

استراتيجية إدماج منظور الإعاقة في الصندوق للفترة 2022-2027

الوثيقة: EB 2022/136/R.7

بند جدول الأعمال: 4(ب)(3)

التاريخ: 17 نوفمبر/تشرين الثاني 2022

التوزيع: عام

اللغة الأصلية: الإنكليزية

للموافقة

الإجراء: المجلس التنفيذي مدعو إلى الموافقة على استراتيجية إدماج منظور الإعاقة في الصندوق للفترة 2022-2027.

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موجز تنفيذي

- 1- يُشكل تحقيق إدماج منظور الإعاقة هدفا حاسم الأهمية في السعي إلى تحقيق مهمة الصندوق. واكتسب الصندوق بعض الخبرة في العمل مع الأشخاص ذوي الإعاقة، وكثف جهوده لزيادة إدماج منظور الإعاقة في السنوات الأخيرة. وتعهد الصندوق بعدة التزامات بشأن إدماج منظور الإعاقة. ومن بين هذه الالتزامات وضع استراتيجية مؤسسية لإدماج منظور الإعاقة. ويدعم التركيز على حقوق الأشخاص ذوي الإعاقة تحقيق الوعد المحوري الذي اتُخذ في إطار خطة التنمية المستدامة لعام 2030 بعدم ترك أحد خلف الركب. وتتماشى استراتيجية الصندوق لإدماج منظور الإعاقة مع استراتيجية الأمم المتحدة لإدماج منظور الإعاقة واتفاقية حقوق الأشخاص ذوي الإعاقة، فضلا عن استراتيجية التنوع والإنصاف والشمول في الصندوق وسياسة الاستهداف في الصندوق. وستوجه استراتيجية إدماج منظور الإعاقة في الصندوق جهود الارتقاء بمعايير الصندوق ورفع مستوى أدائه في مجال إدماج منظور الإعاقة. والهدف من هذه الاستراتيجية هو ضمان ملاءمة الصندوق للغرض المنشود بشأن إدماج منظور الإعاقة. وسترسي الاستراتيجية أساسا للتغيير المستدام والتحويلي نحو إدماج منظور الإعاقة في جميع ركائز عمل الصندوق.
- 2- وستُنفذ الأنشطة في أربعة مجالات عامة، هي: (1) القيادة والتخطيط الاستراتيجي والإدارة؛ (2) الشمول؛ (3) البرمجة؛ (4) الثقافة التنظيمية. وستؤدي هذه الأنشطة مجتمعة إلى حصيلتين رئيسيتين، هما: (1) ازدياد عدد البرامج والمشروعات التي يدعمها الصندوق التي تُعزز حقوق الأشخاص ذوي الإعاقة؛ (2) ترسيخ أركان الصندوق كمنظمة معروفة ومحترمة تُقدّر التنوع والشمول وتُعززهما.
- 3- ولتحقيق إدماج منظور الإعاقة، تستند الاستراتيجية إلى النهج الشاملة التالية: (1) نهج المسار المزدوج؛ (2) التقاطعية؛ (3) الشراكات. وسيُساهم الصندوق في تعزيز قاعدة المعارف والأدلة بشأن الظروف المعيشية والتفاوتات الإنمائية للأشخاص ذوي الإعاقة. وسيجري تعزيز ما سينشأ عن ذلك من جمع لبيانات المشروعات المصنّفة بحسب الإعاقة.

استراتيجية إدماج منظور الإعاقة في الصندوق للفترة 2022-2027

أولا- مقدمة

ألف- الخلفية

- 1- يعاني 15 في المائة من سكان العالم من إعاقات،¹ ويعيش منهم 80 في المائة في بلدان الجنوب.² ومع ذلك، يستمر إغفال الأشخاص ذوي الإعاقة³ وغالبا ما يتركون خلف الركب. وهم ممثلون تمثيلا زائدا بين الفقراء، ويواجهون وصمة العار ويتعرضون للتمييز في أبعاد الحياة المتعددة. ويؤدي تغير المناخ والصدمات الخارجية، مثل جائحة كوفيد-19، في العادة إلى تفاقم أوجه عدم المساواة هذه.
- 2- وللأشخاص ذوي الإعاقة نفس الحقوق التي يتمتع بها أي شخص آخر في المشاركة في المجتمع.⁴ ومع ذلك، كثيرا ما يكون الأشخاص ذوي الإعاقة، من الناحية العملية، غير قادرين على التمتع بحقوق الإنسان على قدم المساواة مع الآخرين. فالحواجز المتعددة والمترسخة، المتأصلة في المؤسسات والمعايير والمواقف والحيز المادي، تحد من قدرتهم على الوفاء بحقوقهم الأساسية.
- 3- وإذا قُدم الدعم الكافي إلى الأشخاص ذوي الإعاقة فستكون لديهم القدرة على أن يصبحوا أعضاء فاعلين في المجتمع. وستكون الوفورات الطويلة الأجل التي ستعود على الأسر والمجتمعات أكبر من التكاليف القصيرة الأجل لإدماج الأشخاص ذوي الإعاقة. ولا يُمثل إدماج الأشخاص ذوي الإعاقة في التنمية حقا من حقوقهم فحسب، بل هو أيضا أكثر الطرق فعالية لمكافحة الفقر وعدم ترك أحد خلف الركب.⁵
- 4- ومع اعتماد خطة عام 2030 وأهداف التنمية المستدامة، بدأ إدماج منظور الإعاقة يتخذ موقعا في صدارة خطة التنمية العالمية.⁶ وتُعد استراتيجية الأمم المتحدة لإدماج منظور الإعاقة، التي اعتمدت في عام 2019، معلما هاما نحو تحقيق تغيير تحويلي في مجال إدماج منظور الإعاقة.
- 5- ويُعد تحقيق إدماج منظور الإعاقة هدفا حاسم الأهمية في السعي إلى تحقيق مهمة الصندوق. واكتسب الصندوق بعض الخبرة في العمل مع الأشخاص ذوي الإعاقة. وكثف في السنوات الأخيرة جهوده لكي يصبح أكثر إدماجا من منظور الإعاقة، وتعهد بالعديد من الالتزامات بشأن إدماج منظور الإعاقة.⁷ ومن بين هذه الالتزامات وضع استراتيجية مؤسسية لإدماج منظور الإعاقة.

¹ انظر تعريف المفاهيم الرئيسية المتعلقة بإدماج منظور الإعاقة في الذيل الثاني.

² منظمة الصحة العالمية 2011 World Report on Disability.

³ تماشيا مع اتفاقية حقوق الأشخاص ذوي الإعاقة، يشمل مصطلح الأشخاص ذوي الإعاقة "كل من يعانون من عاهات طويلة الأجل بدنية أو عقلية أو ذهنية أو حسية، قد تمنعهم لدى التعامل مع مختلف الحواجز من المشاركة بصورة كاملة وفعالة في المجتمع على قدم المساواة مع الآخرين" (المادة 1).

⁴ الإعلان العالمي لحقوق الإنسان (1948)؛ واتفاقية حقوق الأشخاص ذوي الإعاقة (2006)؛ وأهداف التنمية المستدامة (2015)؛ واستراتيجية الأمم المتحدة لإدماج منظور الإعاقة (2019).

⁵ انظر وزارة التنمية الدولية في المملكة المتحدة (2000). Disability, poverty and development.

⁶ انظر الأمم المتحدة (2018). Disability and Development Report: Realizing the Sustainable Development Goals. by, for and with persons with disabilities.

⁷ انظر الذيل الثالث.

⁸ كأحد الالتزامات في إطار التجديد الحادي عشر لموارد الصندوق، أصدر الصندوق: (1) تقريراً تقنياً عن الفرص الاقتصادية للأشخاص ذوي الإعاقة في المناطق الريفية؛ و(2) تقريراً تقنياً عن تجريب جمع البيانات عن الأشخاص ذوي الإعاقة في خمسة مشروعات يدعمها الصندوق باستخدام مجموعة الأسئلة القصيرة الخاصة بفريق واشنطن حول الإعاقة. وبالإضافة إلى ذلك، جمع الصندوق بيانات عن الأشخاص ذوي الإعاقة في 22 من المشروعات التي يدعمها كجزء من تقدير أثر التجديد الحادي عشر للموارد فيما بين عامي 2019 و2021.

باء- الدروس المستفادة

6- أشار عدد كبير من المشروعات والبرامج التي يدعمها الصندوق إلى أن الأشخاص ذوي الإعاقة يُشكلون مجموعة مستهدفة محددة.⁹ وازداد هذا العدد في السنوات الأخيرة. ومع ذلك، لم يتبع سوى قليل منها نهجاً استراتيجياً في إدماج منظور الإعاقة. وعلاوة على ذلك، لا تزال القوالب النمطية قائمة - مثل الاعتقاد بأن من الصعب على الأشخاص ذوي الإعاقة المشاركة بدور نشط في المشروعات التي يدعمها الصندوق، وبأن إدماج منظور الإعاقة لا يندرج ضمن مهمة الصندوق. وأخيراً، لا يزال هناك الكثير مما ينبغي القيام به لتعزيز إدماج منظور الإعاقة في مكان العمل ولا سيما فيما يتعلق بتسهيلات الوصول والترتيبات التيسيرية المعقولة والثقافة التنظيمية.

7- وينبغي معالجة مسألة إدماج منظور الإعاقة بصورة أكثر منهجية في العمليات التي يدعمها الصندوق وفي مكان العمل. وفيما يتعلق بالعمليات، ينبغي أن يبدأ ذلك بإجراء تحليل للفقر وسبل العيش يركز على منظور الإعاقة، ووضع استراتيجية واضحة لإدماج منظور الإعاقة وفق "نهج المسار المزدوج". ومن العناصر الهامة الأخرى ما يلي: بناء شراكات مع منظمات الأشخاص ذوي الإعاقة؛ ومعالجة تسهيلات وصول الأشخاص ذوي الإعاقة؛ وتخصيص موارد مالية مخصصة؛ وجمع البيانات المصنفة بحسب الإعاقة واستخدامها. ويلزم إجراء استثمارات مستمرة في التوعية وبناء القدرات لدى القوة العاملة في الصندوق ولدى موظفي المشروعات بشأن مسائل الإعاقة وحقوق الأشخاص ذوي الإعاقة.

جيم- نهج الشركاء

8- تُشكل الإعاقة عنصراً هاماً من عناصر التنوع الشامل، وبدأت المنظمات الإنمائية في جميع أنحاء العالم في الأخذ بسياسات وأطر لدعم إدماج منظور الإعاقة في مؤسساتها. وتعترف جميع المصارف الإنمائية الرئيسية المتعددة الأطراف والثنائية والمنظمات المانحة وغيرها من الجهات الفاعلة في مجال التنمية بالتنمية الشاملة لمنظور الإعاقة باعتبارها جزءاً لا يتجزأ من تنفيذ خطة أهداف التنمية المستدامة التي تهدف إلى عدم ترك أحد خلف الركب والقضاء على الفقر المدقع. وتشمل الاستراتيجية سمات رئيسية مشتركة بين هذه السياسات والأطر: الأخذ بنهج المسار المزدوج، وضمان المشاركة الهادفة من منظمات الأشخاص ذوي الإعاقة، وجمع واستخدام البيانات المصنفة بحسب الإعاقة ومواءمتها مع استراتيجية الأمم المتحدة لإدماج منظور الإعاقة. ويتخذ الصندوق وضعاً جيداً يمكنه من أداء دور رائد في تعزيز التحول الريفي الشامل لمنظور الإعاقة.

ثانيا- استراتيجية إدماج منظور الإعاقة

9- تُساهم الاستراتيجية في تنفيذ الأطر الدولية القائمة المتصلة بالأشخاص ذوي الإعاقة: وتتماشى غايتها وأهدافها ومجالات عملها مع ما هو محدد في استراتيجية الأمم المتحدة لإدماج منظور الإعاقة، وتتوافق مبادئها بشأن المشاركة مع المبادئ المنصوص عليها في اتفاقية حقوق الأشخاص ذوي الإعاقة، ومن خلال التركيز على حقوق الأشخاص ذوي الإعاقة فإنها تدعم تحقيق الوعد المحوري لخطة عام 2030 بعدم ترك أحد خلف الركب. وستؤدي سياسة الاستهداف في الصندوق واستراتيجية التنوع والإنصاف والشمول في الصندوق إلى دفع إدماج منظور الإعاقة في العمليات ومكان العمل على التوالي.¹⁰ وستوجه استراتيجية إدماج منظور الإعاقة في الصندوق جهود الارتقاء بمعايير الصندوق ورفع مستوى أدائه في مجال إدماج منظور الإعاقة.

⁹ انظر الصندوق (2022). تقرير Disability inclusion in IFAD's operations: An internal stocktake report. يرد موجز التقرير في الذيل الخامس.

¹⁰ هناك أيضاً أوجه تآزر مع استراتيجيات الصندوق وسياساته الأخرى، ولا سيما استراتيجية العمل مع الدول الجزرية الصغيرة النامية 2022-2027 واستراتيجيته للانخراط في البلدان التي تعاني من أوضاع هشة. وتسعى استراتيجية إدماج منظور الإعاقة إلى التأسيس على

ألف- مبادئ المشاركة

10- فيما يلي مبادئ المشاركة المحددة في الاستراتيجية:

- (1) احترام الكرامة المتأصلة في جميع الأشخاص واعتمادهم على الذات واستقلالهم.
- (2) عدم التمييز. يُشكل الأشخاص ذوو الإعاقة في المناطق الريفية جزءاً من المجموعة التي يستهدفها الصندوق. وينبغي أن يكونوا قادرين على الوصول إلى الخدمات التي يدعمها الصندوق، وفرص العمل والفوائد، على قدم المساواة مع الأشخاص الآخرين. وستتبادر المشروعات إلى اتخاذ تدابير تعالج المعايير والعمليات والهياكل الاجتماعية التمييزية المتصلة بالإعاقة وتزيلها. وعلاوة على ذلك، يلتزم الصندوق بتهيئة مكان عمل خال من أي شكل من أشكال التمييز.
- (3) المشاركة الكاملة والفعالة والإدماج. يعتبر الأشخاص ذوو الإعاقة ومنظماتهم شركاء رئيسيين. ولا يمكن تحقيق الإدماج الحقيقي والمشاركة الهادفة إلا عندما يتمكن الأشخاص ذوو الإعاقة والمنظمات التي تمثلهم من التعبير عن أولوياتهم والمشاركة في صنع القرار. وبالإضافة إلى ذلك، يلتزم الصندوق بتهيئة بيئة شاملة تتاح فيها للجميع فرصة المساهمة على قدم المساواة.
- (4) احترام الاختلاف. يعترف الصندوق بمجموعة واسعة من الهويات والخبرات والمعتقدات وغيرها من أبعاد التنوع ويقدرها، سواء كانت مرئية أو غير مرئية، وسواء كانت متأصلة أو مكتسبة. ويفرد الأشخاص ذوو الإعاقة بمنظور فريد ويقدمون مساهمات إيجابية في جودة العمليات وفي مكان العمل.
- (5) تكافؤ الفرص. يسعى الصندوق إلى توفير فرص متكافئة للتطوير الوظيفي لجميع الموظفين. ويلتزم بتعزيز تكافؤ الفرص عن طريق وضع إجراءات ونظم تمكن جميع الموظفين من الحصول على الفرص والفوائد نفسها. ويشمل ذلك تنفيذ العمل الإيجابي.
- (6) تسهيلات الوصول. تُعد تسهيلات الوصول شرطاً أساسياً لإعمال حقوق الأشخاص ذوي الإعاقة وإدماجهم في البرمجة وكذلك في مكان العمل. ويواجه الأشخاص ذوو الإعاقة حالياً حواجز في المجالات المؤسسية والمادية ومجال المعلومات وفي الاتصالات والمواقف وفي المجال الثقافي.
- (7) المساواة بين الجنسين. يلتزم الصندوق بضمان تكافؤ الفرص للنساء والرجال ذوي الإعاقة. وتُصنف المشروعات التي يدعمها الصندوق البيانات المتصلة بالإعاقة بحسب نوع الجنس وغيرها من الأبعاد الرئيسية المتعددة الجوانب، وتعالج القيود والحواجز الجنسانية التي يواجهها الأشخاص ذوو الإعاقة. وعلاوة على ذلك، سيواصل الصندوق سعيه إلى تحقيق التكافؤ بين الجنسين.

باء- نظرية التغيير

- 11- تتمثل غاية الاستراتيجية في تحقيق المساواة في الحصائل وتعزيز ثقافة شاملة للجميع في الصندوق.
- 12- ويتمثل الهدف من الاستراتيجية في ضمان ملائمة الصندوق للغرض المنشود فيما يتعلق بإدماج منظور الإعاقة. وستُرسى الاستراتيجية أساساً للتغيير المستدام والتحويلي نحو إدماج منظور الإعاقة في جميع ركائز عمل الصندوق.
- 13- وستنفذ الأنشطة في أربعة مجالات عامة: (1) القيادة والتخطيط الاستراتيجي والإدارة؛ (2) الشمول؛ (3) البرمجة؛ (4) الثقافة التنظيمية. وستُسفر هذه الأنشطة مجتمعة عن مجموعة من النواتج: (1) استجابات تشغيلية أكثر شمولاً ويمكن الوصول إليها بسهولة. (2) تعزيز القدرات فيما يتصل بالإدماج والتنوع؛ (3) زيادة إشراك

إدماج منظور الإعاقة وتعزيزه في تحقيق الأهداف الاستراتيجية لكل منها. وبصورة أكثر تحديداً، سنعزز جهود الاستهداف والتوعية لتدخلات الصندوق في الدول الجزرية الصغيرة النامية والبلدان التي تعاني من أوضاع هشة.

