
Stratégie du FIDA pour l'inclusion du handicap 2022-2027

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Mesures à prendre: Le Conseil d'administration est invité à approuver la Stratégie du FIDA pour l'inclusion du handicap 2022-2027.

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Table des matières

Résumé	ii
I. Introduction	1
A. Contexte	1
B. Enseignements à retenir	2
C. Approches suivies par les partenaires	2
II. Stratégie pour l'inclusion du handicap	2
A. Principes d'action	3
B. Théorie du changement	3
C. Domaines d'action	4
D. Approche et modalités d'exécution proposées	9
E. Production de rapports, mesure et suivi	9
F. Conclusion	10

Appendices

I. Theory of change
II. Key concepts related to disability inclusion
III. IFAD Management Commitments
IV. Review of partners' approaches to disability inclusion
V. Disability inclusion in IFAD's operations
VI. Mainstreaming disability inclusion in IFAD's project cycle
VII. Disability inclusion in the workplace at IFAD
VIII. IFAD 2021 UNDIS Report
IX. Institutional set-up

Résumé

1. Dans le cadre de la mission du FIDA, la prise en compte de la question du handicap est primordiale. Ces dernières années, le Fonds a acquis une certaine expérience en matière de collaboration avec des personnes handicapées et il a intensifié ses efforts en faveur de l'inclusion du handicap. Le FIDA a pris plusieurs engagements en la matière. L'un de ces engagements est l'élaboration d'une stratégie institutionnelle pour l'inclusion du handicap. Mettre l'accent sur les droits des personnes handicapées contribue à la réalisation de la promesse fondamentale du Programme de développement durable à l'horizon 2030 de ne laisser personne de côté. La Stratégie du FIDA pour l'inclusion du handicap est conforme à la Stratégie des Nations Unies pour l'inclusion du handicap et à la Convention relative aux droits des personnes handicapées, ainsi qu'à la Stratégie du FIDA pour la diversité, l'équité et l'inclusion et à la Politique du FIDA concernant le ciblage. Elle guidera les actions menées par le FIDA pour améliorer ses normes et ses performances en matière d'inclusion du handicap. L'objectif de la stratégie est de garantir que le FIDA réponde aux différents besoins en matière d'inclusion du handicap. Elle posera les bases d'un changement pérenne et en profondeur vers l'inclusion du handicap dans tous les piliers de l'action du FIDA.
2. Des activités seront menées dans quatre grands domaines: i) direction, planification stratégique et gestion; ii) inclusivité; iii) programmation; iv) culture institutionnelle. Collectivement, ces activités auront deux grands effets directs: i) davantage de programmes et de projets appuyés par le FIDA promouvoir les droits des personnes handicapées; ii) le FIDA sera largement reconnu comme une organisation qui valorise et promeut la diversité et l'inclusivité.
3. Pour réussir l'inclusion du handicap, la stratégie s'appuiera sur les grandes approches suivantes: i) une approche à deux voies; ii) l'intersectionnalité; iii) les partenariats. Le FIDA contribuera à renforcer sa base de connaissances et de données factuelles sur les conditions de vie et les disparités en matière de développement qui touchent les personnes handicapées. Les données ventilées par type de handicap issues des projets que le FIDA aura ainsi recueillies seront diffusées.

Stratégie du FIDA pour l'inclusion du handicap 2022-2027

I. Introduction

A. Contexte

1. Quinze pour cent de la population mondiale présentent un handicap¹, et 80% de ces personnes vivent dans des pays du Sud². Pourtant, les personnes handicapées³ restent invisibles et sont souvent laissées pour compte. Surreprésentées parmi les pauvres, elles font l'objet de préjugés et sont marginalisées dans de nombreuses dimensions de l'existence. Les changements climatiques et les chocs externes, comme la pandémie de COVID-19, ont tendance à accentuer ces inégalités.
2. Comme tout le monde, les personnes handicapées ont le droit de jouer un rôle dans la société⁴. Pourtant, dans la pratique, les personnes handicapées sont souvent incapables de jouir des droits humains sur un pied d'égalité avec les autres. De nombreuses barrières fermement enracinées dans les institutions, les normes, les attitudes et les espaces physiques contraignent leur capacité à exercer leurs droits fondamentaux.
3. Avec un soutien adéquat, les personnes handicapées peuvent devenir des membres actifs de la société. Les coûts à court terme de l'intégration des personnes handicapées seront inférieurs aux économies réalisées à long terme par leurs familles et par la société⁵. L'inclusion des personnes handicapées dans le développement n'est pas seulement leur droit, c'est aussi le moyen le plus efficace de lutter contre la pauvreté et de ne laisser personne de côté.
4. Avec l'adoption du Programme 2030 et des objectifs de développement durable, l'inclusion du handicap est passée au premier plan des questions relatives au développement dans le monde⁶. La Stratégie des Nations Unies pour l'inclusion du handicap, adoptée en 2019, est une étape importante vers un changement en profondeur dans le domaine du handicap.
5. Dans le cadre de la mission du FIDA, il est primordial de réussir à prendre en compte la question du handicap. Le FIDA a acquis une certaine expérience en travaillant avec des personnes handicapées. Ces dernières années, il a renforcé ses efforts en faveur de l'inclusion du handicap et a pris plusieurs engagements en la matière⁷.⁸ L'un de ces engagements est l'élaboration d'une stratégie institutionnelle en matière d'inclusion du handicap.

¹ Voir l'appendice II pour les définitions des principaux concepts relatifs à l'inclusion du handicap.

² Organisation mondiale de la Santé (2011). [Rapport mondial sur le handicap](#).

