistics or data available on the subject; Make a bibliography of the best resources on the topic 4. Gather contributions: 4 experts selected: the DPO Report Co-ordinator; a teacher working in an inclusive school; Disability INGO Education Project Manager; a group of disabled children. Each will be invited / supported to write a short article for the paper – on why inclusive education is important 5. Write MIW Working Paper and translate (Khmer and English versions) print 500 copies. 6. Dissemination of Working Paper to all DPOs, Disability NGOs, Education projects; and to the MIW International Co-ordination 7. Training session for 10 DPOs: present the Working Paper and deliver training on how it can be used as a tool for advocacy 8. Public launch meeting: invite representatives from Education Ministries and Provincial Education Authorities. Working Paper contributors will present their own articles. 9. Open evaluation meeting to discuss the impact of the project
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Example 3

Title of MIW Project	Employment Opportunities for people with disabilities in West Africa - Making it Work
Related Article of the CRPD	Article 27 – the right to employment
Level of the project	Regional level project
Location of project	Burkina Faso; Niger; Togo and Senegal
Lead Organisation	Disability and Development INGO
Duration of the project	24 months

Staff	MIW Regional Project Co-ordinator Project manager and field researcher in each country External Monitoring and Evaluation officer
Funding / Donor	Institutional Donor
Advisory Committee	Regional Advisory Committee: Disability and Development INGO; Pan-African DPO; Working Groups in each country; consisting of DPOs; an INGO representative; Micro-finance NGOs
Summary of the MIW project	<p>Overall objective: To promote the development of employment and training policies and practices in West Africa - in line with Article 27 of the CRPD</p> <p>Specific Objective: To increase employment opportunities for people with disabilities in West Africa</p> <p>Expected Results:</p> <ul style="list-style-type: none"> • 5 DPOs in each country have been trained on how to advocate effectively for disabled people's rights to employment and training opportunities • National and Municipal employment policy makers in each country have increased awareness about disabled people's rights to access training and employment opportunities • National and Municipal level policy makers have accessed concrete information on how to develop policy that will influence inclusive practices in employment and training <p>Activities:</p> <ol style="list-style-type: none"> 1. Regional Advisory Committee and National level Working Groups formed with clear Terms of Reference 2. Production of detailed regional Working Papers – one for each country 3. Extensive research and collection of good practices in each country 4. Production of 120 page Regional MIW Report – 4000 colour copies made 5. Advocacy activities to include: Regional 4-day conference; Public launch events in each country for Working Paper and final MIW Report ; Train the Trainer scheme launched in each country; Series of community workshops in each country; Production of website and regional e-newsletter. 6. External Evaluation reports (formative and summative)

Comments

- ❖ These 3 examples MIW Projects are of different scale and scope.
- ❖ Although the level of the projects and the activities are different - each project produced a MIW Report or Working Paper and tried to use this to influence change.
- ❖ We can see from these 3 examples that it is possible to carry out a MIW project on a local, national or regional level. It also is possible to focus more on one particular step. **Example 1** includes most of the steps from this Guideline – but there is a strong focus on **collecting practices - step 7**.
- ❖ For **Example 2** – the focus is on writing a **Working Paper – step 6**. This takes a broader perspective, looking more at the macro issues.
- ❖ **Example 3** is a full-scale regional MIW project. It is a 2 year project that would require a larger budget. There are a number of different actors working on this project across several countries.
- ❖ To see existing MIW publications please visit the following websites: www.disabilitymonitor-see.org and www.disabilitymonitor-me.org
- ❖ For help with deciding what type of MIW Project to carry out, please contact the MIW International Co-ordination for advice. Email: info@makingitwork.org

Conclusion

You have now completed the Making it Work Guideline. **Congratulations!**
We hope you have found it useful.

We would be very grateful to receive any feedback about your projects, or suggestions for changing the Guideline and toolkits. **Please email: info@makingitwork-crpd.org**

Please now see the Annex on the following pages. This contains links to useful information and resources.

Inclusive Education. Togo. © Handicap International



Annex: Additional Resources

Toolkits	Weblink
Existing MIW Project: Disability Monitor Initiative, Middle East	www.disabilitymonitor-me.org/
Existing MIW Project: Disability Monitor Initiative, South East Europe	www.disabilitymonitor-see.org
	www.asksource.info
Disability Rights and Policies, Handicap International	www.handicap-international.fr/bibliographie-handicap
Teaching Kit on CRPD, Handicap International	www.handicap-international.fr/kit-pedagogique/indexen.html
Disability, Human Rights and the CRPD (Comprehensive keylist of resources)	asksource.ids.ac.uk/cf/keylists/keylist2.cfm?topic=dis&search=QL_CRPD08
UN Enable (CRPD text)	www.un.org/disabilities/default.asp?navid=12&pid=150 (various languages) www.ratifynow.org/un-convention/crpd-in-plain-language/ (in plain language) www.un.org/disabilities/default.asp?navid=18&pid=257 (country ratification status)
Include Everybody: Millennium Development Goals and Disability	www.includeeverybody.org/
IDDC: Make Development Inclusive	www.make-development-inclusive.org
Making PRSP Inclusive	www.making-prsp-inclusive.org/
Millennium Development Goals and Disability	http://asksource.ids.ac.uk/cf/keylists/keylist2.cfm?topic=dis&search=QL_MDG08
Mainstreaming disability in development	http://asksource.ids.ac.uk/cf/keylists/keylist2.cfm?topic=dis&search=QL_INCDEV05
Poverty reduction and disability	http://asksource.ids.ac.uk/cf/keylists/keylist2.cfm?topic=dis&search=QL_DISPOV05
Support for resource centres	http://www.asksource.info/support.htm
Disability Creation Process	www.ripph.qc.ca/?rub2=2&rub=6&lang=en



What is Source?
Source is a partnership between three organisations:

- Handicap International
- HealthLink Worldwide
- Centre for International Health & Development (UCL)

- ❖ **Source** is an international information support centre providing free access to health and disability information.
- ❖ **Source databases**: search the Bibliographic, newsletters and Contacts databases of the Resource Library to find details of over **25,000** books, manuals, CD-ROMs, websites, organizations, newsletters and journals
- ❖ **Keylists**: browse lists of key resources in specific topic areas in international disability and development. Keylists include: Disability & Human Rights; Mainstreaming Disability; the MDGs and Disability; Inclusive Education; Poverty Reduction & Disability; HIV AIDS and Disability.
- ❖ **Support for Resource Centres**: find out how to set up and manage a resource centre using Healthlink Worldwide's Resource Centre Manual
- ❖ **Add a Resource**: Promote your own resources and organization through Source.

To subscribe to the new Source **Disability Inclusion and Development** e-bulletin please email: source@hi-uk.org