ودعم الأشخاص ذوي الإعاقة ومنظماتهم؛ (4) تعزيز التنسيق والاتساق والشراكات؛ (5) زيادة تسهيلات الوصول؛ (6) زيادة توليد البيانات واستخدامها.

14- ومن المتوقع أن يؤدي ذلك إلى حصيلتين رئيسيتين: (1) ازدياد عدد البرامج والمشروعات التي يدعمها الصندوق التي تُعزز حقوق الأشخاص ذوي الإعاقة؛ (2) ترسيخ أركان الصندوق كمنظمة معروفة ومحترمة تُقدّر التنوع والشمول وتُعززهما. وسيُساهم ذلك في ضمان مشاركة جميع الأشخاص ذوي الإعاقة وتمكينهم وقدرتهم على التمتع بالحقوق على قدم المساواة مع الآخرين.

جيم- مجالات العمل

(1) القيادة والتخطيط الاستراتيجي والإدارة

15- ستواصل الإدارة العليا في الصندوق رفع راية الدفاع عن إدماج منظور الإعاقة داخل المنظمة وخارجها على حد سواء. وانطلاقاً من الميزة النسبية للصندوق وما يتمتع به من كفاءات أساسية، وتماشياً مع جدول التعميم المؤسسي، سيقوم الصندوق تدريجياً بتعميم إدماج منظور الإعاقة في عملياته وفي مكان العمل. وتماشياً مع مواضيع الصندوق الأربعة الشاملة¹¹، سيجري دمج منظور الإعاقة في مفاهيم العمل السائدة وفي الاستراتيجيات وخيارات وعمليات تصميم المشروعات بحيث يصبح ذلك هو القاعدة ويُحسن فعالية عمليات الاستثمار. وسيجري إيلاء عناية خاصة لإدماج منظور الإعاقة أثناء اجتماعات هيئة المشاورات الخاصة بتجديد الموارد. وجرى استعراض عدد من السياسات والاستراتيجيات المؤسسية أو لا تزال حالياً قيد الاستعراض لتضمينها اعتبارات إدماج منظور الإعاقة، مثل سياسة الاستهداف واستراتيجية التنوع والإنصاف والشمول في الصندوق. وتشمل السياسات والاستراتيجيات المؤسسية الهامة الأخرى التي لا يزال يتعين تنقيحها أو التي ستصدر قريباً الإطار الاستراتيجي الجديد للصندوق، وإجراءات التنفيذ الخاصة بالموارد البشرية، والمبادئ التوجيهية المؤسسية للتوريد.

16- وستكفل الإدارة العليا وجود هياكل وعمليات للموارد البشرية من أجل تعزيز إدماج منظور الإعاقة وتيسيره. وسيعين عضو من الإدارة العليا كمدافع عن إدماج منظور الإعاقة لتوفير التوجيه المؤسسي والمساءلة. وأنشئت شبكة من جهات الاتصال المعنية بإدماج منظور الإعاقة وستواصل دعم العمل المنسق بشأن منظور الإعاقة على نطاق المنظمة. وتشمل هذه الشبكة ممثلين من مختلف الشعب بما يتماشى مع المجالات الأساسية لإطار المساءلة لاستراتيجية الأمم المتحدة لإدماج منظور الإعاقة، وتنسقه جهة الاتصال المؤسسية المعنية بإدماج منظور الإعاقة في الصندوق. وسيواصل الصندوق المشاركة بدور نشط في الآليات المشتركة بين الوكالات المعنية بإدماج منظور الإعاقة.

17- وستناقش لجنة الإدارة التنفيذية في الصندوق الأداء المؤسسي سنوياً. وسيساعد ذلك على ضمان استمرار مشاركة جميع أعضاء اللجنة مشاركة كاملة في الدفاع عن إدماج منظور الإعاقة. وسوف تسترشد الإدارة في صنع القرار بالتعلم المنهجي والإبلاغ المنتظم من خلال نظم الرصد والتقييم المؤسسية وإطار النتائج. وستكون أداة الإبلاغ الرئيسية في الصندوق هي تقريره السنوي المستقل عن مواضيع والتزامات التعميم التي ستتضمن قسماً محدداً بشأن إدماج منظور الإعاقة. وسيُساهم الاهتمام بإدماج منظور الإعاقة في التقييمات المؤسسية في تعزيز التعلم والمساءلة المؤسسية.

¹¹ الصندوق (2017). تعميم قضايا المناخ، والتمايز بين الجنسين، والتغذية، والشباب.

(2) الشمول

التشاور مع الأشخاص ذوي الإعاقة

18- سيجري التشاور مع الأشخاص ذوي الإعاقة ومنظماتهم على المستويات العالمية والإقليمية والوطنية، وإشراكهم فعليا في تطوير عمليات الصندوق وتنفيذها ورصدها وتقييمها. وسيكفل ذلك تصميم التدخلات والتدابير وتخطيطها وتنفيذها وتعديلها على نحو ملائم للاستجابة لأولوياتها. وسيجري التشاور أيضا مع منظمات الأشخاص ذوي الإعاقة أثناء مشاورات تجديد الموارد لتمكينها من المساهمة في التخطيط الاستراتيجي في الصندوق. وسيجري أيضا تعزيز مشاركة الأشخاص ذوي الإعاقة ومنظماتهم في منتديات التشاور القائمة في الصندوق، مثل منتدى المزارعين¹² ومنتدى الشعوب الأصلية¹³ وسيواصل الصندوق، من خلال عضويته في شبكة Global Action on Disability Network مع منظمة International Disability Alliance. وعلاوة على ذلك، سيجري التشاور مع منظمات الأشخاص ذوي الإعاقة والموظفين من ذوي الإعاقة بشأن جهود الصندوق لجعل مكان عمله أكثر شمولاً.

19- وسيجري التشاور مع الأشخاص ذوي الإعاقة وفقا للمبادئ التوجيهية لاستراتيجية الأمم المتحدة لإدماج منظور الإعاقة¹⁴. وستكون بالتالي أنشطة التشاور مع منظمات الأشخاص ذوي الإعاقة ذات مغزى، أي ستمتيز باهتمام حقيقي للاستماع إلى هذه المنظمات ومناقشة مدخلاتها وشواغلها والاستعداد للتصرف بناء عليها. ويتضمن دليل الممارسين IFAD's Practitioner's Guide on Disability Inclusion in Operations¹⁵ إرشادات محددة للتعامل مع الأشخاص ذوي الإعاقة خلال مختلف مراحل دورة البرامج.

تسهيلات الوصول

20- تمثل تسهيلات الوصول شرطا أساسيا مسبقا لإدماج الأشخاص ذوي الإعاقة. ويهدف الصندوق إلى تطبيق نهج تصميم عالمي لضمان إمكانية استخدام المنتجات والبيئات والبرامج والخدمات، إلى أقصى حد ممكن، من جانب جميع الناس من دون تكييفها أو إعادة تشكيلها. ويسعى الصندوق إلى الالتزام بالبارامترات والمعايير التقنية القائمة المتعلقة بتسهيلات الوصول في مجموعة من المجالات، بما في ذلك البناء والتشييد، وتكنولوجيا المعلومات والاتصالات. وعندما يتعذر تطبيق مبدأ التصميم العام¹⁶، يضع الصندوق تدابير للترتيبات التيسيرية المعقولة.

21- وكخطوة أولى، سيستكمل الصندوق إجراء تقدير خارجي لخط الأساس¹⁷ من أجل تحديد المستوى الحالي لتسهيلات الوصول. وسيجري تقدير تسهيلات الوصول في المجالات التالية: البيئة المبنية في المقر،¹⁸ والمنتجات والخدمات، وتكنولوجيا المعلومات والاتصالات، والاتصالات، والمؤتمرات، والأحداث والاجتماعات. وستوضع بعد ذلك سياسة بشأن تسهيلات الوصول. وستشمل التركيز تحديدا على تسهيلات الوصول إلى خدمات ومرافق المؤتمرات، وستشمل تدابير بشأن تسهيلات الوصول إلى التمويل والترتيبات

¹² انظر الصفحة الشبكية لمنتدى المزارعين.

¹³ انظر الصفحة الشبكية لمنتدى الشعوب الأصلية.

¹⁴ الأمم المتحدة (2021). استراتيجية الأمم المتحدة لإدماج منظور الإعاقة - المبادئ التوجيهية: التشاور مع الأشخاص ذوي الإعاقة.

¹⁵ الصندوق (2022). Disability Inclusion in IFAD's Operations: A Practitioner's Guide. يرد ملخص هذا الدليل في

الذيل السادس.

¹⁶ يعني تصميم المنتجات والبيئات والبرامج والخدمات لكي يستعملها جميع الناس، بأكبر قدر ممكن، دون حاجة إلى تكييف أو تصميم متخصص. ولا يستبعد "التصميم العام" الأجهزة المعنية لفئات معينة من الأشخاص ذوي الإعاقة حيثما تكون هناك حاجة إليها (اتفاقية حقوق الأشخاص ذوي الإعاقة، المادة 2).

¹⁷ ستكون الوكالة المكلفة بهذه المهمة على دراية بمعايير تسهيلات الوصول، وسيشارك الأشخاص ذوو الإعاقة، حيثما أمكن، في تحديد تحديات تسهيلات الوصول وتحديد مستويات الأولوية.

¹⁸ سيطبق الدروس المستفادة من تقدير تسهيلات الوصول في المقر على المكاتب اللامركزية التابعة للصندوق. ورحنا بتوافر الموارد، ستجري أيضا تقديرات لتسهيلات الوصول تحديدا في المكاتب اللامركزية.

التييسيرية المعقولة. وسيجري استعراض تنفيذ السياسة دوريا. ويشمل دليل الممارسين الصادر عن الصندوق إرشادات محددة بشأن معالجة تسهيلات الوصول في العمليات.

الترتيبات التييسيرية المعقولة

22- عولجت حتى الآن طلبات الترتيبات التييسيرية المعقولة¹⁹ تبعا لكل حالة على حدة. وسيضع الصندوق مبادئ توجيهية لمعالجة الترتيبات التييسيرية المعقولة. وستغطي المبادئ مجالات من قبيل إدارة المواهب، والتعيين، وبناء القدرات، والسفر، والاجتماعات والأحداث، وأماكن العمل في المكاتب، والنقل. ورهنا بتوفر الموارد، سيجري إنشاء آلية تمويل مركزية يمكن لجميع الشعب الوصول إليها.

التوريد

23- يمكن أن يساهم التوريد بطرق هامة في إدماج منظور الإعاقة، ويمكن أن تكون له آثار تحويلية على الأشخاص ذوي الإعاقة. ويكفل التوريد الميسر للأشخاص ذوي الإعاقة نفس فرص حصول الآخرين على السلع والمرافق والمعدات والتكنولوجيات والخدمات. وفي حين تشير المبادئ التوجيهية المؤسسية للتوريد إلى المساواة وعدم التمييز فيما يتعلق بالاستخدام والمهنة، فإنها لا تتضمن أي إشارة محددة إلى الحاجة إلى أن تكون السلع والخدمات التي يحصل عليها متاحة ولا تشكل حواجز جديدة أمام الأشخاص ذوي الإعاقة، أو الحاجة إلى تيسير الوصول إلى التوريد.

24- ويهدف الصندوق إلى تطبيق مبادئ التصميم العام وإمكانية الوصول إليها في عمليات التوريد التي يجريها. وسيجري تنقيح ممارسات التوريد الحالية لتشمل المواصفات التقنية والمتطلبات التي تكفل إمكانية الحصول على السلع والخدمات وتيسير الوصول إلى العمليات. وسيجري تطبيق ذلك وفقا للمبادئ التوجيهية لشبكة المشتريات التابعة للجنة الإدارية الرفيعة المستوى بشأن تنفيذ المؤشر 8 لاستراتيجية الأمم المتحدة لإدماج منظور الإعاقة - الشراء.

(3) البرمجة

25- يشمل عمل الصندوق أساسا البرامج والمشروعات والتعاون التقني دعما للحكومات. ويتعين على الصندوق، من أجل معالجة حقوق الأشخاص ذوي الإعاقة معالجة مجدية في عمله، تعميم إدماج منظور الإعاقة في جميع دورات برامجه ومشروعاته. ويكفل أيضا تعميم إدماج منظور الإعاقة قيام الصندوق بدور فعال ومناسب في دعم الحكومات وأصحاب المصلحة الآخرين في تنفيذ اتفاقية حقوق الأشخاص ذوي الإعاقة وتحقيق أهداف التنمية المستدامة. وستكون جهات التنسيق والجهات الشريكة المعنية بإدماج منظور الإعاقة في الصندوق مسؤولة عن تقديم الدعم التقني لتعميم إدماج منظور الإعاقة.

26- وستشمل برامج الفرص الاستراتيجية القطرية للصندوق تحليلا يتناول إدماج منظور الإعاقة وستقابل ذلك برامج لإدماج منظور الإعاقة. والتزم الصندوق بتصميم خمسة مشروعات على الأقل في الفترة بين عامي 2022 و2024 تشمل الأشخاص ذوي الإعاقة كمجموعة مستهدفة ذات أولوية.²⁰ وسيجري تصميم هذه المشروعات بحيث تشمل نهج المسار المزدوج.²¹ وستشمل السمات الرئيسية التالية: (1) التشاور الهادف مع الأشخاص ذوي الإعاقة أثناء التصميم والتنفيذ؛ (2) تحديد مستويات مستهدفة للإدماج؛ (3) وضع ميزانيات

¹⁹ تُعرّف 'الترتيبات التييسيرية المعقولة' بأنها 'التعديلات والترتيبات اللازمة والمناسبة التي لا تفرض عبئا غير متناسب أو غير ضروري، والتي تكون هناك حاجة إليها في حالة محددة، لكفالة تمتع الأشخاص ذوي الإعاقة على أساس المساواة مع الآخرين بجميع حقوق الإنسان والحريات الأساسية وممارستها' (اتفاقية حقوق الأشخاص ذوي الإعاقة، المادة 2).

²⁰ الصندوق (2021). تقرير هيئة المشاورات الخاصة بالتجديد الثاني عشر لموارد الصندوق: التعافي وإعادة البناء والقدرة على الصمود.
²¹ تُعرّف استراتيجية الأمم المتحدة لإدماج منظور الإعاقة نهج المسار المزدوج على النحو التالي: 'إدماج التدابير المراعية لظروف الإعاقة في تصميم وتنفيذ ورصد وتقييم جميع السياسات والبرامج والقيام بمبادرات تتعلق بالإعاقة تحديدا لدعم تمكين الأشخاص ذوي الإعاقة. وينبغي أن تراعي الموازنة بين استراتيجيات التعميم والدعم الموجهة تبعا لاحتياجات مجتمعات محلية محددة؛ غير أنه يجب أن يكون الهدف العام هو دوما إدماج وإشراك الأشخاص ذوي الإعاقة في جميع جوانب المجتمع والتنمية'.

للإدماج؛ (4) تدريب الموظفين والشركاء؛ (5) إزالة الحواجز؛ (6) رصد الإدماج.²² وبالإضافة إلى هذه المشروعات الخمسة، وبناء على الدروس المستفادة من هذه التجارب، سيقوم الصندوق تدريجياً بتعميم إدماج منظور الإعاقة في كامل حافظته، وسيطبق نهجاً متسقاً ومنهجياً لإدماج منظور الإعاقة. ويشمل دليل الممارسين الصادر عن الصندوق إرشادات محددة في هذا الصدد، تشرح كيفية إدماج منظور الإعاقة في تحليل المجموعات المستهدفة، ومعايير الأهلية، وكيفية تصميم أنشطة التنمية الريفية الشاملة لمنظور الإعاقة وتنفيذها، وكيفية رصد النتائج. وسينصب التركيز على تعزيز قدرات موظفي الصندوق وشركائه لضمان تطبيق الإرشادات المقدمة ومعالجة إدماج منظور الإعاقة بصورة وافية في عملياته.²³

27- وسيساعد تعزيز إدماج منظور الإعاقة في التقييمات الصندوق على تعزيز المساءلة المؤسسية والتعلم. ونقح الصندوق دليله الخاص بالتقييم الذي بات يشمل الآن إرشادات محددة بشأن إجراء التقييمات المستجيبة للعدالة الاجتماعية، بما في ذلك مسائل عدم المساواة والتمييز فيما يتعلق بالصحة والإعاقة. وسيبدأ مكتب التقييم المستقل في الصندوق تطبيق إرشادات فريق الأمم المتحدة المعني بالتقييم Guidance on Integrating Disability Inclusion in Evaluations²⁴ وفقاً لدليل التقييم لعام 2022.

28- وسيتوقف تحقيق تغيير تحويلي على وجود منصات برمجة مشتركة قوية والقدرة على الاستفادة من الميزة النسبية لمختلف كيانات الأمم المتحدة. ولذلك فإن التنسيق بين الوكالات والبرمجة المشتركة عبر البرامج والعمليات يتسمان بأهمية محورية في تحقيق إدماج منظور الإعاقة. ومن خلال مبادرة برنامج التحول الريفي الشامل للإعاقة،²⁵ الممولة بمنحة، يعمل الصندوق في شراكة مع منظمة Light for the World، ومنظمة العمل الدولية، والبرنامج الإقليمي للتدريب على التنمية الريفية. والهدف من ذلك هو تجريب نهج شاملة لمنظور الإعاقة في المشروعات التي يدعمها الصندوق. وسشبدل أيضاً جهود خاصة لتعزيز التعاون في إدماج منظور الإعاقة بين الوكالات التي تتخذ من روما مقراً لها. وعلاوة على ذلك، يعمل الصندوق أيضاً في شراكة مع برنامج الأمم المتحدة الإنمائي لوضع نموذج للتعليم الإلكتروني في مجال إدماج منظور الإعاقة. وأخيراً، سيواصل الصندوق المشاركة بدور نشط في الآليات المشتركة بين الوكالات المعنية بإدماج منظور الإعاقة وشبكة Global Action on Disability Network.