³ Conformément à la Convention relative aux droits des personnes handicapées, « par personnes handicapées on entend des personnes qui présentent des incapacités physiques, mentales, intellectuelles ou sensorielles durables dont l'interaction avec diverses barrières peut faire obstacle à leur pleine et effective participation à la société sur la base de l'égalité avec les autres » (article premier).

⁴ Déclaration universelle des droits de l'homme (1948); Convention relative aux droits des personnes handicapées (2006); objectifs de développement durable (2015); Stratégie des Nations Unies pour l'inclusion du handicap (2019).

⁵ Ministère du développement international du Royaume-Uni (2000). *Disability, poverty and development*.

⁶ Nations Unies (2018). *Disability and Development Report: Realizing the Sustainable Development Goals by, for and with persons with disabilities*.

⁷ Voir l'appendice III.

⁸ Au titre de l'un des engagements pris dans le cadre de la Onzième reconstitution des ressources du FIDA (FIDA11), le FIDA a élaboré: i) un rapport technique sur les débouchés économiques des personnes handicapées dans les zones rurales; ii) un rapport technique sur le pilotage de la collecte de données sur les personnes handicapées dans cinq projets soutenus par le FIDA à l'aide du bref questionnaire sur le handicap du Groupe de Washington. De plus, le FIDA a recueilli des données sur les personnes handicapées issues de 22 projets soutenus par le FIDA dans le cadre de l'évaluation de l'impact de FIDA11, qui concerne la période 2019-2021.

B. Enseignements à retenir

6. Les personnes handicapées constituent un groupe cible spécifique dans un grand nombre de projets et de programmes appuyés par le FIDA⁹. Ce nombre a progressé ces dernières années. Cependant, très peu de ces projets et programmes appliquent une approche stratégique de l'inclusion du handicap. En outre, des stéréotypes persistent – comme la croyance qu'il est difficile pour les personnes handicapées de participer activement aux projets appuyés par le FIDA ou que l'inclusion du handicap ne relève pas du mandat du FIDA. Enfin, beaucoup reste à faire pour renforcer l'inclusion du handicap sur le lieu de travail, notamment en ce qui concerne l'accessibilité, les aménagements raisonnables et la culture institutionnelle.
7. L'inclusion du handicap doit être plus systématique dans les opérations appuyées par le FIDA et sur le lieu de travail. S'agissant des opérations, il faudrait en premier lieu réaliser une analyse de la pauvreté et des moyens d'existence axée sur le handicap et établir une stratégie claire en faveur de l'inclusion du handicap dans le cadre d'une « approche à deux voies ». Parmi les autres mesures importantes à prendre figurent: l'établissement de partenariats avec des organisations de personnes handicapées; l'amélioration de l'accessibilité; l'affectation de ressources financières spécifiques; la collecte et l'utilisation de données ventilées par type de handicap. Il convient de poursuivre l'investissement dans la sensibilisation et le renforcement des capacités du personnel du FIDA et du personnel de projet en ce qui concerne les enjeux et les droits relatifs à l'inclusion du handicap.

C. Approches suivies par les partenaires

8. Le handicap est une composante importante de la diversité et, partout dans le monde, les organismes de développement ont commencé à adopter des politiques et des cadres pour favoriser l'inclusion du handicap dans leur propre organisation. Les plus grandes banques multilatérales et bilatérales de développement ainsi que les plus grands bailleurs de fonds et divers acteurs du développement reconnaissent qu'un développement garant de l'inclusion du handicap est nécessaire à la réalisation du Programme de développement durable à l'horizon 2030 afin de ne laisser personne de côté et d'éradiquer l'extrême pauvreté. La stratégie reprend les principales caractéristiques communes de ces politiques et de ces cadres: l'adoption d'une approche à deux voies, une participation véritable des organisations de personnes handicapées, la collecte et l'utilisation de données ventilées par handicap et l'alignement sur la Stratégie des Nations Unies pour l'inclusion du handicap. Le FIDA est bien placé pour jouer un rôle de premier plan dans la promotion d'une transformation du monde rural garante de l'inclusion du handicap.

II. Stratégie pour l'inclusion du handicap

9. La stratégie contribue à la mise en œuvre de cadres internationaux existants relatifs aux personnes handicapées: son but, son objectif et ses domaines d'action sont conformes à ceux de la Stratégie des Nations Unies pour l'inclusion du handicap, ses principes d'action correspondent à ceux de la Convention relative aux droits des personnes handicapées et, en mettant l'accent sur les droits des personnes handicapées, elle contribue à la réalisation de la promesse fondamentale du Programme 2030 de ne laisser personne de côté. La Politique du FIDA concernant le ciblage et sa Stratégie pour la diversité, l'équité et l'inclusion favoriseront l'inclusion du handicap dans les opérations du Fonds et sur le lieu de travail, respectivement¹⁰. La Stratégie pour l'inclusion du handicap guidera les

⁹ FIDA (2022). *Disability Inclusion in IFAD's Operations: An internal stocktake report*. Un résumé du rapport est présenté à l'appendice V.

¹⁰ Il existe des synergies avec d'autres stratégies et politiques du FIDA, notamment la Stratégie d'action du FIDA dans les petits États insulaires en développement pour la période 2022-2027 et la Stratégie d'engagement du FIDA dans les pays présentant des situations de fragilité. La Stratégie pour l'inclusion du handicap vise à s'appuyer sur l'inclusion du handicap et la renforcer pour atteindre leurs objectifs stratégiques respectifs. Plus précisément, elle renforcera les

actions menées par le FIDA pour améliorer ses normes et ses performances en matière d'inclusion du handicap.