(4) الثقافة التنظيمية

التوظيف

29- يسعى الصندوق إلى أن يصبح جهة عمل مفضلة للأشخاص ذوي الإعاقة. وتشمل سياسة الموارد البشرية في الصندوق أحكاماً لاجتذاب الموظفين ذوي الإعاقة وتوظيفهم والاحتفاظ بهم وتعزيز تطورهم الوظيفي. وتنص السياسة على حماية الأشخاص ذوي الإعاقة من التمييز أثناء جميع مراحل العمل، وأن الموظفين الذين يعانون من إعاقة أثناء خدمتهم يتلقون الرعاية وفقاً لأحكام التأمين الطبي ذات الصلة، وأن تُمنح منح التعليم الشامل للأطفال ذوي الإعاقة. وعلاوة على ذلك، تنص استراتيجيات التنوع والإنصاف والشمول في الصندوق على أن الصندوق ملتزم بإدماج حقوق الأشخاص ذوي الإعاقة بصورة منهجية أكبر في أساليب عمله. وأخيراً، نُقح دليل السفر في الصندوق لضمان توفير الترتيبات التيسيرية المعقولة للأشخاص ذوي الإعاقة.

30- وعلاوة على ذلك، سيجري تنقيح إجراءات التنفيذ الخاصة بالموارد البشرية لكي تشمل ما يلي: (1) ترتيبات تيسيرية معقولة خلال جميع مراحل العمل؛ (2) تدابير للتوعية من أجل اجتذاب المرشحين ذوي الإعاقة للتقدم

²² سيجري الترويج لاستخدام مجموعة الأسئلة القصيرة الخاصة بفريق واشنطن حول الإعاقة.

²³ انظر أيضاً مجال العمل الرابع: الثقافة التنظيمية.

²⁴ فريق الأمم المتحدة المعني بالتقييم (2022). Guidance on Integrating Disability Inclusion in Evaluations and

Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator

²⁵ انظر برنامج التحول الريفي الشامل للإعاقة.

لشغل الوظائف الشاغرة؛ (3) تدابير لدعم الموظفين الذين لديهم معالون من ذوي الإعاقة؛ (4) مراعاة متطلبات الموظفين ذوي الإعاقة والموظفين الذين لديهم معالون من ذوي الإعاقة في سياسة التنقل في الصندوق. وأخيراً، سيجري تقدير مدى رضا ورفاه الموظفين ذوي الإعاقة على فترات منتظمة كجزء من الاستقصاءات العالمية للموظفين.

تنمية قدرات الموظفين

31- لكي يصبح الصندوق مؤسسة شاملة لمنظور الإعاقة، يتعين على الموظفين بجميع مستوياتهم معرفة وفهم إدماج منظور الإعاقة والقدرة على تطبيقه في مجال عملهم. وهناك في هذا الصدد مجموعة من مبادرات تنمية القدرات والتوعية لتحسين المعارف والقدرات الداخلية التي تعد أساسية. ودخل الصندوق في شراكة مع برنامج الأمم المتحدة الإنمائي لإعداد دورة تعليمية إلكترونية للموظفين بشأن إدماج منظور الإعاقة. وسيستفيد أيضاً من أكاديمية العمليات التابعة للصندوق لزيادة الوعي وتعزيز المهارات بين المشاركين بدور مباشر في عمليات الصندوق. وسيجري توفير التدريب والتوعية لموظفي المشروعات بشأن إدماج منظور الإعاقة والنهج القائمة على الحقوق إزاء الإعاقة كجزء من تنفيذ استراتيجيات الإدماج الاجتماعي في المشروعات.

التواصل

32- يمكن أن يكون للتواصل دور إيجابي في الحد من وصمة العار والتمييز. وفي الوقت نفسه، يمكن للتواصل الذي لا يراعي الأشخاص ذوي الإعاقة أن يعزز القوالب النمطية السلبية ويفاقم الوصم والتمييز القائمين. ويُطبق الصندوق مبادئ توجيهية كفيلة بأن يحترم التواصل الداخلي والخارجي الأشخاص ذوي الإعاقة. وترد هذه المبادئ التوجيهية في مجموعة أدوات التواصل في الصندوق.²⁶ وسيجري تنظيم حملات توعية على فترات منتظمة، مع التركيز على إدماج منظور الإعاقة. ويشمل دليل الممارسين الصادر عن الصندوق إرشادات بشأن كيفية التغلب على الحواجز المتصلة بالإعاقة في مجال الاتصال وتبسيط الرسائل المناهضة للوصم.

دال- النهج وطرائق التنفيذ المقترحة

- 33- تستند الاستراتيجية إلى النهج الشاملة التالية: (1) نهج المسار المزدوج؛ (2) التقاطعية؛ (3) الشراكات.
- 34- وكما هو الحال بالنسبة للمساواة بين الجنسين وتمكين المرأة، سيُطبق الصندوق نهج المسار المزدوج في عمله بشأن إدماج منظور الإعاقة. وسيجري بذلك تعميم إدماج منظور الإعاقة في عمليات الصندوق، واستكمالته بتدخلات موجهة للأشخاص ذوي الإعاقة. وسيُمكن هذا النهج الصندوق من توسيع نطاق فوائد جميع المشروعات لتشمل الأشخاص ذوي الإعاقة، وفي الوقت نفسه استهداف الفجوات والحواجز الرئيسية التي تحول دون إدماجهم.
- 35- ويواجه الأشخاص ذوو الإعاقة أشكالاً متداخلة ومركبة من التمييز على أساس نوع الجنس والتوجه الجنسي ونوع الإعاقة والعمر والعرق والأصل الاثنى والدين أو المعتقد والموقع. ويُساهم ذلك كله في الاستبعاد المرتبط بالإعاقة. وسيُطبق الصندوق نهجاً متعدد الجوانب في عمله المتعلق بإدماج منظور الإعاقة. وتماشياً مع جدول أعمال التكامل الأفقي في الصندوق²⁷، سيجري إيلاء عناية خاصة للنساء والشباب والسكان الأصليين ذوي الإعاقة.
- 36- ويلتزم الصندوق بالاستفادة من المزايا التكاملية والنسبية للشركاء. وعلى هذا النحو، سيقوم الصندوق بالتشاور والتشارك والتعاون مع الأشخاص ذوي الإعاقة ومنظمات الأشخاص ذوي الإعاقة، ومع الشركاء الإنمائيين

²⁶ <https://www.ifad.org/ar/web/knowledge/-/ifad-communications-toolkit>

²⁷ الصندوق (2017)، تعميم قضايا المناخ، والتمايز بين الجنساني، والتغذية، والشباب.

الآخرين المعنيين بمعالجة مسائل الإعاقة في الأعمال التشغيلية والتحليلية. وسيكفل ذلك تكييف التدخلات مع أولوياتهم، وزيادة الانتشار، وتيسير التواصل الشبكي، والحوار الاستراتيجي وتبادل المعارف. وسيعزز الصندوق أيضا تعاونه مع الشركاء الاستراتيجيين الرئيسيين لتعزيز الأخذ بنهج متماسك وتعاوني في التنمية الشاملة لمنظور الإعاقة. وتشمل هذه الجهات وكالات الأمم المتحدة الأخرى (مع التركيز على الوكالتين اللتين تتخذان من روما مقرا لهما)، والمصارف الإنمائية المتعددة الأطراف، ووكالات المعونة الثنائية.

37- وعلاوة على ذلك، واستنادا إلى ميزته النسبية، سيعزز الصندوق خبرته في مجال إدماج منظور الإعاقة والتوسع تدريجيا وتجنب الانحراف عن مسار المهمة. وسيكون من الضروري إجراء مشاورات مع الحكومات وضمان الملكية القطرية، فضلا عن العمل قدر الإمكان مع الشركاء الإنمائيين الآخرين.

هاء- الإبلاغ والقياس والرصد

38- سيواصل الصندوق، انطلاقا من أعماله السابقة، مساهمته في تعزيز قاعدة المعارف والأدلة بشأن الظروف المعيشية والتفاوتات الإنمائية للأشخاص ذوي الإعاقة. وسيجري تعزيز ما سينشأ عن ذلك من جمع بيانات المشروعات المصنفة بحسب الإعاقة. وسيجري تحقيق ذلك، قدر الإمكان، باستخدام أساليب معترف بها دوليا، مثل أدوات فريق واشنطن.²⁸ وستشمل تقديرات الأثر بيانات مفصلة عن الأشخاص ذوي الإعاقة، بحسب الاقتضاء.

39- وستكون أداة الإبلاغ الرئيسية لتنفيذ الاستراتيجية هي التقرير السنوي المستقل للصندوق بشأن مواضيع التعميم والالتزامات، التي ستتضمن أقساما محددة عن إدماج منظور الإعاقة. وبالإضافة إلى ذلك، سيواصل الصندوق الإبلاغ سنويا عن التقدم المحرز في مؤشرات أداء استراتيجية الأمم المتحدة لإدماج منظور الإعاقة. وسيقدم استعراض للاستراتيجية في منتصف المدة إلى المجلس التنفيذي للصندوق بحلول نهاية عام 2024.

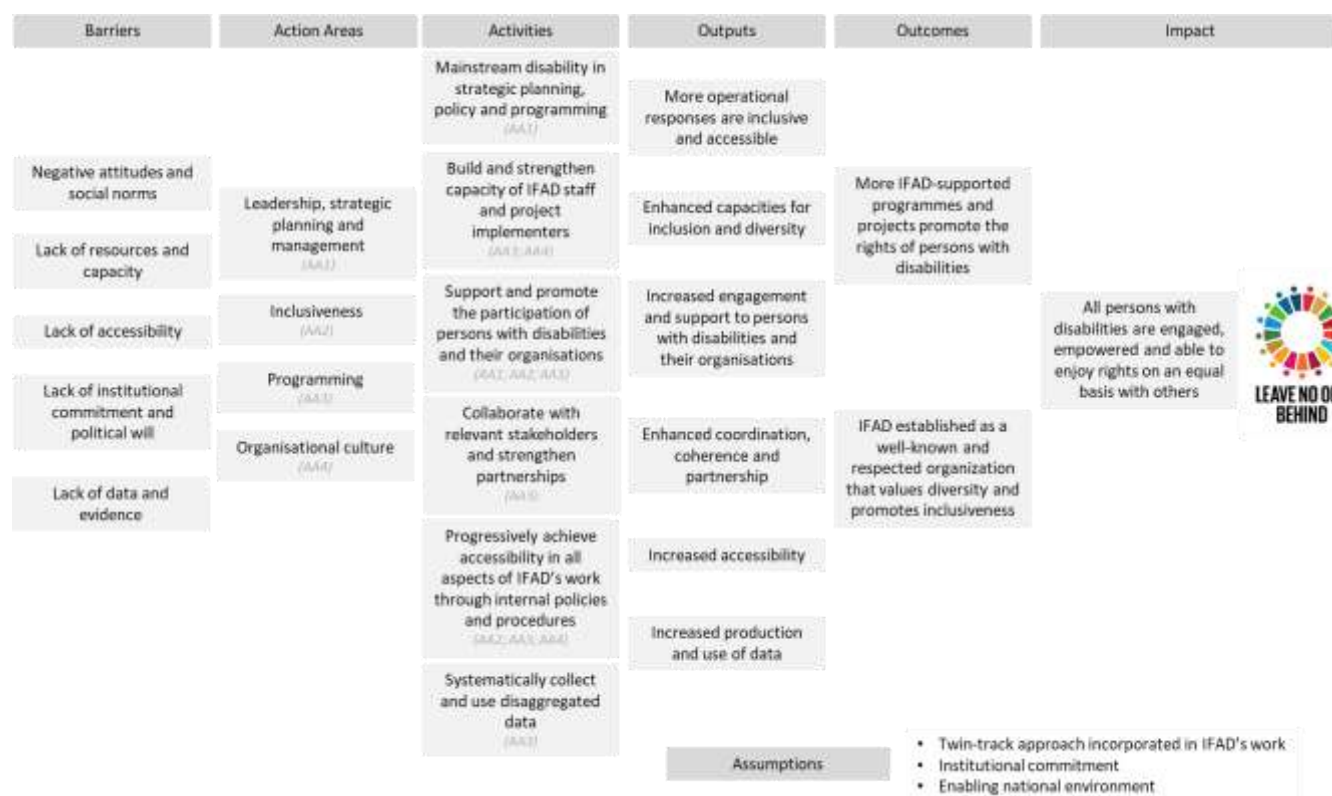
واو- خاتمة

40- يهدف الصندوق إلى تحقيق زيادة كبيرة في عدد العمليات والتي تشمل حقوق الأشخاص ذوي الإعاقة، وترسيخ أركانه كمنظمة معروفة ومحترمة تُقدّر التنوع وتُعزز الشمول في عملياتها وفي مكان العمل على حد سواء. ولضمان ملاءمة الصندوق للغرض المنشود في هذا الاتجاه، يلزم بذل جهود في أربعة مجالات رئيسية: (1) القيادة والتخطيط الاستراتيجي والإدارة؛ (2) الشمول؛ (3) البرمجة؛ (4) الثقافة التنظيمية. وتشمل السمات الرئيسية لنهج الصندوق الأخذ بنهج المسار المزدوج، والمشاركة الهادفة من جانب منظمات الأشخاص ذوي الإعاقة، وجمع بيانات مصنفة بحسب الإعاقة واستخدامها، والمواءمة مع استراتيجية الأمم المتحدة لإدماج منظور الإعاقة. ومن الضروري للصندوق ومساهماته في تحقيق هدف عدم ترك أحد خلف الركب تعميم إدماج منظور الإعاقة. ومن شأن الوفاء بالالتزام بمراعاة تنوع الأشخاص ذوي الإعاقة في مكان العمل أن يجعل الصندوق مؤسسة أكثر مصداقية وفعالية.

41- وتحدد الاستراتيجية المجالات الرئيسية ذات الأولوية التي سيتعين على مختلف الشعب والدوائر التعامل معها من أجل الوفاء بمعايير استراتيجية الأمم المتحدة لإدماج منظور الإعاقة. وستكفل الشعب والدوائر الامتثال لجهات الاتصال الداخلية المخصصة لهذا الغرض، والتخطيط، والالتزامات، والميزانية، لتحويل كل مجال إلى واقع. وبالإضافة إلى ذلك، ستقوم المكاتب اللامركزية التابعة للصندوق بتكييف استراتيجية الأمم المتحدة لإدماج منظور الإعاقة مع المستوى الإقليمي والقطري من خلال وضع خطط عمل، استنادا إلى مؤشرات الاستراتيجية عند الاقتضاء.

²⁸ انظر: <https://www.washingtongroup-disability.com/>.

Theory of change



Key concepts related to disability inclusion

Persons with disabilities	Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others (Convention on the Rights of Persons with Disabilities, art. 1)
Disability inclusion	The meaningful participation of persons with disabilities in all their diversity, the promotion of their rights and the consideration of disability-related perspectives, in compliance with the Convention on the Rights of Persons with Disabilities
Mainstreaming disability inclusion	A consistent and systematic approach to disability inclusion in all areas of operations and programming
Twin-track approach	Integrating disability-sensitive measures into the design, implementation, monitoring and evaluation of all policies and programmes and providing disability-specific initiatives to support the empowerment of persons with disabilities. The balance between mainstreaming strategies and targeted support should be tailored to address the needs of specific communities, but the overall goal should always be to integrate and include persons with disabilities in all aspects of society and development (E/CN.5/2012/6, para. 12)
Convention on the Rights of Persons with Disabilities compliant	Policies and practices that follow the general principles and obligations underlined in the Convention, as well as the standards of the Committee on the Rights of Persons with Disabilities in their interpretation of the Convention
Accessibility	Ensuring that persons with disabilities have access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and in rural areas (Convention, art. 9)
Universal design	The design of products, environments, programmes and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. "Universal design" shall not exclude assistive devices for particular groups of persons with disabilities where this is needed (Convention, art. 2)
Discrimination on the basis of disability	Any distinction, exclusion or restriction on the basis of disability that has the purpose or effect of impairing or nullifying the recognition, enjoyment or exercise, on an equal basis with others, of all human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. It includes all forms of discrimination, including denial of reasonable accommodation (Convention, art. 2)
Reasonable accommodation	Necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to

	persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms (Convention, art. 2)
Organisations of persons with disabilities	Organizations comprising a majority of persons with disabilities—at least half of their membership – and governed, led and directed by persons with disabilities (CRPD/C/11/2, annex II, para. 3). Such organizations should be rooted in, committed to and fully respectful of the principles and rights recognized in the Convention (CRPD/C/GC/7, para. 11)

IFAD Management Commitments

Consultations on the Eleventh Replenishment of its Resources	
Commitment	Status
#9 Revise IFAD's operational guidelines on targeting, including with regard to youth, ensuring appropriate differentiated approaches for young women and young men, and consider how best to ensure the inclusion and address the needs of people with disabilities, in line with the Sustainable Development Goal agenda of "leaving no one behind"	Completed
#10 . Provide a report that analyses the link between people with disabilities and IFAD interventions	Completed
#11 Provide a proposal for disaggregating data on people with disabilities in IFAD projects which has been piloted in at least five projects following the methods used by the United Nations Washington Group on Disability Statistics, such as the Short Set of Disability Questions	Completed
Consultations on the Twelfth Replenishment of its Resources	
Commitment	Status
#9 Present a strategy for persons with disabilities to the Executive Board	Ongoing
#10 Ensure that at least five new projects include persons with disabilities as a priority target group	Ongoing

Review of partners' approaches to disability inclusion

Disability is an important component of overall diversity, and development organizations across the world have started adopting policies and frameworks to support disability inclusion within their institutions. Disability-inclusive development is recognized by all major multilateral and bilateral development banks, donor organizations, and other development actors as integral to fulfilling the SDG agenda to “leave no one behind” and to eradicate extreme poverty. Organizations committed to disability-inclusive development are more credible and effective if they themselves are committed to disability diversity in their workplace and internal policies and practices²⁹. Independent studies have shown a strong correlation between workplace inclusion of employees with disabilities and increased productivity, reduced absenteeism, reduced turnover, increased morale and more positive organizational culture³⁰. Key common features of these policies and frameworks include: adopting a twin-track approach, meaningful participation of the Organizations of Persons with Disabilities (OPDs), collecting and using disability-disaggregated data and alignment with UNDIS. A selected number of policies and frameworks are discussed below³¹.

The **United Kingdom’s** Foreign and Commonwealth Development Office (FCDO) work on disability inclusion is guided by its Strategy for Disability Inclusive Development 2018-23. FCDO remains committed to mainstreaming disability inclusion across all of its work – in all policies, programmes, in all country offices and across all sectors - and continuing a twin-track approach of mainstreaming as well as specific and focused action for people with disabilities. Four strategic pillars are prioritised for action: (i) inclusive education, (ii) social protection, (iii) economic empowerment, and (iv) humanitarian action. Three crosscutting areas are consistently addressed in all work: (i) tackling stigma and discrimination; (ii) empowering girls and women with disabilities; (iii) improving access to technology and innovation. In addition, FCDO also focuses on mental health and well-being for persons with disabilities. Finally, FCDO is committed to the systematic collection, use, and analysis of disability-disaggregated data using Washington Group questions and creating an inclusive internal culture.

Leaving No One Behind: The Finnish Approach to Addressing the Rights of Persons with Disabilities in the Development Cooperation and Policy (2018) guides **Finland’s** Ministry of Foreign Affairs’ work on disability inclusion. The Finnish Model for addressing inequality and disability rights can be summarized in four key elements: (i) human rights as the core for all activities; (ii) supporting equal, accessible and non-discriminatory national institutions, strategies and policies and ensuring capacity of duty bearers at all levels to deliver services and protection for all. This is an investment that delivers sustainable results; (iii) gender equality cuts across all interventions and is a key priority for Finland; (iv) civil society participation, in this case meaningful participation of OPDs in particular, is a principle without which no sustainable results in terms human rights for persons with disabilities can be achieved. Finland was the first country to adopt a disability marker for development cooperation.

In 2019, **Germany’s** Federal Ministry for Economic Cooperation and Development (BMZ) published its Disability Inclusion Strategy “Inclusion of Persons with Disabilities in German Development Cooperation”. The overarching objective of the strategy is to ensure that the inclusion of persons with disabilities is systematically anchored in German development cooperation in a crosscutting manner. BMZ has committed to pursuing an approach in accordance to the UNCRPD and is taking a twin-track approach to the implementation of the strategy.

In 2022, **Norway** launched its strategy for disability-inclusive development (2022–2025) “Equality for all”. The strategy provides a foundation for future efforts to promote inclusion of the rights of persons

²⁹ Asian Development Bank (2022). Strengthening Disability-Inclusive Development.

³⁰ See for example Accenture (2018). Getting to Equal: The Disability Inclusion Advantage.

³¹ This review allows IFAD to learn from peers and identify potential synergies and partnerships.

with disabilities in Norwegian development cooperation. Norway has two primary objectives for its activities in this area: (i) to promote compliance with the UNCRPD, and (ii) to work proactively to support the core principle of the 2030 Agenda to 'leave no one behind'. The development cooperation is to have a twin-track approach in which mainstreaming of the rights of persons with disabilities is combined with targeted measures. There are three strategic action areas for driving change towards disability inclusive development: changing attitudes, increasing accountability and promoting meaningful engagement.

The **World Bank Group's** Disability and Inclusion Accountability Framework (2018) aims to support the mainstreaming of disability in World Bank activities. It outlines six key steps toward disability inclusion in the Bank: (i) apply a twin-track approach for recognizing persons with disabilities among the beneficiaries of all projects while also carrying out specific projects to address the main gaps to their inclusion; (ii) adopt explicit references to disability in general policies, guidelines, and procedures that shape the Bank's activities; (iii) identify focus areas for disability-inclusive projects and advisory services; (iv) collect data to improve the evidence base on the situation of persons with disabilities; (v) build staff capacity and organizational knowledge on disability inclusion; and (vi) develop external partnerships for implementing the disability inclusion agenda.

The **Asian Development Bank** (ADB) developed a Roadmap for 2021-2025: Strengthening Disability-inclusive Development. The road map is used to guide and strengthen both current and future projects involving disability-inclusive development. It sets a course across five core components for moving toward full mainstreaming of disability inclusion: (i) coordinate actions on disability inclusion across different departments and sectors of ADB and develop capacity within the organization; (ii) establish partnerships to leverage advocacy impact; (iii) establish a culture of data disaggregation and publishing disability-sensitive analysis; (iv) develop sector guidelines and gradually expand portfolio of disability-inclusive development interventions; (v) strengthen disability inclusion standards in ADB workplaces, policies, and practices.

UN Women's Strategy: The Empowerment of Women and Girls with Disabilities – Towards Full and Effective Participation and Gender Equality (2018) was developed to support the full inclusion and meaningful participation of women and girls with disabilities across all UN Women's priority areas through the implementation of its mandate, as well as through reviewing its accessibility as an organization. To this end, UN Women will invest and engage in three complementary areas: (a) normative frameworks, policies and programmes, (b) strategic partnerships, and (c) inclusive management to enhance accessibility and operational responses. UN Women proposes the use of an intersectional and a multi-pronged or twin-track approach.

The **World Food Programme** (WFP) developed a disability inclusion road map (2020–2021). Its main objective is to support the implementation of the Secretary-General's 2019 United Nations Disability Inclusion Strategy (UNDIS) and WFP's obligations more broadly regarding disability inclusion. The commitments and actions included in the road map seek to enhance disability inclusion within WFP, as well as enhance its performance against the UNDIS accountability framework. WFP is committed to employing a twin-track approach that both primarily targets persons with disabilities and mainstreams disability inclusion across other areas of work, and to systematically collect, analyse, use and evaluate disaggregated data on the basis of disability.

The **International Labour Organisation** (ILO) developed a Disability Inclusion Policy (2021) and a Strategy for the period 2020-2023. The Policy and Strategy are informed by the UNDIS. The main goal of the policy is to ensure that the ILO is a fully-accessible and inclusive organization that values disability as an expression of human diversity. The Strategy addresses the 15 UNDIS indicators covering areas such as human resources, procurement, communications, programming, and

accessibility. ILO follows a twin-track approach to disability mainstreaming and is committed to collecting disability-disaggregated data.

The **United Nations Population Fund's** (UNFPA) Disability Inclusion Strategy 2022 - 2025 "We Matter. We Belong. We Decide." puts persons with disabilities at the very centre of everything UNFPA does. Its strategy outlines a "whole of institution approach" focused on accelerating implementation of the four pillars of the UNDIS. UNFPA takes a human rights-based approach to disability. The Strategy adopts a twin-track approach to achieve its goals and attain results, with disability matters being systematically included in all UNFPA programmes and activities, including internal practices and organizational structures. The questions from the Washington Group on Disability Statistics will be incorporated in data efforts to systematically collect, analyse, use and evaluate disaggregated data on the basis of disability to better understand and tackle the challenges faced by persons with disabilities.

Disability inclusion in IFAD's operations³²

Introduction

IFAD has been stepping up its efforts to embed the rights of persons with disabilities more systematically into its work. Several studies³³ have been undertaken and its operational guidelines on targeting were revised, taking into consideration how best to target and include persons with disabilities. More recently³⁴, IFAD has committed to developing a Disability Inclusion Strategy by December 2022 and designing at least five projects between 2022 and 2024 that include persons with disabilities as a priority target group.

IFAD's body of experience represents a good opportunity to take stock of activities and results in working with persons with disabilities in the context of IFAD-supported operations. The overall purpose of this exercise is to:

- Assess the extent to which IFAD-supported projects have addressed disability inclusion
- Present key findings
- Identify gaps and opportunities

Snapshot of IFAD's portfolio

(i) Historical trends

Over the last 20 years, IFAD-supported projects have been including persons with disabilities as beneficiaries. Since 2006, 13 percent of all IFAD-supported projects have specifically defined persons with disabilities as part of their target group at design. Some of the earliest IFAD-supported projects to work on disability inclusion can be found in Uganda, Kenya, Pakistan and India. All four countries have continued their focus on disability inclusion up until today. However, despite some of these early examples, the majority of all IFAD projects that have clearly defined persons with disabilities as part of their target beneficiaries are designed in the past five years. This could be linked to the increased attention the global development agenda has been giving to disability inclusion over the last few years³⁵. Persons with disabilities have been identified as being one of the main groups at risk of being left behind, especially in terms of achieving the Sustainable Development Goals.

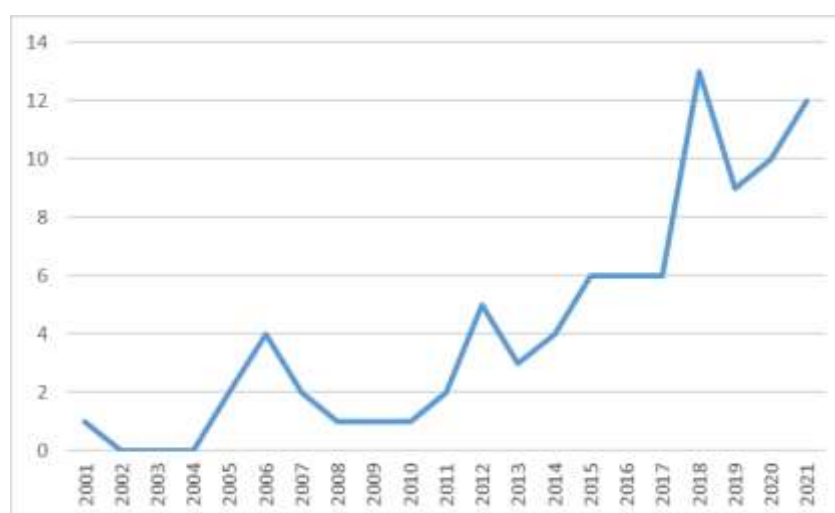


Figure 1: IFAD-supported projects that have included persons with disabilities in the activities since 2001

³² This is a summary of a larger report: IFAD (2022). Disability inclusion in IFAD's operations: An internal stocktake report.

³³ IFAD (2019). Economic Activities of Persons with Disabilities in Rural Areas: New Evidence and Opportunities for IFAD & IFAD (2020) Disaggregating Data on Persons with Disabilities in IFAD Projects.

³⁴ IFAD (2021). Report of the Consultation on the Twelfth Replenishment of IFAD's Resources.

³⁵ See, for example, the UN Flagship Report on Disability and Development (2018) and the United Nations Disability Inclusion Strategy (2019).

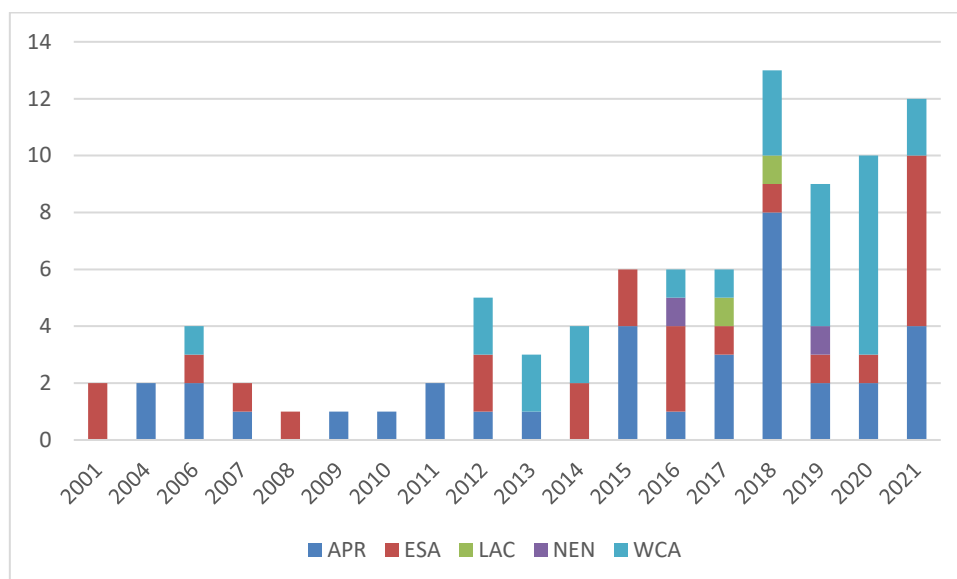


Figure 2: Regional distribution of IFAD-supported projects that have included persons with disabilities in the activities since 2001

The type of past IFAD-supported projects that have included persons with disabilities in their activities is very diverse. Some have been post-conflict (Sierra Leone) or post-disaster projects (Nepal), while others have focused on rural finance (Uganda, Afghanistan and Pakistan). Some early projects have also partnered with non-governmental actors to enhance their capacities in disability inclusion. For example, the Livelihoods Improvement Project for the Himalayas (ULIPH) in India worked with the Bethany Society to conduct a survey on persons with disabilities in order to link them to specific government programmes.

(ii) Current portfolio

1) Country strategies

Out of the 97 countries where IFAD is currently active, a quarter of all country strategic opportunities programmes (COSOPs) have included persons with disabilities as a specific target group. The majority can be found in West and Central Africa (WCA) and East and Southern Africa (ESA). A significantly lower percentage can be found in Latin America and the Caribbean (LAC), followed by Asia and the Pacific (APR) and Near East, North Africa, Central Asia and Europe (NEN). Around 31% of these countries are fragile and conflict-affected states³⁶.

³⁶ World Bank Classification of Fragile and Conflict-Affected Situations 2022: <https://www.worldbank.org/en/topic/fragilityconflictviolence/brief/harmonized-list-of-fragile-situations>

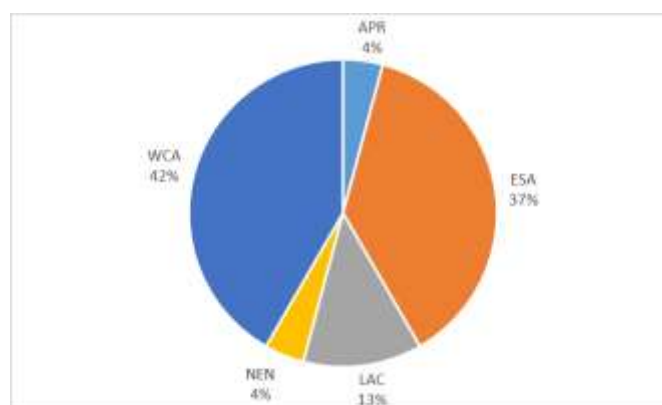


Figure 3: Regional distribution of ongoing COSOPs addressing disability inclusion

The majority of the COSOPs describe the outreach to persons with disabilities as part of the targeting of marginalised and vulnerable groups. In addition, some take an intersectional approach such as Vietnam, which targets specifically rural youth with disabilities and Papua New Guinea, which considers the specific priorities and situation of women with disabilities.

2) Projects

In terms of the current IFAD portfolio, 21 percent or 44 out of 211 ongoing IFAD-supported projects have persons with disabilities as a clear target group outlined in their project design report. The IFAD-supported projects that work with persons with disabilities are clearly concentrated in three IFAD regions: APR, ESA and WCA.

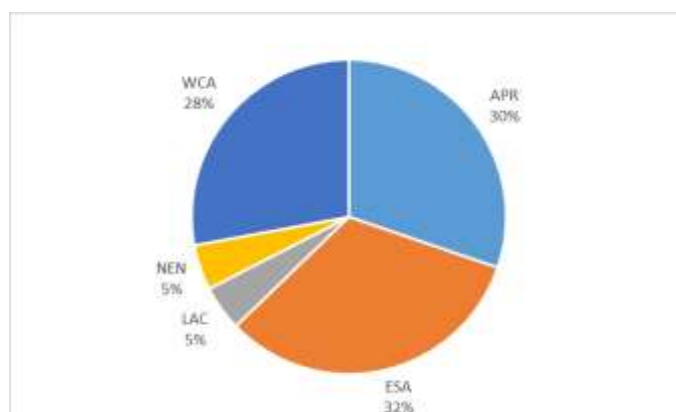


Figure 4: Regional distribution of ongoing IFAD-supported projects addressing disability inclusion

A number of “hotspots” or countries with multiple projects addressing disability inclusion can be identified. In APR, Afghanistan, Bangladesh, China, Nepal and Pakistan stand out as countries that have addressed disability inclusion in multiple projects. Similarly, in ESA, Kenya and Uganda stand out as they have addressed and continue to focus on disability inclusion throughout their country portfolios. In WCA, Burkina Faso, Ghana, Nigeria and Senegal stand out as “hotspots” among all countries.