A. Principes d'action

10. Les **principes d'action** de la stratégie sont les suivants:

- i) **Respect de la dignité intrinsèque, de l'autonomie individuelle et de l'indépendance de toute personne.**
- ii) **Non-discrimination.** Les personnes handicapées vivant en milieu rural font partie du groupe cible du FIDA. Elles doivent pouvoir accéder aux services, aux possibilités d'emploi et aux avantages liés à l'intervention du FIDA au même titre que les autres personnes. Les projets adopteront à titre préventif des mesures de lutte contre les normes sociales, processus et structures discriminatoires à l'égard des personnes handicapées, en vue d'éliminer ces éléments discriminatoires. En outre, le FIDA a la ferme volonté d'instaurer un lieu de travail exempt de toute forme de discrimination.
- iii) **Participation et intégration pleines et effectives.** Les personnes handicapées et leurs organisations sont considérées comme des partenaires essentiels. Une intégration véritable et une participation digne de ce nom ne sont possibles que lorsque les personnes handicapées et les organisations qui les représentent sont en mesure d'exprimer leurs priorités et de participer à la prise de décisions. De plus, le FIDA s'emploie résolument à instaurer un environnement inclusif, où chacun a une chance égale de participer.
- iv) **Respect de la différence.** Le FIDA reconnaît et valorise un large éventail d'identités, d'expériences, de croyances et d'autres dimensions de la diversité, qu'elles soient visibles ou invisibles, innées ou acquises. Les personnes handicapées apportent un point de vue singulier et contribuent positivement à la qualité des opérations et de l'environnement de travail.
- v) **Égalité des chances.** Le FIDA s'efforce d'offrir des chances égales d'évolution de carrière à tous les membres du personnel. Il s'est engagé à promouvoir l'égalité des chances en mettant en place des procédures et des systèmes permettant à l'ensemble des membres du personnel d'accéder aux mêmes possibilités et aux mêmes avantages. La discrimination positive en fait partie.
- vi) **Accessibilité.** L'accessibilité est une condition indispensable à l'exercice des droits des personnes handicapées et à leur inclusion dans la programmation ainsi que sur le lieu de travail. Les personnes handicapées sont actuellement confrontées à des obstacles d'ordre institutionnel, physique, informationnel et culturel, ainsi que sur le plan des attitudes et de la communication.
- vii) **Égalité femmes-hommes.** Le FIDA a à cœur d'offrir les mêmes possibilités aux femmes et aux hommes handicapés. Les projets appuyés par le FIDA ventilent les données liées au handicap par sexe et autres dimensions intersectionnelles essentielles et répondent aux contraintes et aux obstacles spécifiques auxquels sont confrontées les personnes handicapées. En outre, le FIDA continuera de s'efforcer de tendre vers la parité femmes-hommes.

B. Théorie du changement

11. Le but de la stratégie est de parvenir à une équité des effets directs et de favoriser une culture inclusive au FIDA.

efforts de ciblage et de sensibilisation des interventions du FIDA dans les petits États insulaires en développement et les pays en situation de fragilité.

12. L'objectif est de garantir que le FIDA soit adapté aux objectifs visés en matière d'inclusion du handicap. La stratégie posera les bases d'un changement pérenne et en profondeur vers l'inclusion du handicap dans tous les piliers de l'action du FIDA.
13. Des activités seront menées dans quatre grands domaines: i) direction, planification stratégique et gestion; ii) inclusivité; iii) programmation; iv) culture institutionnelle. Collectivement, ces activités aboutiront à un ensemble de produits: i) des réponses opérationnelles plus inclusives et accessibles; ii) des capacités renforcées en faveur de l'inclusion et de la diversité; iii) une participation et un appui renforcés en faveur des personnes handicapées et de leurs organisations; iv) une meilleure coordination, une plus grande cohérence et des partenariats renforcés; v) une meilleure accessibilité; vi) une production et une utilisation renforcées des données.
14. Il devrait s'en suivre deux grands effets directs: i) davantage de programmes et de projets appuyés par le FIDA promouvoir les droits des personnes handicapées; et ii) le FIDA sera largement reconnu comme une organisation qui valorise et promeut la diversité et l'inclusivité. Cela contribuera à garantir que toutes les personnes handicapées puissent collaborer aux projets, qu'elles aient des moyens d'agir et qu'elles soient capables de jouir de leurs droits sur un pied d'égalité avec les autres.

C. Domaines d'action

i) Direction, planification stratégique et gestion

15. La haute direction du FIDA continuera d'encourager activement l'inclusion du handicap en interne et à l'extérieur de l'organisation. À partir de son avantage comparatif et de ses compétences de base, et conformément à son programme institutionnel relatif aux thématiques transversales, le FIDA systématisera progressivement l'inclusion du handicap dans ses opérations et au travail. Comme les quatre thématiques transversales du FIDA¹¹, l'inclusion du handicap sera intégrée aux principaux concepts, stratégies, options de conception des projets et processus opérationnels de telle sorte qu'elle devienne la norme et qu'elle améliore l'efficacité des opérations d'investissement. Une attention particulière sera accordée à l'inclusion du handicap durant les consultations sur la reconstitution des ressources. Un certain nombre de politiques et stratégies institutionnelles ont été examinées ou sont en cours d'examen pour y intégrer des considérations relatives à l'inclusion du handicap, par exemple la Politique concernant le ciblage ou la Stratégie pour la diversité, l'équité et l'inclusion. D'autres politiques et stratégies institutionnelles importantes doivent être révisées ou élaborées, notamment le nouveau Cadre stratégique du FIDA, les Procédures d'application en matière de ressources humaines et les directives institutionnelles pour la passation des marchés.
16. La haute direction veillera à ce que des structures et processus de gestion des ressources humaines soient en place pour promouvoir et faciliter l'inclusion du handicap. Un membre de la haute direction sera nommé ambassadeur de l'inclusion du handicap pour fournir des orientations institutionnelles et rendre des comptes. Un réseau de coordonnateurs des questions relatives à l'inclusion du handicap a été établi et continuera d'appuyer une action coordonnée concernant le handicap dans toute l'organisation. Il se compose de représentants de différentes divisions correspondant aux principaux domaines du cadre de responsabilité de la Stratégie des Nations Unies pour l'inclusion du handicap et est coordonné par la coordonnatrice ou le coordonnateur institutionnel du FIDA pour l'inclusion du handicap. Le FIDA continuera de participer activement aux mécanismes interorganisationnels sur l'inclusion du handicap.