The majority of the ongoing IFAD-supported projects addressing disability inclusion focus on credit and financial services (34 percent) or agricultural and rural development (32 percent), this is respectively 23 and 54 percent of IFAD’s overall ongoing project portfolio.

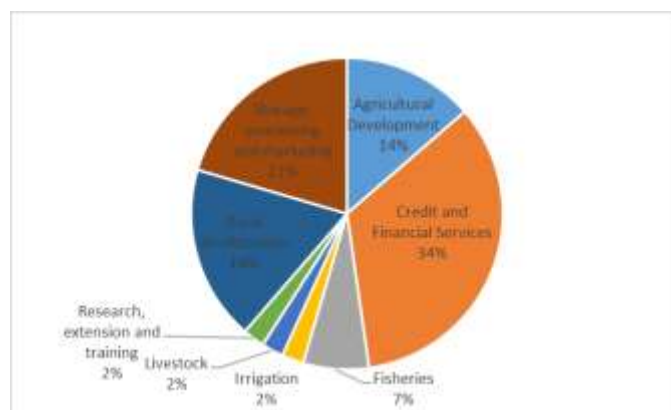


Figure 5: Sector focus of ongoing IFAD-support projects addressing disability inclusion

While a rather significant number of past and ongoing IFAD-supported projects have identified persons with disabilities as a specific target group, this rarely translates into clear pathways for and resources dedicated to disability inclusion. Only a small proportion of the COSOPs and ongoing IFAD-supported projects go beyond the mere identification of persons with disabilities as a potential target group. This is in line with the findings of the baseline study of the IFAD grant-sponsored initiative SPARK. Its in-depth review of available project documents in Burkina Faso, India, Malawi and Mozambique found that that persons with disabilities and their inclusion is rarely mentioned. If there is a reference to this group, the suggestions towards inclusion stay often vague. This indicates awareness towards disability inclusion but a lack of quantitative data and effective strategic initiatives to target marginalised groups, in particular persons with disabilities.

Findings

(iii) Targeting of persons with disabilities

1) Indirect targeting

Several IFAD-supported projects working with persons with disabilities did not have the intention to do so and did not include them as a specific target group. However, as persons with disabilities and their families are often amongst the poorest and most marginalised groups in rural areas, they often benefit from services promoted by IFAD-supported projects. In those cases, disability is used as a proxy for poverty or vulnerability.

Examples of IFAD-supported projects targeting households of persons with disabilities are the Rural Finance and Livestock Development Programme (RFLDP) in Afghanistan, the Smallholder Agricultural Competitiveness Project (SACP) in Bangladesh, the Adaptation for Smallholders in Hilly Areas Project (ASHA) in Nepal, the Partnership for Resilient and Inclusive Small Livestock Markets Programme (PRISM) in Rwanda and the Project for the Restoration of Livelihoods in the Northern Region (PRELNOR) in Uganda. Households of persons with disabilities, along with households headed by women or orphans, are often singled out for poverty targeting. This is because these households tend to be among the poorest and most marginalised groups. Caring for persons with disabilities can put a strain on household financial resources and contribute to increased time poverty for women and girls. Generating new income streams and improving family food security and nutrition of household of persons with disabilities is an important strategy to ensure that the benefits of projects also accrue indirectly to persons with disabilities. In Afghanistan, for example, SACP identifies women caring for family members with disabilities as a priority target group.

However, it is important to take into account the intra-household distribution of resources and decision-making power. Discrimination within households means that a person with a disability will not necessarily benefit from their household's participation in project interventions. Furthermore, indirect targeting of persons with disabilities reinforces the old

paradigm that sees them as passive beneficiaries of care rather than active citizens and economic agents. Approaches that engage the whole household while keeping marginalized individuals, including persons with disabilities, at the centre of the intervention, are likely to be more empowering than those that are focused on conventional household-based targeting.

2) Direct targeting

As presented in the snapshot section above, a considerable number of IFAD-supported projects and country strategies have identified persons with disabilities as a specific target group. For ongoing IFAD-supported projects, for example, the incidence is 21 percent. However, the actual outreach numbers for persons with disabilities are very low in comparison the total project outreach. For example, persons with disabilities account for only one percent of the total beneficiaries of the Project to Strengthen Rural Actors in the Popular and Solidary Economy (FAREPS) in Ecuador. Exact outreach data are in most cases not available, given the lack of available disability-disaggregated data. Only five ongoing IFAD-supported projects (Angola, Gambia, Ghana, Kenya and Lesotho) have set a specific target to reach out to persons with disabilities and only two of these projects included this target in their logical frameworks.

A number of IFAD-supported projects started directly targeting persons with disabilities only during their implementation. It was noted that they were amongst the groups most at risk of being left behind and therefore targeting eligibility criteria, processes and procedures were adjusted to prioritise support to them. One example can be found in PRELNOR in Uganda, where, during the course of the project's implementation, persons with disabilities were prioritised as beneficiaries of the household mentoring scheme³⁷ supported by the project. Another example is that of ASHA in Nepal, where although the design was silent on disability inclusion, the incidence of disability was so high in its implementation area, a post-conflict area, that it could not be overlooked. The project made the necessary adjustments to include persons with disabilities as a priority target group, along with the identification of specific activities to target them.

Whether IFAD-supported project directly target persons with disabilities is closely linked to the importance national governments give to disability inclusion³⁸. In countries where it is not high on the agenda, it might be more challenging for IFAD-supported projects to proactively reach out to persons with disabilities. In addition, partnerships with ministries dealing with social development issues is key. Ministries of Agriculture, despite their commitment to disability inclusion, often lack knowledge and capacity to deal with disability inclusion. In Nicaragua, for example, the focus on disability inclusion in the Nicaraguan Dry Corridor Rural Family Sustainable Development Project (NICAVIDA) has been primarily driven by the 2011 National Law on the Rights of Persons with Disabilities. The partnership with the Ministry of Household Economics, which has a consolidated expertise in the area of social inclusion, has also been instrumental. The accessibility priorities of persons with disabilities are being taken into consideration for all physical infrastructure that is being built in rural areas, such as offices and market facilities.

3) Identification and selection

Identifying persons with disabilities can be difficult because they may be invisible even within their own communities. IFAD-supported projects have used various selection processes for identifying persons with disabilities. Many countries have adopted disability-

³⁷ Household mentoring has proved one of the most effective ways of bringing development to the poorest households in Uganda. It encourages sharing and self-help within communities. The community selects its most vulnerable members for mentoring. Mentors are nominated from the same community – village or parish – by community development officers and other local leaders. Those who agree to volunteer as mentors are trained by community development officers at district level. They make regular visits to their mentees, providing information, skills, advice and encouragement.

³⁸ For example, countries where quota, norms and an institutional architecture for disability inclusion has been put in place. This includes Nicaragua and Uganda.

focused policy and normative frameworks, which include a definition of disability and approaches to disability inclusion. Some IFAD-supported projects adopt and operationalize national definitions of disability to identify and engage with persons with disabilities in project's activities. In Kenya, for example, IFAD-supported projects specify that persons with disabilities are those who have permanent impairment in undertaking activities and who are classified by the governmental agency responsible for persons with disabilities. IFAD-supported projects in China are aligned with the national poverty eradication policy, which had the goal to eliminating extreme poverty by the end of 2020. Disability inclusion was embedded in that strategy.

A number of IFAD-supported projects use community-based approaches as the main mechanism to target persons with disabilities. As such, people in the community identify the vulnerable households and persons with disabilities using participatory tools like wealth ranking and community mapping. For instance, PRELNOR in Uganda engages communities in wealth ranking and poverty mapping exercises as part of its poverty targeting process. The identification of persons with disabilities is done entirely by communities.

To successfully integrate the very poorest and most marginalized, a combination of strategies should be utilised for targeted selection of persons with disabilities. This includes using government records; consulting key informants in communities, such as health workers, community-based rehabilitation volunteers, and community leaders; consulting already identified persons with disabilities and their organisations; and using participatory community-based assessments.

4) Diverse needs

Persons with disabilities are a diverse group. The type and severity of disabilities fall on a large spectrum, as does each individual's combination of skills and education level. Disability also intersects with other forms of exclusion, such as class, gender, age and ethnicity. Children, older people, women, indigenous people, refugees and displaced persons, minorities and people from different race and class may all experience disability differently. Some may suffer multiple disadvantages as a result of their wider social or economic status. This results in varying degrees of social and economic exclusion. It is difficult, and inadvisable, to generalize about persons with disabilities.

With a greater focus on job creation for rural youth in IFAD's overall portfolio, young persons with disabilities are increasingly emerging as a priority group for various IFAD-funded projects. Examples include: the Rural Entrepreneurship Development Programme (PRODER) in Burundi, PEA-Jeunes in Cameroon, REP in Ghana and the Project for Competitiveness and Sustainable Development in the South-Western Border Region (PRO-LENCA) in Honduras. While women and girls with disabilities are one of the most marginalized groups in rural areas, very few projects specifically target them. PEA-Jeunes in Cameroon is one of the exceptions. Indigenous peoples with disabilities are an extremely vulnerable and often invisible group. Notwithstanding the importance IFAD gives to the inclusion of indigenous peoples, very few IFAD-support projects have specifically targeted this group. Examples can be found in China (QLMAPRP) and Honduras (PRO-LENCA). IFAD-supported projects tend to focus mostly on physical and sensorial impairments, which are the types of disabilities that are more easily identifiable, as well as more common in rural areas.

(iv) Pathways for disability inclusion

1) Poverty and livelihoods analysis

When IFAD-supported projects or country strategies have identified have identified persons with disabilities as a target groups, it is very rare to find an analysis that focuses on the livelihoods of persons with disabilities or the policy and institutional environment for disability inclusion in a certain country or in the project intervention area. Consultations with persons with disabilities and their organisations hardly take place during design.

Without this information and the meaningful engagement of persons with disabilities, it is difficult to identify appropriate enabling institutional mechanisms and targeting measures that would enable them to overcome the obstacles they face. It should also be noted that the specific risks and opportunities for disability inclusion in social, environmental and climate screening and assessment processes are hardly ever assessed.

2) Strategic approach

As indicated in the 2019 United Nations Disability Inclusion Strategy, the adoption of a “twin-track approach” is a core element of any strategy that seeks to mainstream disability inclusion successfully. The approach combines mainstream programmes that are inclusive of persons with disabilities and targeted interventions for persons with disabilities. None of the projects reviewed as part of this stock take exercise has adopted such an approach. The large majority of project that have identified persons with disabilities as a specific target group did not include any specific measures to reach out to them. While a number have included interventions specifically targeted at persons with disabilities, none of them consistently mainstreamed disability inclusion in its activities and processes. Even for the targeted interventions, a comprehensive strategic approach to disability inclusion is often missing.

3) Targeted interventions

Different types of interventions have been used by IFAD-supported projects to target persons with disabilities. These are mainly focused on supporting their economic empowerment and strengthening their food and nutrition security.

a) Skills and enterprise development

Persons with disabilities, especially young persons with disabilities, need skills to engage in livelihood activities. However, they start with a number of disadvantages. Their families and communities may assume that they are unable to engage in such activities. They often lack access to basic education, making them unqualified to join skills training courses. These disadvantages frequently result in a lack of skills, as well as low confidence, expectations and achievement.

Examples of IFAD-supported projects that have supported skills and enterprise development, both on- and off-farm, of persons with disabilities include: PEA-Jeunes in Cameroon, QLMAPRP in China, REP in Ghana, ASHA in Nepal, and the Rehabilitation and Community-Based Poverty Reduction Project (RCPRP) in Sierra Leone. PEA-Jeunes in Cameroon is one of the few projects that has systematically included attention to youth with disabilities in all stages of enterprise development: awareness-raising and sensitization, pre-incubation, training and capacity-development and funding of sub-project proposals. The use of role models and peer learning has proven to be successful, for example in the case of REP in Ghana and PEA-Jeunes in Cameroon. Moreover, partnerships with organisations of persons with disabilities, for example in the case of QLMAPRP in China, have also been instrumental in terms of outreach and to ensure the trainings are really tailored to the priorities of persons with disabilities. Nevertheless, except for QLMAPRP in China, the actual number of persons with disabilities that have been supported in setting up their own businesses is extremely low in comparison to the total project outreach. Moreover, special attention needs to go to ensuring the accessibility of the skills and enterprise development services offered by IFAD-supported projects, for example in terms of physical spaces, learning materials and communication channels.

b) Access to rural finance

Access to financial services is extremely important for individuals and families to be able to build assets, cope with shocks, minimize risks, and invest in livelihood activities. Statistics are hard to come by, but in 2006 it was estimated that less than five percent of

persons with disabilities were microfinance clients³⁹. Statistics regarding the reach of informal financial groups to persons with disabilities are hard to find, but it is reasonable to believe that the inclusion rates are also extremely low.

Very little evidence is available on the extent to which IFAD-supported projects have specifically strengthened the access persons with disabilities to rural finance. In general, IFAD-supported projects working on improving access to rural finance do not collect disability-disaggregated data, and therefore their actual outreach in terms of persons with disabilities is not known. The only documented experience is that of the Microfinance Innovation and Outreach Programme (MIOP) in Pakistan, which developed a microcredit programme specifically targeted at persons with disabilities. Persons with disabilities have also received financial support from IFAD-supported projects to set up their own businesses.

c) Food security and nutrition support

Activities to improve the food and nutrition security of persons with disabilities are key. Malnutrition tends to be high among these groups, and often severe among children and girls with disabilities. Activities to enhance food security and nutrition of persons with disabilities can include improved access to water for domestic uses, nutrition education and homestead gardening. Raised garden beds, modified tools, and wider pathways to achieve both accessibility and functionality are examples of ways to accommodate the work of persons with various disabilities in their vegetable and fruit gardens.

Very few nutrition sensitive activities implemented by IFAD-supported projects target persons with disabilities specifically. The only experiences identified during this stock take exercise is that of the IFAD-supported Outer Islands Food and Water Project (OIFWP) in Kiribati, where persons with disabilities were specifically targeted for home gardening activities and PRELNOR in Uganda, where persons with disabilities and their families are supported in setting up kitchen gardens as part of the household mentoring process. Through this support, the projects aim to improve their food and nutrition security, as well as to gain some income from sale in the market.

d) Livelihood planning approaches

Livelihood planning is a process designed to create a medium- to long-term plan for engaging in a series of livelihood activities that improve the economic status of a household. It often consists of a series of conversations between a field worker and a participant (and members of the household) and is a process that should respond to the specific circumstances, experiences, capacities and goals of individuals and their households.

Various IFAD-supported projects use livelihood planning approaches. The most institutionalised ones are so-called household methodologies. In Uganda, for example, PRELNOR has been using the household mentoring approach, one of the household methodologies promoted by IFAD, to deliver dedicated family-based support to ultra-poor families. The approach has proven to successfully address the diverse and complex psycho-social, sensorial, and physical barriers that many persons with disabilities face. Under the ultra-poor graduation component of the IFAD-supported Financial Access for Rural Markets, Smallholders and Enterprise Programme (FARMSE) in Malawi, about 10 percent of the targeted households are headed by persons with disabilities, mostly women. Although disability inclusion is not explicitly addressed by the programme, the intense mentoring process and personalised support have helped those persons to acquire new skills to manage and invest in their livelihoods.

³⁹ Handicap International (2006). Good Practices for the Economic Inclusion of People with Disabilities in Developing Countries: Funding Mechanisms for Self-Employment.

e) Food systems and pro-poor value-chains

Involving persons with disabilities in value-chain activities can be challenging. They often lack the asset base, confidence, labour and capital requirements that are needed to engage in well-organised value chains. However, opportunities do exist to strengthen the participation of persons with disabilities in local food systems and pro-poor value chains. Persons with disabilities might for example play a role in specific, disability-friendly activities within the food system, such as processing, and/or sale of produce within their communities. Pro-poor poultry value-chains, for example, have proven to be disability-inclusive. Poultry production is home-based, easy to do and does not require physical mobility. The IFAD-supported Agricultural Value Chains Support Project (PAFA) in Senegal, for example, supported women with disabilities to set up chicken coops. When designing a pro-poor value-chain project, it is important to identify those niches in the chain that can include persons with disabilities.

f) Climate change adaptation

While the world is ringing the alarm bell to take immediate and collective actions against climate change, small-scale producers, especially with disabilities, are far off the dominate climate discourse. Overrepresented in low-and middle-income countries and rural areas with higher reliance on agricultural activities, persons with disabilities are particularly vulnerable to natural disasters and the effects of extreme climate events. Building their climate resilience along increased involvement in decision-making processes at all levels will be crucial to ensure the differentiated priorities and challenges faced by persons with disabilities are adequately addressed. The IFAD-supported Kenya Cereal Enhancement Programme Climate Resilient Agricultural Livelihoods Project (KCEP-CRAL) in Kenya is a promising example. Here, it is a requirement to have persons with disabilities sitting on county climate change adaptation fund committees, so they can participate in decision-making on local-level climate change adaptation activities.

g) Awareness raising

Due to the stereotypes and discrimination surrounding persons with disabilities in local community, the biggest roadblock is other people. Therefore, all of society needs to recognize the value that those with disabilities bring to the table, and not just those who have been impacted. And since there is an overall lack of understanding and acceptance, raising awareness is necessary. Through disability awareness, the misconceptions and stereotypes surrounding those with disabilities can be brought to the forefront. When these are gone, attitudes and behaviours become more positive and impactful.

In China, QLMAPRP often encountered resistance by family members to let a person with disability participate in training events. This is because often family of persons with disabilities perceive these people as a burden and believe that they have no hopes. A similar situation was found in Cameroon, where PEA-Jeunes found that the attitudinal barriers of family members, along with self-stigmatising attitudes among young persons with disability, were the key challenges to be addressed during social mobilisation and awareness raising. In Malawi, it was reported that the number of persons with disabilities who qualify for support from FARMSE, could be raised if a proper anti-stigma and motivational campaign were implemented. However, clear strategies and dedicated actions to raise awareness and address entrenched stigma in rural areas is missing in many IFAD-supported projects.

4) Partnerships

In order to widen and deepen the disability inclusion efforts of IFAD-supported projects, partnerships are very important. The following partnerships are important: organisations of persons with disabilities (OPDs), NGOs working on disability inclusion, government social transfer programmes and community-based rehabilitation programmes. It is important to ensure that partners share a same vision of disability. Some may still reflect

the medical or charity model of disability. Very few IFAD-supported projects, however, have established partnerships to widen and deepen their disability inclusion efforts.

5) Accessibility

It is important to ensure that a project's facilities and services are physically accessible to persons with various disabilities. Accessibility consists of multiple inter-connected dimensions that together contribute to building a fully accessible and inclusive environment. Those dimensions include the built environment, information and communication, including ICT, transportation and services. Persons with disabilities should be able to fully participate in all activities organised by the project. For example, persons with disabilities should be able to fully participate in all training processes, and the venue of any training sessions should take accessibility into account. Those persons with disabilities who need assistance, for example with sign language, should have access to interpreters, wherever possible, and adaptive training materials should be provided. If interpreters are not available, support people from the community or household should be encouraged to assist. Systematically adopting an accessibility lens to all project interventions does currently not happen in IFAD-supported projects. There are opportunities to more systematically incorporate accessibility and/or universal design standards into the bidding criteria when selecting the most appropriate supplier in project procurement processes.

6) Policy engagement

The SPARK baseline study⁴⁰ revealed that legal and policies frameworks addressing the rights of persons with disabilities rarely consider the specific situations in rural area and the context of the agricultural sector. Vice versa, rural development policies and agricultural strategies, rarely look at the situation of persons with disabilities. Overall, policies and legal frameworks lack implementation. Targeted advocacy towards respective ministries (agriculture, finance, planning) to raise awareness and increase knowledge on disability inclusion is needed to make sure that legal frameworks and policies are actually implemented. This advocacy needs to be done in close collaboration with DPOs. The use of success stories can help to create motivation and guide policy formulation and development. In this regard, Ministries and stakeholders promoting disability inclusion also need to get more knowledge on the agricultural sector and rural development. The stock take exercise did not come across any example of an IFAD-supported project or programme engaging in policy dialogue on disability inclusion related issues. An exception can be found in Nepal (ASHA), where disability inclusion was put on the agenda of meetings with local municipalities. Persons with disabilities also participated in planning and budgeting meetings.

(v) Monitoring of disability inclusion

Disability-disaggregated data are scarce. However, to make it possible to determine if a programme or project is reaching and successfully serving persons with and without disabilities, we must disaggregate by disability status – this means information on programme objectives and other characteristics is available according to disability status. Very few IFAD-supported project have collected disability-disaggregated data. Currently, only five ongoing IFAD-supported projects have included disability-sensitive indicators in logical framework. This is in stark contrast with the number of projects that have included persons with disabilities as a specific target group. It must be noted that, up until recently, IFAD's Operational Results Management System (ORMS) did not include the possibility to add disability as an aggregator. Finally, there is an opportunity to involve organisations of persons with disabilities more systematically in monitoring activities.

⁴⁰ The IFAD grant-sponsored initiative: Sparking Disability-inclusive Rural Transformation (SPARK) is implemented by a consortium of Light for the World, the International Labour Organisation and PROCASUR Cooperation. The initiative was launched in 2021.

(vi) Financial resources

Dedicated financial resources for disability inclusion, be it for targeted activities or disability mainstreaming, need to be foreseen. It is important to note that, unlike other types of diversity, disability inclusion may require funding disability-related accommodations that remove environmental and social barriers to access. Persons with disabilities do not have a real equal right to participate if they are deemed individually responsible to overcome the barriers and historical ways of doing things that exclude them. For example, the right of a wheelchair user to enter a building is an empty right if the building only has stairs. The right of a person who is deaf to attend trainings is meaningless if they do not have access to the content of the trainings through a sign language interpreter. Amongst the IFAD-supported projects that have identified persons with disabilities as a specific target group, very few have put aside specific financial resources to do so. Some IFAD-supported projects facilitate the participation of persons with disabilities in economic activities by providing additional funds for accessibility to business proposals that involve persons with disabilities. A lack of dedicated financial resources has reportedly hampered the disability inclusion efforts of IFAD-supported projects, such as ASHA in Nepal and PRELNOR in Uganda.

(vii) Capacity needs

Skilled program staff are the key to successful project design and implementation. When working with extremely poor persons with disabilities, seek persons with disabilities and staff that are committed to inclusion and have some experience working with persons with disabilities. Building self-esteem is a critical part of helping persons with disabilities to build sustainable livelihoods. Self-esteem is developed in part through close, supportive relationships with staff members on the project. Those project staff need the orientation and capacity to build strong rapport and trusted relationships with marginalized households and individuals. They should be mature and sensitive to community, family, and individual dynamics. It is important that they approach their work with creativity and flexibility, identifying barriers and potential agents for change while recognizing that there may be different measures of success for different situations. It can be difficult to find staff with this particular skillset and background, so incorporating disability training and sensitization into professional development and capacity-building strategies of project staff and implementation partners is crucial. Weak capacity has reportedly hampered the disability inclusion efforts of IFAD-supported projects, as has been the case, for example, in PRELNOR in Uganda.

For the baseline study of SPARK, a knowledge, awareness and practice of project staff and partners in Burkina Faso, India, Malawi and Mozambique. It showed that the majority of respondents agreed that the definition of disability matches with that of a functional impairment. Only one in four selected the definition, which included also a component of societal barriers. Moreover, the prevalence of disability is significantly underestimated. There is also a poor understanding of hidden barriers faced by persons with disabilities to participate into projects.

Finally, the conviction that persons with disabilities cannot be active agents in IFAD-supported projects, for example in on- and off-farm activities, is still found amongst certain IFAD and project staff. For example, the knowledge, awareness and practice survey, carried out with project staff and partners for the baseline study of SPARK, showed that a large majority strongly agrees that persons with disabilities have special needs and cannot meaningfully participate in agricultural activities. This shows that the perception that disability is primarily a medical rather than a social and development issue is still prominent. It ignores the reality on the ground and reinforces a socially constructed attitudinal barrier to disability inclusion. It is also in contradiction with the most recent social and human rights approaches to defining and measuring disability. Training and awareness-raising on social and right-based approaches to disability inclusion are needed to promote a mind-set change.

Conclusions and recommendations

A significant number of IFAD-supported projects and programmes have identified persons with disabilities as a specific target group. This number has increased over the last years, with a high concentration in APR, ESA and WCA. Nevertheless, very few of them have a strategic approach to disability inclusion. They lack, for example, a specific poverty and livelihoods analysis of persons with disabilities, targeted activities, engagement with OPDs, consideration of accessibility issues, dedicated financial resources and do not monitor disability inclusion by collecting disability-disaggregated data. Several IFAD-supported projects however do work with persons with disabilities, but do not target them directly. Given that they are often amongst the poorest and most marginalised groups in rural communities, IFAD-supported projects end up working with persons with disabilities.

Finally, stereotypes about persons with disabilities can still be found amongst IFAD and project staff. There is sometimes the perception that it is difficult for persons with disabilities to be actively involved in IFAD-supported projects and that disability inclusion does not fall within IFAD's mandate. Some view persons with disabilities as passive beneficiaries of care rather than active citizens and economic agents. Often households of persons with disabilities are targeted, without keeping the person with disabilities at the centre of the intervention. While expecting a trickle-down effect, it neglects intra-household power dynamics and is much less empowering.

It is evident from the review that if IFAD wants to realise its commitment to leave no one behind, action is needed. The challenge is to address disability inclusion more systematically in its operations.

Responsibilities at the project level include:

- Start with carrying out a disability-focused poverty and livelihoods analysis.
- A clear project strategy for disability inclusion should be developed. The adoption of a “twin-track approach” should be a core element of the strategy.
- Engagement with persons with disabilities and their organisations needs to be ensured throughout the lifecycle of the project, starting at design.
- Partnership with OPDs, dedicated Ministries dealing with social development, social protection programmes and national and international NGOs working on disability inclusion, should be established to support implementation of disability-targeted activities.
- Accessibility is a key concept when dealing with disability. IFAD-supported projects should therefore pay adequate attention to how these barriers can be broken down.
- From the start, dedicated financial resources need to be set aside to implement the project's disability inclusion.
- To make it possible to determine if a programme or project is reaching and successfully serving persons with and without disabilities, disability-disaggregated data needs to be collected. It is recommended to use the Washington Group Short Set of Disability Questions (WG-SS).
- Disability inclusion should always be included in terms of reference of supervision and implementation support missions, along with the other crosscutting themes.

Responsibilities at the corporate level include:

- Clear guidance and support needs to be provided to people involved in the design and implementation of IFAD-supported projects so they can adequately integrate disability inclusion dimensions.
- IFAD needs to continue investing in awareness raising and building the capacities of IFAD's workforce and project staff.
- Disability inclusion should be considered as a key crosscutting theme and included in IFAD's mainstreaming framework.

Mainstreaming disability inclusion in IFAD's project cycle⁴¹

Why should IFAD target persons with disabilities?

Fifteen percent of the world's population has a disability, 80 percent of whom live in developing countries⁴². Yet, persons with disabilities are still invisible and often left behind. They are overrepresented among the poor. IFAD is the only specialized global development organization exclusively dedicated to transforming agriculture, rural economies and food systems to make them more inclusive, productive, resilient and sustainable. In accordance with its Targeting Policy⁴³, IFAD specializes in working in the most fragile and remote areas and with the most marginalised and vulnerable people. To address the issues of inclusive rural transformation, IFAD must also design projects and programmes that purposely include those poor and marginalised populations with disabilities.

If provided with adequate support, resources and technologies, persons with disabilities have the capacity to become active members of society and the economy. Investing in small farms and farmers with disabilities is an important way to increase food production and to contribute to food security and nutrition in their households. The short-term costs of integrating persons with disabilities will be surpassed by the long-term savings to families and societies⁴⁴. Including persons with disabilities in development is not only their right, but is also the most efficient way to combat poverty and leave no one behind.

Key concepts related to disability inclusion

Disability is a broad term that refers to a functional limitation as a result of an impairment and the limitations and restriction an individual has in society because of their impairment. The United Nations Convention on the Rights of Persons with Disabilities recognizes disability as an evolving concept, stating that persons with disabilities are those who have "long-term physical, mental, intellectual or sensory impairments which, in interaction with various barriers, may hinder their full and effective participation in society on an equal basis with others".

Impairment is the loss of a function of the body. They can be physical, mental, intellectual, or sensory. For example, when someone cannot see properly. Impairments are mostly irreversible and lifelong. Sometimes the impairment can be addressed, for example in the case of vision by using glasses or learning to read braille.

Disability is when the person has an impairment and experiences a barrier to do an activity. For example, if someone has an eye problem which cannot be treated, and therefore cannot read printed materials. If the materials were in braille, there would be no barrier for the person to read.

The emphasis on barriers rather than impairment is embodied in the social model of disability. The social model recognises that focus should not be on an individual's impairment alone, but on the need for society to be fully inclusive and accessible to all, including persons with disability.⁴⁵

Disability inclusion is the meaningful participation of persons with disabilities in all their diversity, the promotion of their rights and the consideration of disability-related perspectives, in compliance with the Convention on the Rights of Persons with Disabilities (CRPD).

⁴¹ This Appendix is a summary of the Practitioner's Guide on Disability Inclusion in IFAD's Operations

⁴² World Health Organisation (2011). [World Report on Disability](#).

⁴³ IFAD (2008). [IFAD targeting policy: Reaching the rural poor](#)

⁴⁴ See DFID (2000). Disability, poverty and development.

⁴⁵ CARE (2015). Disability Framework.

Reasonable accommodation are necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.

Disability inclusion in IFAD's programme cycle

Disability represents a critical dimension of social exclusion. Taking a disability inclusive perspective to examine access to project benefits, and opportunities for voice and participation of those individuals with disabilities is therefore vital for more sustainable and inclusive project outcomes. A disability inclusive lens should therefore be incorporated at each stage or level of IFAD's operations, from country strategy development to project design and implementation.

(viii) Country strategies

Understanding the country-specific dimensions of disability in rural areas is a starting point for country programme design. IFAD's Country Strategic Opportunities Programmes (COSOPs) or Country Strategic Notes (CSNs) should therefore:

- analyse the situation of persons with disabilities at national level and in rural areas;
- identify who the persons with disabilities are in rural areas and what barriers they face;
- analyse their livelihoods and economic opportunities open to them;
- examine government disability inclusion policies and institutional capacity;
- identify specific groups of persons with disabilities to focus on, and key disability inclusion partnerships; and
- describe the targeting methods that will be applied in order to tailor IFAD's programme support to the needs and capacities of persons with disabilities.

Three main activities need to be carried out at this stage:

- Conduct a disability responsive social analysis
- Develop a targeting strategy for persons with disabilities
- Close engagement with organisations of persons with disabilities

Information on the analysis and the targeting strategy should be integrated in the SECAP Background Study and further summarised in the main

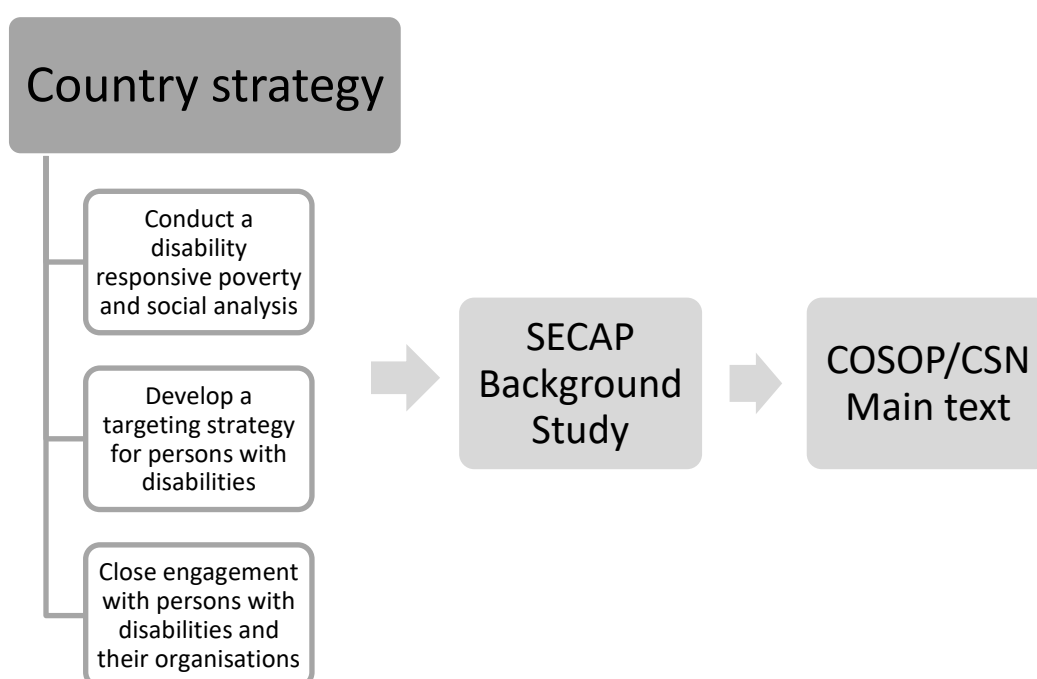


Figure 1: Integrating disability inclusion in country strategies

1) Conduct a disability-responsive poverty and social analysis

IFAD country strategies should include reflection on the inclusion of persons with disabilities and their human rights as it relates to the SDGs and other international commitments with regard to our mandate of transforming rural economies and food systems.

The disability-responsive poverty and social analysis should look at the following issues:

- Data on the number (proportion) of persons with disabilities at national level, but also disaggregated for rural areas (if available)
- Ability-disaggregated poverty and food insecurity data
- Groups of persons with disabilities that are more marginalised, for example, because of intersecting structural inequalities (e.g. women and girls, indigenous peoples and children)
- Needs and the heightened risks faced by persons with disabilities in rural areas
- Barriers persons with disabilities face when they want to participate in rural development programmes (including attitudes and perceptions, physical, institutional and communication barriers)
- Livelihoods and economic opportunities of persons with disabilities in rural areas
- Policy and regulatory frameworks that are relevant for disability inclusion
- Past or ongoing programmes of the government and other development partners engaged in disability inclusion
- Existence of organisations of persons with disabilities at national and local level and their capacity needs

2) Develop a targeting strategy for persons with disabilities

A disability inclusive targeting strategy for persons with disabilities should be designed in accordance with a “twin-track approach”. The response should include both actions to remove barriers to participation in main activities implemented by the project, as well as actions targeted to persons with disabilities themselves, to empower them and enable access on an equal basis with others.