¹¹ FIDA (2017). *Mainstreaming of climate, gender, nutrition and youth* (Transversalisation des questions relatives aux changements climatiques, au genre, à la nutrition et aux jeunes) (disponible en anglais seulement).

17. La performance institutionnelle sera examinée chaque année par le Comité exécutif de gestion du FIDA. Cela contribuera à faire en sorte que tous les membres de ce comité restent activement mobilisés pour défendre l'inclusion du handicap. La prise de décisions par la direction en matière d'amélioration de la performance sera éclairée de façon systématique par l'apprentissage et l'établissement de rapports issus des systèmes de suivi-évaluation et du cadre de résultats de l'organisation. Le principal instrument d'information du FIDA sera son rapport annuel consacré spécialement aux thématiques et engagements transversaux, qui comportera une section dédiée à l'inclusion du handicap. L'attention portée à l'inclusion du handicap dans les évaluations de l'organisation contribuera aussi au renforcement de l'apprentissage et de la responsabilité institutionnelle.

ii) Inklusivité

Consultation des personnes handicapées

18. Les personnes handicapées et les organisations qui les représentent seront consultées aux niveaux mondial, régional et national et activement associées à l'élaboration, à la mise en œuvre et au suivi-évaluation des opérations du FIDA. Cela garantira que les interventions et les mesures prises soient judicieusement conçues, planifiées, mises en œuvre et adaptées en fonction de leurs priorités. Les organisations de personnes handicapées seront également consultées lors des consultations sur la reconstitution des ressources afin qu'elles puissent contribuer à la planification stratégique du FIDA. La participation de personnes handicapées et d'organisations les représentant sera également encouragée dans les instances consultatives existantes du FIDA, comme le Forum paysan¹² et le Forum des peuples autochtones¹³. Du fait de son appartenance au réseau Global Action on Disability (GLAD), le FIDA continuera de collaborer avec l'International Disability Alliance. En outre, les organisations de personnes handicapées et les membres du personnel en situation de handicap seront consultés au sujet des efforts du FIDA visant à rendre son lieu de travail plus inclusif.
19. Des consultations auprès des personnes handicapées seront menées conformément aux directives de la Stratégie des Nations Unies pour l'inclusion du handicap¹⁴. Ainsi, les activités de consultation menées auprès des organisations de personnes handicapées seront de véritables consultations, c'est-à-dire qu'elles seront caractérisées par un réel intérêt pour l'écoute des organisations, l'examen de leurs contributions et de leurs préoccupations, et par la volonté d'en tenir compte. Le guide du FIDA à l'intention des praticiens sur l'inclusion du handicap dans les opérations¹⁵ contient des directives spécifiques sur la collaboration avec les personnes handicapées au cours des différentes étapes du cycle du programme.

Accessibilité

20. L'accessibilité est une condition préalable à l'inclusion des personnes handicapées. Le FIDA cherche à appliquer une approche de conception universelle pour que les produits, équipements, programmes et services puissent, dans toute la mesure du possible, être utilisés par tous, sans adaptation ni reconfiguration. Le FIDA s'efforce de respecter les normes et paramètres techniques existants en matière d'accessibilité dans un grand nombre de domaines, notamment le bâtiment et la construction ainsi que les technologies de l'information et des communications (TIC). Si le principe de conception universelle ne peut s'appliquer¹⁶, le FIDA concevra des mesures d'aménagement raisonnable.

¹² Voir [la page Web consacrée au Forum paysan](#).

¹³ Voir [la page Web consacrée au Forum des peuples autochtones](#).

¹⁴ Organisation des Nations Unies (2021). *United Nations Disability Inclusion Strategy – Guidelines: Consulting Persons with Disabilities* (disponible en anglais seulement).

¹⁵ FIDA (2022). *Disability Inclusion in IFAD's Operations: A Practitioner's Guide*. Un résumé du guide figure à l'appendice VI.

¹⁶ « [...] La conception de produits, d'équipements, de programmes et de services qui puissent être utilisés par tous, dans toute la mesure possible, sans nécessiter ni adaptation ni conception spéciale. La "conception universelle" n'exclut

21. Tout d'abord, le FIDA fera faire une évaluation externe de référence¹⁷ pour déterminer son niveau d'accessibilité actuel. L'accessibilité des éléments suivants sera évaluée: l'environnement bâti du siège¹⁸, les produits et services, les TIC, la communication, ainsi que les conférences, les manifestations et les réunions. Par la suite, une politique relative à l'accessibilité sera élaborée. Elle placera un accent particulier sur l'accessibilité des services et des installations de conférence et inclura des mesures pour financer l'accessibilité et des aménagements raisonnables. La mise en œuvre de la politique sera examinée régulièrement. Le guide du FIDA à l'intention des praticiens contient des conseils spécifiques relatifs à l'accessibilité dans les opérations.