In general, the following actions⁴⁶ are expected of all IFAD’s disability inclusive projects and programmes:

- Engage persons with disabilities
- Network with other organisations and groups
- Assess activities to ensure they are accessible
- Build in actions
- Learn from our work
- Empower persons with disabilities to know their rights and gain decision making roles
- Develop capacity on disability inclusion

3) Close engagement with persons with disabilities and their organisations

Persons with disabilities, including through their representative organizations, at global, regional and national levels, where possible, need to be consulted and actively involved in the development, implementation, monitoring, and evaluation of IFAD’s country strategies. This is in line with the Fund’s Framework for Operational Feedback from Stakeholders⁴⁷.

Close consultation and active involvement of persons with disabilities and their representative organizations at all stages – from planning and design to implementation

⁴⁶ Taken from CARE Australia’s Disability Framework (2015).

⁴⁷ IFAD (2019). Framework for Operational Feedback from Stakeholders: Enhancing Transparency, Governance and Accountability.

and monitoring – is needed to reach programmatic and operational goals and leave no one behind. Persons with disabilities are a diverse, non-homogenous population; they offer a unique perspective and make positive contributions to the quality of programming and operations.

(ix) Project design

At project design stage, similar steps need to be undertaken as for the development of country strategies, however, with a focus on the project implementation area and with a more detailed targeting and social inclusion strategy.

Three main activities need to be carried out at this stage:

1. Conduct a disability responsive social analysis
2. Develop a targeting and social inclusion strategy for persons with disabilities
3. Close engagement with persons with disabilities and their organisations

Information on the analysis and the targeting strategy should be integrated in the SECAP Review Note Study and the Environmental, Social and Climate Management Plan (ESMP), and further summarised in the main text of the Project Design Report and the project implementation manual (PIM).

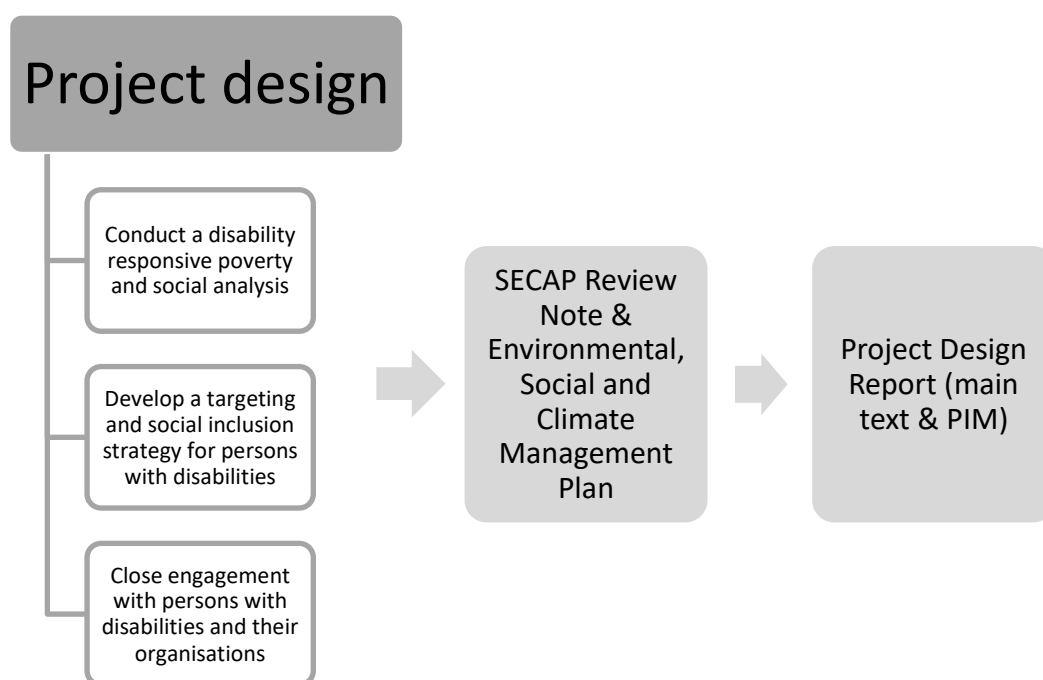


Figure 2: Disability inclusion in project design

1) Conduct a disability-responsive poverty and social analysis

At design, the disability-responsive poverty and social analysis needs to focus on the geographical area where the project will be implemented. It should therefore look at the following issues:

- Data on the number (proportion) of persons with disabilities in the project implementation area
- Ability-disaggregated poverty and food insecurity data in the project implementation area

- Groups of persons with disabilities in the project implementation area that are more marginalised, for example, because of intersecting structural inequalities (e.g. women and girls, indigenous peoples and children)
- Needs and the heightened risks faced by persons with disabilities in the project implementation area
- Barriers persons with disabilities face when they want to participate in activities foreseen by the project (including local attitudes and perceptions, physical, institutional and communication barriers)
- Livelihoods and economic opportunities of persons with disabilities in the project implementation area
- Policy and regulatory frameworks that are relevant for disability inclusion
- Past or ongoing programmes of the government and other development partners engaged in disability inclusion
- Existence of organisations of persons with disabilities at national level and in the project implementation area and their capacity needs

Several data sources can be used:

1. Secondary data on the project implementation area. This can include studies carried out by development partners that have a focus on disability inclusion (e.g. NGOs, UNICEF and WHO); official Demographic and Health Surveys (DHS), household surveys, etc.
2. Interviews and focus group discussions in the project implementation area to complement secondary data. The sample should also include persons with disabilities and representatives of their organizations. These activities can be conducted using semi-structured interviews and other participatory tools.
3. Carry out an ad-hoc disability responsive poverty and social assessment when the project is in need of a more in-depth information.

Risks and opportunities for disability inclusion needs to be assessed during the mandatory screening and categorization exercise (SECAP Step 1) and the mandatory preparation of the final SECAP review note and (depending on the risk category) the development of mandatory studies such as the Environmental and Social Impact Assessment (ESIA), Environmental, Social and Climate Management Framework (ESCMF), and special plans such as a Resettlement Action Plan (RAP), Resettlement Action Framework (RAF), Indigenous Peoples Plan (IPP), Free, prior and informed consent (FPIC) process, FPIC implementation plan, Pesticide Management Plan, Cultural Resources Management Plan and chance find plan (SECAP Step 2).

The disability inclusion risk and impact assessment should be guided by three principles:

1. The potential for increased vulnerability of persons with disabilities to be adversely affected by the project needs to be avoided and mitigated
2. Their ability to take advantage of project benefits, including employment where skill sets are appropriate and reasonable accommodation can be provided, and
3. The need to include marginalised and disadvantaged stakeholders in the information disclosure and consultation process in a meaningful way.

If disability risks and impacts have been identified as part of potential project impacts, opportunities to include accessibility measures in project design should be identified, where financially and technically feasible.

2) Develop a targeting and social inclusion strategy for persons with disabilities

A targeting and social inclusion strategy for persons with disabilities should include the following building blocks (see figure below):

- Make a commitment. State that you really want to include persons with disabilities in your work. This also means allocating a budget for inclusion, as well as noting down data on persons with disabilities in planning, monitoring and evaluation.
- Train staff. Staff involved in the programme should be trained, so that they are aware of the rights, needs and capabilities of persons with disabilities. Staff is often not aware of the needs of persons with disabilities, and might just overlook them.
- Identify. Identify persons with disabilities in your programme.
- Remove barriers. Work to remove the attitudinal, environmental and institutional barriers that prevent persons with disabilities from participating.
- Build a network. Work together as government, disability-specific service providers, organisations of persons with disabilities etc.

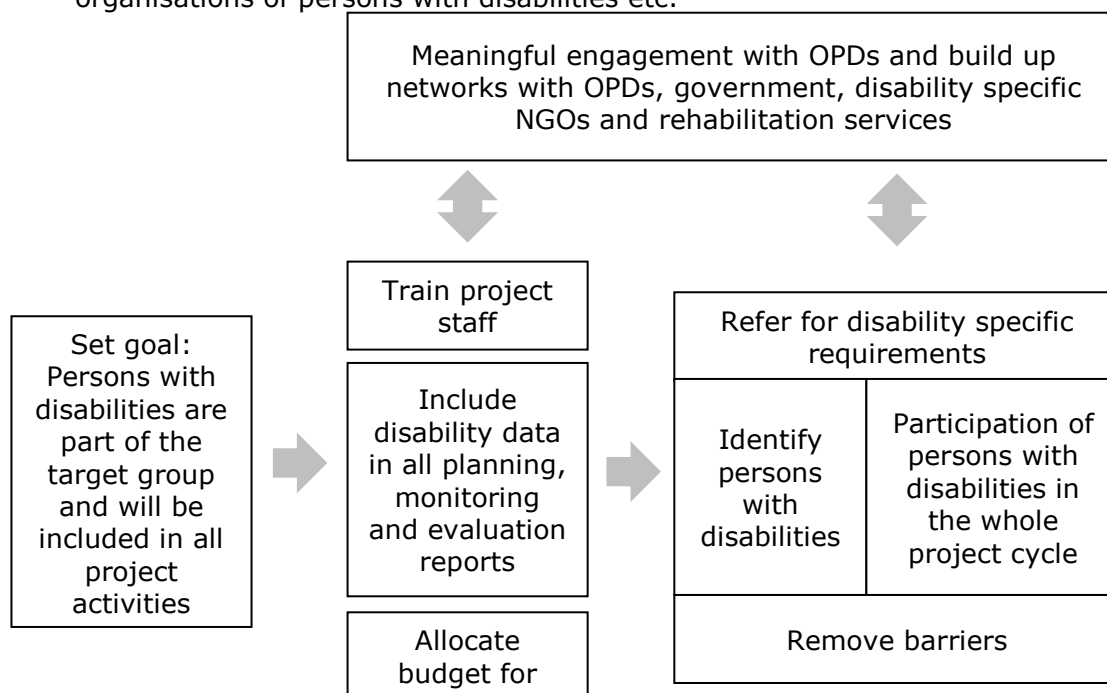


Figure 3: Building blocks of a targeting and social inclusion strategy for persons with disabilities

Overall, it is important that the strategy be designed in accordance with a “twin track approach”. It should include both actions to improve accessibility of the services promoted or supported by the project, as well as actions targeted to persons with disabilities themselves, to enable access on an equal basis with others.

While developing the targeting and social inclusion strategy for persons with disabilities, the following steps should be taken:

- Setting targets for inclusion of persons with disabilities
- Defining disability inclusive selection criteria and identifying persons with disabilities
- Planning activities that will ensure inclusion
- Defining disability inclusive monitoring and evaluation
- Ensuring accessibility
- Budgeting for disability inclusion

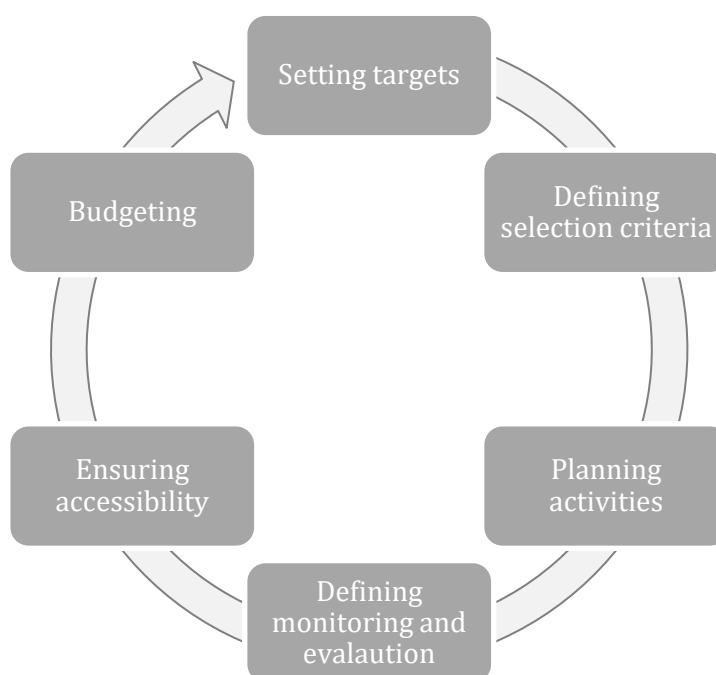


Figure 4: Steps in developing the targeting and social inclusion strategy for persons with disabilities

a) Setting targets for inclusion of persons with disabilities

Based on the poverty and social analysis undertaken as part of the design, persons with disabilities should be included and prioritized in the definition of the project's target group. In line with IFAD's targeting policy, projects should target persons with disabilities who have the potential to take advantage of improved access to assets and opportunities for agricultural production and rural income generating activities. They might already be involved in agricultural production and rural income generating activities and they might have the potential to do so, but need some extra support that can be provided by the project.

It is important to set specific targets for the inclusion of persons with disabilities. Having accurate data on disability can help define appropriate and realistic targets. It is recommended to set targets in line with incidence data, where available, but projects can also be more ambitious. While mainstreaming disability inclusion considerations throughout the project's interventions, persons with disabilities should also be singled out as a priority target group to be targeted through the implementation of a dedicated component or sub-component. When setting targets, intersectional dimensions, such as sex, age and ethnicity, should also be considered.

b) Defining disability inclusive selection criteria and identifying persons with disabilities

Projects often have selection criteria for participation, which can implicitly or explicitly exclude persons with disabilities. Explicit discriminatory criteria, such as candidate should be fit to work, or able to learn, should be banned. Some criteria may not look discriminating, but in the end they are excluding people with disability unintendedly. To prevent problems with involving persons with disabilities in projects, it is suggested that a clause be added to the selection criteria that states that persons with disabilities (and their support persons) get priority to participate.

It can be difficult to identify persons with disabilities when they are not visible in a community, and people may choose not to disclose their disability due to issues of stigma

or shame. Identification can involve self-reporting⁴⁸ of disability. Other methods include key informant interviews, making use of social protection schemes run by the government, community-based targeting or using on proxies.

c) Planning activities that will ensure inclusion

In line with IFAD's Targeting Policy, the targeting and social inclusion strategy should involve a number of measures and methods to ensure the inclusion of persons with disabilities. These can include either all or some of the following measures and methods: enabling measures, empowerment and capacity-building measures, self-targeting measures and direct targeting. Depending on the situation, some will be more relevant than others.

Enabling measures include measures to create and sustain a policy and operational environment favourable to disability inclusion, such as awareness raising, inclusive policy dialogue, partnership building (e.g. with OPDs, specialised NGOs, Government social transfer programmes and Community-based rehabilitation programmes), ensuring dedicated human resources and ensuring accessibility⁴⁹.

Focused capacity- and confidence building measures should be applied to empower and encourage the more active participation and inclusion of persons with disabilities in planning and decision-making. Projects should ensure that persons with disabilities and other community members are aware of their right to participate in the project, and projects should look at ways they can empower persons with disabilities, especially women with disabilities, to gain leadership roles in their community.

Considering the heterogeneity and diverse priorities of persons with disabilities, activities need to be designed around their priorities and livelihood constraints, and perceived by them as relevant and affordable. Applying a human-centred design and co-creation approach can help to ensure that the services provided or supported by the project effectively address the priorities and livelihood constraints of persons with disabilities, and are perceived by them as relevant and affordable. Household-based graduation approaches are powerful instruments for disability inclusion, because they provide personalised, holistic support to persons with disabilities and their families. Household mentoring schemes deliver dedicated family-based support, which addresses the diverse and complex psychological, sensorial, and physical barriers that many persons with disabilities experience.

Persons with disabilities can also be targeted directly, especially for skills development, self-employment and wage employment.

d) Defining disability inclusive monitoring and evaluation

Project outcomes for and impacts on persons with disabilities, their families, and communities can become part of standard monitoring and evaluation procedures through the development of disability-specific indicators for projects' results frameworks. In order to understand if inclusion is happening, it is important to formulate indicators to measure whether persons with disabilities are able to access services or be part of the project or activities. The first thing to do is to make sure that disability disaggregated data will be collected. This means adding disability as a multiplier to all of IFAD's people-based Core Indicators for outreach, outputs and outcomes.

⁴⁸ The [Washington Group – Short Set of Questions on Disability](#) are widely recognised and validated questions to help identify disability within a community, based on asking about people's functional limitations (such as seeing, hearing, movement, understanding). These can be incorporated into documents such as baseline surveys, as well as qualitative questions that explore barriers to participation of persons with disabilities in development programs.

⁴⁹ Ensuring accessibility is discussed later on in the document.

e) Ensuring accessibility

Accessibility is a key concept when dealing with disability. The inadequacy and lack of accessible built environments, services and communication are fundamental barriers that constrain inclusion. "Accessibility", means breaking down these barriers. Accessibility consists of multiple inter-connected dimensions that together contribute to building a fully accessible and inclusive environment. Those dimensions include the built environment, information and communication, including ICT, transportation and services.

f) Budgeting for disability inclusion

Specific financial resources for disability inclusion should be included in the budget of the project. Implementation of activities for disability inclusion would require specific resources to implement activities for disability mainstreaming along with disability-targeted activities or (sub-) components. Budget should cover:

- Disability-targeted activities (tailor-made training, capacity-development etc.);
- Hiring of specialised service-providers to deliver the activities envisaged in the design.
- Disability inclusion fund (DIF). This is a flexible budget (usually between 2 to 5% of operational cost) aimed at meeting the diverse requirements that persons with disabilities might have. Specify that the budget for social mobilisation components also includes awareness-raising on disability-inclusion.
- Budget for the recruitment of staff capable of fulfilling specific terms of reference related to targeting persons with disabilities.