Aménagement raisonnable

22. Jusqu'à présent, les demandes d'aménagements raisonnables¹⁹ ont été traitées au cas par cas. Le FIDA élaborera des principes directeurs pour traiter la question de l'aménagement raisonnable. Ces principes couvriront notamment les domaines suivants: gestion des talents, recrutement, renforcement des capacités, voyages, réunions et manifestations, espaces de travail et transports. Sous réserve de la disponibilité de ressources, un mécanisme de financement centralisé, accessible à toutes les divisions, sera créé.

Achats

23. Les achats peuvent contribuer de façon importante à l'inclusion du handicap et avoir des effets porteurs de transformations pour les personnes handicapées. Un processus d'achat accessible garantit aux personnes handicapées le même accès que les autres aux biens, installations, équipements, technologies et services. Si les directives du FIDA pour la passation des marchés font référence à l'égalité et à la non-discrimination en matière d'emploi et de profession, elles ne mentionnent pas spécifiquement la nécessité pour les biens et services que le Fonds acquiert d'être accessibles et de ne pas créer de nouveaux obstacles pour les personnes handicapées, ou la nécessité d'un processus d'achat accessible.
24. Le FIDA a l'ambition d'appliquer les principes de conception universelle et d'accessibilité à ses processus d'achat. Les pratiques actuelles de passation de marchés seront révisées pour inclure des spécifications techniques et des exigences qui garantissent que les biens et services dont il est fait l'acquisition soient accessibles et que les processus soient accessibles. Cela sera fait conformément aux directives du Réseau achats du Comité de haut niveau sur la gestion relatives à la mise en œuvre de l'indicateur 8 (achats) de la Stratégie des Nations Unies pour l'inclusion du handicap.

iii) Programmation

25. L'action du FIDA concerne principalement des programmes, des projets et des activités de coopération technique en soutien aux pouvoirs publics. Pour que ses activités aient un véritable impact sur les droits des personnes handicapées, le FIDA doit systématiser l'inclusion du handicap dans l'ensemble du cycle des programmes et des projets. La systématisation de l'inclusion du handicap garantit en outre que le FIDA aide de manière efficace et adéquate les États et autres parties prenantes à

pas les appareils et accessoires fonctionnels pour des catégories particulières de personnes handicapées là où ils sont nécessaires » (article 2 de la Convention relative aux droits des personnes handicapées).

¹⁷ L'entité chargée de cette mission connaîtra bien les normes d'accessibilité, et des personnes handicapées participeront lorsque c'est possible à l'identification des difficultés d'accessibilité et à l'établissement de niveaux de priorité.

¹⁸ Les enseignements tirés de l'évaluation de l'accessibilité du siège seront appliqués aux bureaux décentralisés du FIDA. Sous réserve de la disponibilité de ressources, des évaluations de l'accessibilité seront aussi menées dans les bureaux décentralisés.

¹⁹ « On entend par "aménagement raisonnable" les modifications et ajustements nécessaires et appropriés n'imposant pas de charge disproportionnée ou indue apportés, en fonction des besoins dans une situation donnée, pour assurer aux personnes handicapées la jouissance ou l'exercice, sur la base de l'égalité avec les autres, de tous les droits de l'homme et de toutes les libertés fondamentales » (article 2 de la Convention relative aux droits des personnes handicapées).

- mettre en œuvre la Convention relative aux droits des personnes handicapées et à atteindre les objectifs de développement durable. Les coordonnateurs et partenaires du FIDA chargés de l'inclusion du handicap seront responsables de la fourniture d'une assistance technique pour systématiser l'inclusion du handicap.
26. Les programmes d'options stratégiques pour les pays (COSOP) comporteront une analyse de l'inclusion du handicap, assortie de la programmation correspondante. Le FIDA s'est engagé à concevoir, entre 2022 et 2024, au moins cinq projets incluant des personnes handicapées en tant que groupe cible prioritaire²⁰. Ces projets seront conçus en intégrant une approche à deux voies²¹. Ils comporteront les éléments essentiels suivants: i) une véritable consultation avec des personnes handicapées pendant la conception et l'exécution; ii) la fixation d'objectifs en matière d'inclusion; iii) l'établissement d'un budget pour l'inclusion; iv) la formation du personnel et des partenaires; v) l'élimination des obstacles; vi) le suivi de l'inclusion²². Outre ces cinq projets, et en s'appuyant sur les enseignements tirés de ces expériences, le FIDA intégrera peu à peu l'inclusion du handicap à l'ensemble de son portefeuille, en appliquant une approche cohérente et systématique de l'inclusion du handicap. Le guide du FIDA à l'intention des praticiens contient des orientations spécifiques à cet égard, expliquant comment intégrer le handicap à l'analyse des groupes cibles, les critères d'admissibilité, comment concevoir et mettre en œuvre des activités de développement rural prenant en compte le handicap et comment assurer le suivi des résultats. L'accent sera mis sur le renforcement des capacités du personnel et des partenaires du FIDA pour garantir que les conseils donnés soient suivis et que l'inclusion du handicap soit correctement mise en œuvre dans ses opérations²³.
27. Le renforcement de l'inclusion du handicap dans les évaluations aidera le FIDA à promouvoir la responsabilité institutionnelle et l'apprentissage. Le FIDA a révisé son Manuel de l'évaluation, qui comporte désormais des orientations spécifiques sur la réalisation d'évaluations tenant compte de la justice sociale, et notamment des questions d'inégalité et de discrimination en matière de santé et de handicap. Le Bureau indépendant de l'évaluation du FIDA commencera à appliquer les directives du Groupe des Nations Unies pour l'évaluation en matière d'intégration de l'inclusion du handicap dans les évaluations²⁴, conformément au Manuel de l'évaluation de 2022.
28. La réussite d'un changement en profondeur reposera sur l'existence de solides plateformes de programmation conjointe et la capacité à exploiter les avantages comparatifs des différentes entités des Nations Unies. La coordination entre les différentes organisations et la programmation conjointe des programmes et des opérations sont donc essentielles à la réussite de l'inclusion du handicap. Dans le cadre du Programme pour une transformation rurale garante de l'inclusion du handicap²⁵, une initiative financée par un don, le FIDA collabore avec Light for the World, l'Organisation internationale du Travail et la Société de formation régionale au développement rural (PROCASUR). Le but est de mettre à l'essai différentes approches de l'inclusion du handicap dans des projets appuyés par le FIDA. Des moyens particuliers seront également déployés pour renforcer la collaboration en

²⁰ FIDA (2021). Rapport de la Consultation sur la Douzième reconstitution des ressources du FIDA – Reprise, reconstruction, résilience.

²¹ La Stratégie des Nations Unies pour l'inclusion du handicap définit l'approche à deux voies comme suit: « Le fait d'intégrer la prise en compte du handicap dans la conception, la mise en œuvre, le suivi et l'évaluation de l'ensemble des politiques et programmes et de lancer des initiatives spécifiques pour aider les personnes en situation de handicap à devenir autonomes. L'équilibre entre stratégies de systématisation et appui ciblé devrait être ajusté en fonction des besoins des différents groupes de population, l'objectif général étant toujours d'intégrer et d'inclure les personnes en situation de handicap dans tous les aspects de la société et du développement. »

²² L'utilisation du bref questionnaire sur le handicap du Groupe de Washington sera encouragée.

²³ Voir aussi le quatrième domaine d'action: culture institutionnelle.

²⁴ Groupe des Nations Unies pour l'évaluation (2022). *Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator*.

²⁵ Voir la page de présentation du [Programme pour une transformation rurale garante de l'inclusion du handicap](#) (en anglais).

matière d'inclusion du handicap entre les organismes ayant leur siège à Rome. En outre, le FIDA collabore aussi avec le Programme des Nations Unies pour le développement (PNUD) pour développer un module d'apprentissage en ligne sur l'inclusion du handicap. Enfin, le FIDA continuera de participer activement aux mécanismes interorganisationnels sur l'inclusion du handicap et au réseau GLAD.

iv) Culture institutionnelle

Emploi

29. Le FIDA fait tout son possible pour devenir un employeur de qualité pour les personnes handicapées. La Politique du FIDA en matière de ressources humaines comprend déjà des dispositions tendant à attirer, recruter et retenir des employés en situation de handicap et à favoriser leur évolution de carrière. Aux termes de cette politique, les personnes handicapées sont protégées de la discrimination à toutes les étapes de leur emploi, les membres du personnel qui acquièrent une incapacité dans l'exercice de leurs fonctions sont pris en charge conformément aux dispositions applicables de leur assurance médicale et des allocations pour frais d'études sont accordées aux enfants handicapés. En outre, la Stratégie du FIDA pour la diversité, l'équité et l'inclusion indique que le FIDA s'efforce d'intégrer plus systématiquement les droits des personnes handicapées dans son action. Enfin, le Manuel des voyages du FIDA a été révisé pour permettre aux membres du personnel en situation de handicap de bénéficier d'aménagements raisonnables.
30. En outre, les Procédures d'application en matière de ressources humaines seront révisées pour inclure: i) des dispositions en faveur d'aménagements raisonnables à toutes les étapes de l'emploi; ii) des mesures de sensibilisation pour inciter les candidats en situation de handicap à présenter leur candidature aux postes vacants; iii) des mesures de soutien aux membres du personnel qui ont des personnes à charge en situation de handicap; iv) la prise en compte des besoins des membres du personnel en situation de handicap et de ceux ayant des personnes à charge en situation de handicap dans la politique de mobilité du FIDA. Enfin, la satisfaction et le bien-être des employés en situation de handicap seront évalués régulièrement, dans le cadre des sondages mondiaux du personnel.

Renforcement des capacités du personnel

31. Pour permettre au FIDA de devenir une organisation tenant compte du handicap, les membres de son personnel, à tous les niveaux, doivent connaître et comprendre l'inclusion du handicap et être en mesure de l'appliquer dans leur domaine de travail. À cet égard, il est essentiel de pouvoir s'appuyer sur différentes initiatives de développement des capacités et de sensibilisation pour améliorer les connaissances et les capacités internes. Le FIDA, en collaboration avec le PNUD, a conçu une formation en ligne sur l'inclusion du handicap destinée aux membres du personnel. L'Académie des opérations du FIDA sera aussi mobilisée pour sensibiliser le personnel qui participe directement aux opérations du FIDA et renforcer ses compétences. La formation et la sensibilisation du personnel de projet à l'inclusion du handicap et aux approches fondées sur les droits seront assurées dans le cadre de la mise en œuvre des stratégies d'inclusion sociale des projets.

Communication

32. La communication peut jouer un rôle positif en contribuant à réduire la stigmatisation et la discrimination. En revanche, une communication ne prenant pas en compte les personnes handicapées peut renforcer les stéréotypes négatifs et accentuer la stigmatisation et la discrimination existantes. Au FIDA, des directives sont en place pour garantir une communication interne et externe respectueuse des personnes handicapées. Ces directives sont incluses dans la boîte à outils du FIDA relative à la communication²⁶. Des campagnes de communication mettant l'accent sur l'inclusion du handicap seront organisées régulièrement. Le guide du FIDA à

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

l'intention des praticiens contient également des directives pour surmonter les barrières liées au handicap dans la communication et simplifier les messages anti-stigmatisation.