3) Close engagement with persons with disabilities and their organisations

Engaging and consulting with persons with disabilities helps to appropriately design, plan and adapt programmes to cater to their needs. This is also based on the principle of meaningful participation, which is meant to empower them reach their full potential and fulfil their fundamental rights.

At the design stage, it is of utmost importance to include persons with disabilities and their organizations at different levels (e.g. local and national). This is also an integral part of the social and poverty assessment and should be carried out by using adequate disability-sensitive instruments and methods (focus group discussions with OPDs, semi-structured interviews with their representatives). The design team should include disability-sensitive measures in the development of the Target Group Engagement and Feedback Plan. As part of the broader social and institutional assessment, it is important to identify and address the many different barriers that might constrain the capacity of persons with disabilities to meaningfully provide their feedback.

4) Criteria for IFAD-supported projects including persons with disabilities as a priority group at design

Theme-specific SITUATION ANALYSIS	<input type="checkbox"/> Describe national policies, strategies and actors addressing persons with disabilities. <input type="checkbox"/> Describe the main groupings among persons with disabilities (e.g. by sex, youth, indigenous peoples, type and severity of impairment). <input type="checkbox"/> Analyse the context-based barriers (including attitudes and perceptions, physical, institutional and communication barriers) and opportunities for persons with disabilities
Integration in THEORY OF CHANGE	<input type="checkbox"/> Showcase pathways to socio/economic empowerment for Persons with Disabilities (e.g. agricultural livelihood and

	disability-inclusive income generation, food security, voice and participation) using a twin-track approach that (a) introduces broader disability inclusion mainstreaming measures while also (b) providing targeted support to empower persons with disabilities.
Mandatory LOGFRAME INDICATORS	<input type="checkbox"/> Disaggregate Outreach indicator (C.I. 1) by sex, youth, disability, and (if relevant) indigenous peoples.
Dedicated HUMAN FINANCIAL RESOURCES &	<input type="checkbox"/> Include staff with disability inclusion-specific TORs. <input type="checkbox"/> Allocate funds to deliver disability inclusion-related activities (including accessibility related costs, e.g. DIF).

(x) Project implementation

During the implementation phase, the progress of disability-related project components and interventions needs to be monitored at regular intervals. This will allow to verify whether the project continues to be responsive to the disability issues previously identified, or if new issues have been uncovered.

In this regard, the following considerations should be made:

- Emphasize disability issues in the ToRs of supervision missions, project staff and service providers;
- Assign budgetary and time resources for disability-focused activities (and include them in the annual work plan and budget);
- Establish clear, explicit and manageable objectives for actions addressing disability issues within the project context. Specify the steps that must be taken to accomplish each objective;
- Hold regular consultations with project staff to keep disability issues visible and to coordinate disability related project activities.
- Provide training for project staff and service providers on disability issues if necessary;
- Involve project participants, especially persons with disabilities in the process of providing feedback, monitoring and in developing indicators to assess implementation of disability-related objectives;
- Assess progress in accomplishing objectives on a regular basis;
- Build in flexibility during the implementation phase, so that project components can be adapted to respond to disability issues, also based on feedback from local stakeholders. Flexibility also enables projects to test promising approaches and expand successful strategies.

1) Disability inclusive start-up

At project start-up, a project start-up workshop is organised. Organising a dedicated session of the project's start-up workshop on disability inclusion is important to ensure that the project staff and service providers are aware of the key concepts of disability inclusion and project's related commitments as stipulated at design. The workshop should be organised in a manner that is accessible to persons with disabilities.

2) Disability inclusive annual planning, budgeting and procurement

While the AWPB is being prepared, the disability inclusion specialist or focal point should consult with each component head to ensure that disability inclusion concerns are integrated into the relevant activities.

It is important to earmark disability inclusion and to include disability related costs in the project's annual budget. These can include the following:

- Costs related to reducing or removing the barriers to inclusion for person with disabilities;
- The additional required measures that will allow persons with disabilities to equally participate in and benefit from the projects;
- Disability specific activities.

Furthermore, it is important to ensure procurement processes and outcomes do not inadvertently create barriers to inclusion of persons with disabilities. As such, the project should:

- Ensure that goods and services purchased are consistent with relevant standards regarding accessibility;
- Ensure that contract bidding processes are accessible, permitting persons with disabilities equal opportunity to participate in bidding
- In the case of a co-financed operation, review and agree on any disability standards promoted by donors

3) Build capacity of project staff and partners on disability inclusion

The capacity of project staff and partners to address the priorities of persons with disabilities should be strengthened continuously during the course of the project. This might include awareness raising campaigns as well as specific learning events, such as training and workshops. It is recommended that field staff and implementing partners should be familiar with the following topics:

- Right-based approaches to disability inclusion versus medical-model
- How to mainstream anti-stigma messages;
- Disability-sensitive facilitation methods
- Disability-inclusive tools and approaches used by the project (e.g. checklists and assessment tools).

4) Organising disability inclusive meetings

When the project organises meetings or events (e.g. trainings), it should ensure that they are accessible to persons with disabilities. In this regard, it is important to always analyse existing barriers and plan for adequate measures to address them.

5) Knowledge management and communication

A disability inclusive lens should be adopted to the five interconnected functions IFAD's integrated KM and learning approach: (i) learning and adaptation; (ii) monitoring and evaluation; (iii) internal and external communication; (iv) innovation and experimentation; and (v) information management.

6) Monitoring and evaluation

It is important to disaggregate data by disability in order to understand the different ways in which persons with disabilities experience poverty and food insecurity and to monitor their access to services provided or supported by the project. In principle, data disaggregated by sex and age should also be disaggregated by disability. One of the most widely tested tools used to generate comparable data about persons with disabilities is the Washington Group Short Set of Disability Questions (WG-SS). These questions are important because they identify persons with disabilities as per the human rights based approach, they do not stigmatise the respondent, they rely on self-reporting and they are internationally comparable. There is a growing consensus⁵⁰ that it generates sound, internationally comparable data that can be disaggregated and collected without

⁵⁰ Daniel Mont and Nora Groce, Counting disability: emerging consensus on the Washington Group questionnaire, The Lancet, July 2017.

discrimination and added quickly and inexpensively to censuses and surveys. It is recommended to include the WG-SS in the project's baseline, outcome and end line surveys.

7) Supervision and mid-term review

During supervision it is important to monitor progress in addressing disability issues identified during project planning; to monitor participation of persons with disabilities; to track disability-related project components and activities; to identify successful strategies or processes; to flag problems as they occur; and to make the necessary changes as the project develops.

8) Completion

A comprehensive disability responsive poverty and social analysis should be conducted at the time of project completion, in order to provide a full account of the implementation phase to evaluate project outcomes for persons with disabilities, and to summarize lessons learned for future disability-responsive projects.

Disability inclusion in the workplace at IFAD

Introduction

IFAD is taking a stand to become more disability-inclusive throughout all pillars of IFAD's work, including at the institutional level. This Appendix presents the results of a survey on the disability inclusiveness in the workplace at IFAD. The survey was launched in February 2022 and was open to all IFAD staff⁵¹. The survey assessed IFAD's current organizational preparedness, especially looking into accessibility, reasonable accommodation, and employment opportunities for persons with disabilities. It should however be noted that this is not a comprehensive assessment of disability inclusion in the workplace at IFAD. It does however give some indication on where IFAD stands and where improvements could be made.

A total of 62 colleagues from offices in APR, ESA, LAC, NEN and HQ, ranging from consultants, GS staff to P1 – P4 and above, responded to the survey. Out of these, four colleagues identified as a person with disabilities, and 14 colleagues confirmed to have at least one family member with a disability. Notwithstanding IFAD's efforts to become a disability-inclusive workplace, offering support and reasonable accommodation, the stocktake unravelled colleagues' lack of awareness and knowledge on the measures taken to becoming the employer of choice for persons with disabilities.

Disability inclusion

Lack of awareness and a sense of uncertainty appears to be a thread throughout the survey, underscored by ambiguous survey results, such as the first question on IFAD's adequate measures and culture towards disability inclusion.

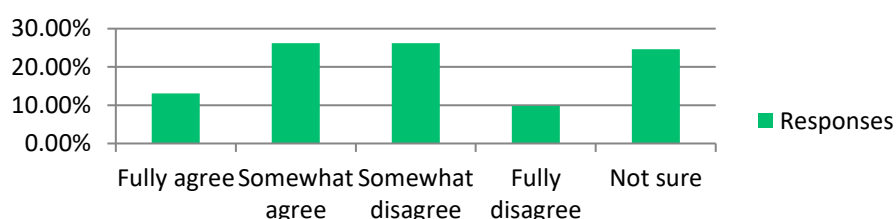
Accessibility

Ensuring accessibility at all levels ranging from physical to digital environments, communication, and access to services, is pivotal to creating an inclusive work environment for colleagues with disabilities.

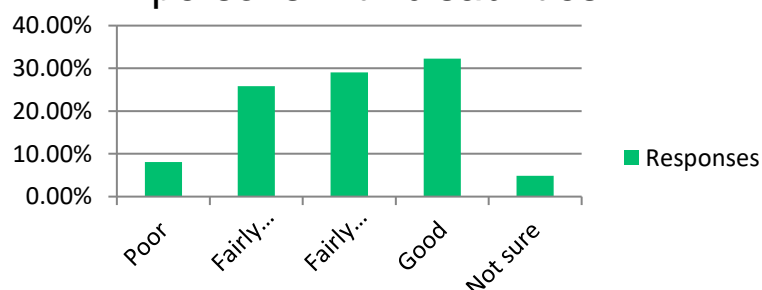
As of now, more than half of the respondents consider the accessibility of the office premises and public spaces as fairly adequate or good. Similarly, accessibility of products and (ICT) services are rated as adequate and good. A colleague with disabilities shared that ICT has provided excellent services to support and accommodate his disabilities.

Nevertheless, there is a lot of room for improvement. Audio cues, sign language interpretation in the cafeteria and conference services, the adaptation of IT appliances such as bigger screens or adapted computers and

Is disability inclusion in terms of inclusiveness and organisational culture adequately addressed at IFAD?



How would you rate the accessibility of your office premises and public spaces for persons with disabilities?



⁵¹ It was advertised on IFAD's logon page and sent around through divisional mailboxes.

keyboards, or accessible shuttle buses were among the recommendations suggested by colleagues to facilitate access and mobility, especially for colleagues with visual impairment. As questions became more nuanced through the listing of potential reasonable accommodations regarding accessibility for conferences and meetings, colleagues were increasingly confident to select 'poor' or 'fairly inadequate.' Along these lines, responses re-emphasized that meetings are not sufficiently held in accessible formats.

'The provision for visually impaired and hearing impaired are not in place.' Respondent 53

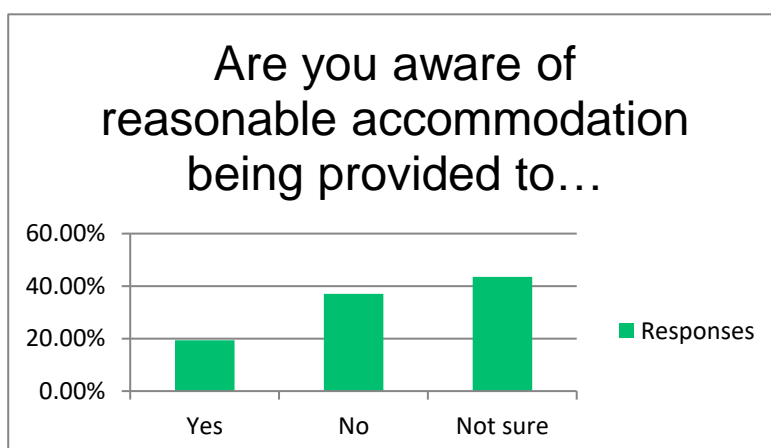
The survey is also a reminder to IFAD to look beyond physical accessibility and reflect upon an inclusive and accessible environment for colleagues with mental disabilities.

'This leaves out mental disabilities - which have ongoing impacts on those who suffer them on a daily basis, including in their workplace. Mental health disabilities such as PTSD, bipolar affective disorder, etc. I personally suffer from complex PTSD (which comes with debilitating anxiety) and have insomnia and have suffered from longterm depression in the past, which means that I have to constantly manage my lifestyle and life/work balance, and social and professional interactions, in order to feel safe, healthy, and be productive in my work. I believe that IFAD needs to show a greater understanding that these things are disabilities when they are long-term and require support and understanding so that those who suffer them do not face negative consequences of their disabilities at work, without feeling able to share them with their superiors, and without feeling supported in managing them [...]' Respondent 26

Reasonable accommodation

Following the principles of IFAD's Strategy on Diversity, Equity and Inclusion, IFAD is already providing reasonable accommodation, albeit only on an ad-hoc basis and when officially requested. Against this backdrop, only 12 out of 62 respondents were aware of reasonable accommodation measures provided by IFAD, including flexible working arrangements like telecommuting, more and longer breaks, or accessibility-related measures, such as ramps. Twenty-seven colleagues selected 'not sure',

indicating a high level of unawareness of available support to colleagues with disabilities. Similarly, half of the respondents are unclear about the support provided to staff members caring for dependents with disabilities. The lack of clear guidance and policies specific to staff members caring for dependents with disabilities leads colleagues to believe they have to use their annual leave or rely on the goodwill of their supervisor.



'There is no specific disability policy for staff members caring for dependents with disabilities, especially in terms of time management, medical appointment arrangement. It all depends on informal agreement with direct supervisor and Director. A need to specific days/flexibility to take care of dependents with disabilities would need to be looked at'.

Respondent 27

'If there are any measures in place, they are not that

evident or well known. I would think that I need to take leave or make alternative arrangements with my supervisor.'

Respondent 34

Selected testimonies exemplify the need to improve communication on IFAD's current measures regarding disability inclusion and the necessity to enhance relevant policies, such as the Human Resources Policy, setting a clear path for employment opportunities for persons with disabilities at IFAD.

Human Resources



While IFAD's Human Resources Policy already includes provisions on recruitment, retainment, and career development for employees with disabilities, colleagues are either unsure or consider the status quo as poor or fairly inadequate. Testimonies go as far as stating that they have not seen any person with disability working for the organization, and

subsequently noting the poor level of communication around disability inclusion.

'I do not think that this approach has been promoted in IFAD. Little communication exists on the recruitment process of persons with disabilities.'

Respondent 27

'Representation. As a disabled person why would you work in a place that has no disabled people. It is a massive red flag and evidences the lack of opportunities and considerations given to people with disabilities at IFAD'.

Respondent 55

Key findings

The key findings of this survey were the following:

- Insufficient communication on IFAD's measures towards disability inclusion
- Insufficient outreach, recruitment and retention of staff with disabilities
- Lack of awareness on provision of reasonable accommodation
- Inadequate support for colleagues with mental disabilities
- Lack of awareness on support for colleagues caring for dependents with disabilities

According to the survey, the main concern regarding disability inclusion is physical accessibility, career advancement opportunities, and the provision of reasonable accommodation in the workplace. Noting the lack of awareness and communication on disability inclusion, colleagues urge IFAD to accelerate its efforts by taking tangible actions

for disability inclusion. In particular, adequate support should also be provided to colleagues with mental disabilities, noting low awareness of available support. Concrete recommendations were made as follows:

Recommendations

To improve disability inclusion in the workplace at IFAD, the following actions should be taken:

- Improve workplace culture, for example by raising awareness and sensitizing staff, organising specific campaigns to address stigma, promoting and rewarding emotional intelligence in the workplace, etc.;
- Improve partnership with specialized institutions, including OPDs, for example when organising trainings, campaigns awareness raising efforts, but also when assessing accessibility;
- Introduce quota for persons with disabilities (taking into account the diversity of impairments);
- Using inclusive messages in vacancy announcements, in corporate communication and on the intranet;
- Diversify outreach via portals with and for persons with disabilities;
- Capacity building for all staff involved in interview panels and talent acquisition, on unconscious biases and affirmative action;
- Clearly define and communicate reasonable accommodation opportunities to persons with disabilities
- Ensure IFAD's premises are accessible to persons with disabilities and that reasonable accommodation is available and offered;

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LEADERSHIP, STRATEGIC PLANNING AND MANAGEMENT	INCLUSIVENESS	PROGRAMMING	ORGANIZATIONAL CULTURE
1. Leadership	5. Consultation with persons with disabilities	9. Programmes and projects	13. Employment
Approaching	Missing	Missing	Missing
2. Strategic planning	6. Accessibility	10. Evaluation	14. Capacity development for staff
Approaching	Missing	Approaching	Approaching
3. Disability-specific policy/strategy	6.1. Conferences and events	11. Country programme documents	15. Communication
Missing	Missing	Missing	Approaching
4. Institutional set-up	7. Reasonable accommodation	12. Joint initiatives	
Meets	Missing	Meets	Approaching
	8. Procurement		
	Missing		

⁵² The five levels of the UNDIS rating system are:

- Exceeds the requirements.
- Meets the requirements.
- Approaches the requirements.
- Missing.
- Not applicable

Institutional set-up

Role	Responsibilities
Senior Management disability inclusion champion	Ensure corporate guidance and accountability
Departmental/divisional focal point for disability inclusion (in line with the core areas of the UNDIS accountability framework)	<p>Support coordinated action on disability inclusion in their respective core area of the UNDIS accountability framework</p> <p>Promote and build IFAD's capacity to mainstream disability inclusion across all areas of work, including by implementing the accountability framework and meeting its reporting requirements</p>
Corporate focal point for disability inclusion	Ensure coordinated action on disability inclusion across the organisation