D. Approche et modalités d'exécution proposées

33. La stratégie repose sur les grandes approches suivantes: i) l'approche à deux voies; ii) l'intersectionnalité; iii) les partenariats.
34. Comme il le fait pour l'égalité femmes-hommes et l'autonomisation des femmes, le FIDA appliquera l'approche à deux voies à son action sur l'inclusion du handicap. L'inclusion du handicap sera ainsi intégrée aux opérations du FIDA et complétée par des interventions ciblées en faveur des personnes handicapées. Cette approche permettra au FIDA d'étendre les avantages de tous les projets aux personnes handicapées, tout en ciblant les principales lacunes et les principaux obstacles à l'inclusion.
35. Les personnes handicapées sont confrontées à des formes de discrimination qui se recoupent et se cumulent, fondées sur le genre, l'orientation sexuelle, le type de handicap, l'âge, la race, l'origine ethnique, la religion ou les croyances, et le lieu. Tous ces facteurs contribuent à l'exclusion liée au handicap. Le FIDA appliquera une approche croisée à ses travaux sur l'inclusion du handicap. Conformément au programme d'intégration horizontale du FIDA²⁷, une attention particulière sera accordée aux femmes, aux jeunes et aux autochtones en situation de handicap.
36. Le FIDA tient à mettre à profit les avantages complémentaires et comparatifs de ses partenaires. À cet effet, le Fonds consultera des personnes handicapées, des organisations de personnes handicapées et d'autres partenaires de développement qui travaillent sur la question du handicap sur les plans opérationnel et analytique, il établira des partenariats avec tous ces acteurs et collaborera avec eux. Ces actions garantiront que les interventions soient adaptées à leurs priorités, augmenteront leur portée et faciliteront la constitution de réseaux, les discussions stratégiques et le partage des savoirs. Le FIDA renforcera en outre sa collaboration avec ses principaux partenaires stratégiques pour promouvoir une approche cohérente et collaborative d'un développement tenant compte de la question du handicap. Ces partenaires comprennent d'autres organismes des Nations Unies (en particulier ceux ayant leur siège à Rome), des banques multinationales de développement et des organismes de développement bilatéraux.
37. En outre, grâce à son avantage comparatif, le FIDA renforcera son savoir-faire en matière d'inclusion du handicap et étendra son action progressivement pour éviter de dévier de sa mission. La consultation des pouvoirs publics et l'appropriation par les pays seront essentielles, de même qu'une collaboration aussi étroite que possible avec d'autres partenaires de développement.

E. Production de rapports, mesure et suivi

38. S'appuyant sur ses travaux précédents, le FIDA continuera de contribuer au renforcement des savoirs et des données factuelles sur les conditions de vie et les disparités en matière de développement qui touchent les personnes handicapées. Les données ventilées par type de handicap, issues des projets, que le FIDA aura ainsi recueillies seront diffusées. Cela sera fait, dans la mesure du possible, en utilisant des méthodes reconnues au plan international, comme les outils du Groupe de Washington²⁸. Les évaluations de l'impact comporteront des données ventilées sur les personnes handicapées, s'il y a lieu.

²⁷ FIDA (2017). *Mainstreaming of climate, gender, nutrition and youth* (Transversalisation des questions relatives aux changements climatiques, au genre, à la nutrition et aux jeunes) (disponible en anglais seulement).

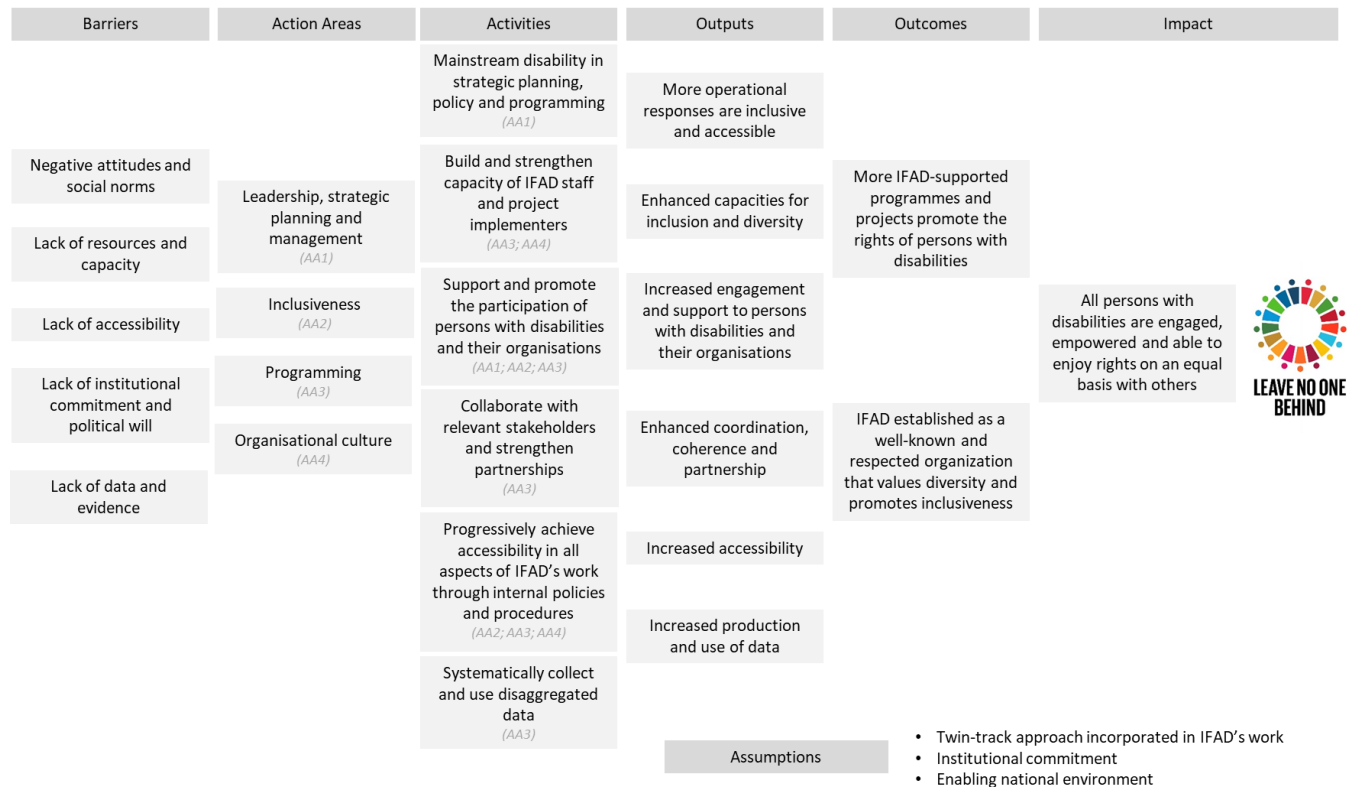
²⁸ Voir <https://www.washingtongroup-disability.com/>.

39. Le principal instrument d'information sur l'avancement de la mise en œuvre de la stratégie sera le rapport annuel spécial du FIDA sur l'intégration des thématiques et des engagements transversaux, qui comportera une section dédiée à l'inclusion du handicap. En outre, le FIDA continuera de rendre compte chaque année des progrès réalisés au regard des indicateurs de performance de la Stratégie des Nations Unies pour l'inclusion du handicap. Un examen à mi-parcours de la stratégie sera présenté au Conseil d'administration du FIDA au plus tard à la fin de l'année 2024.

F. Conclusion

40. Le FIDA a l'ambition d'augmenter considérablement le nombre d'opérations qui tiennent compte des droits des personnes handicapées, et de devenir une organisation reconnue et respectée pour son action de valorisation de la diversité et de promotion de l'inclusivité aussi bien dans le cadre de ses opérations que sur le lieu de travail. Pour faire en sorte que le FIDA réponde aux différents besoins à cet égard, des mesures doivent être prises dans quatre grands domaines: i) direction, planification stratégique et gestion; ii) inclusivité; iii) programmation; iv) culture institutionnelle. Les points clés de la démarche du FIDA sont l'adoption d'une approche à deux voies, la participation effective des organisations de personnes handicapées, la collecte et l'utilisation de données ventilées par type de handicap et l'adéquation de l'action du Fonds avec la Stratégie des Nations Unies pour l'inclusion du handicap. La systématisation de l'inclusion du handicap est essentielle pour le FIDA et pour sa contribution à la réalisation de l'objectif de ne laisser personne de côté. En tenant son engagement en matière de diversité du handicap sur le lieu de travail, le FIDA gagnera en crédibilité et en efficacité.
41. La stratégie indique les principaux domaines prioritaires que les différents départements et divisions devront cibler pour satisfaire aux attentes de la Stratégie des Nations Unies pour l'inclusion du handicap ou pour les dépasser. Les divisions et les départements en assureront le respect en ayant recours à des coordonnateurs internes et en mettant en place une planification, des engagements et un budget pour faire de chaque domaine une réalité. En outre, les bureaux décentralisés du FIDA adapteront la Stratégie des Nations Unies pour l'inclusion du handicap aux niveaux régional et national en élaborant des plans d'action, inspirés des indicateurs de la Stratégie des Nations Unies pour l'inclusion du handicap, chaque fois que nécessaire.

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.

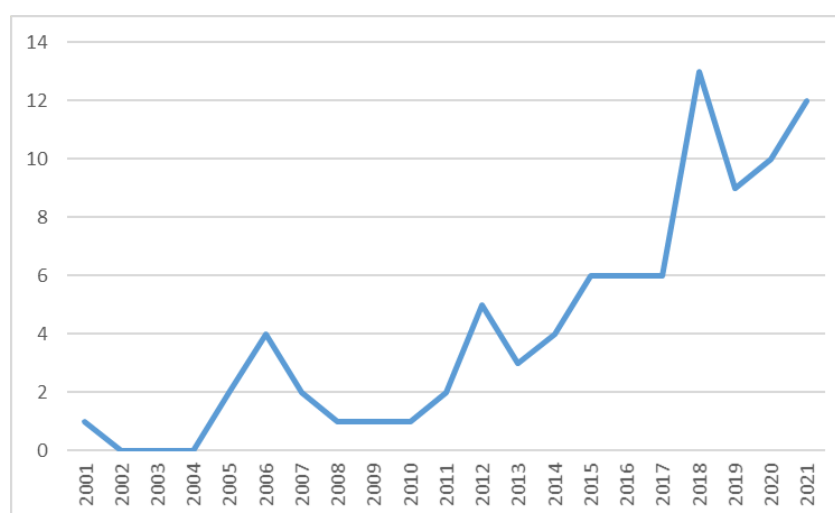


Figure 1: IFAD-supported projects that have included persons with disabilities in the activities since 2001

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).

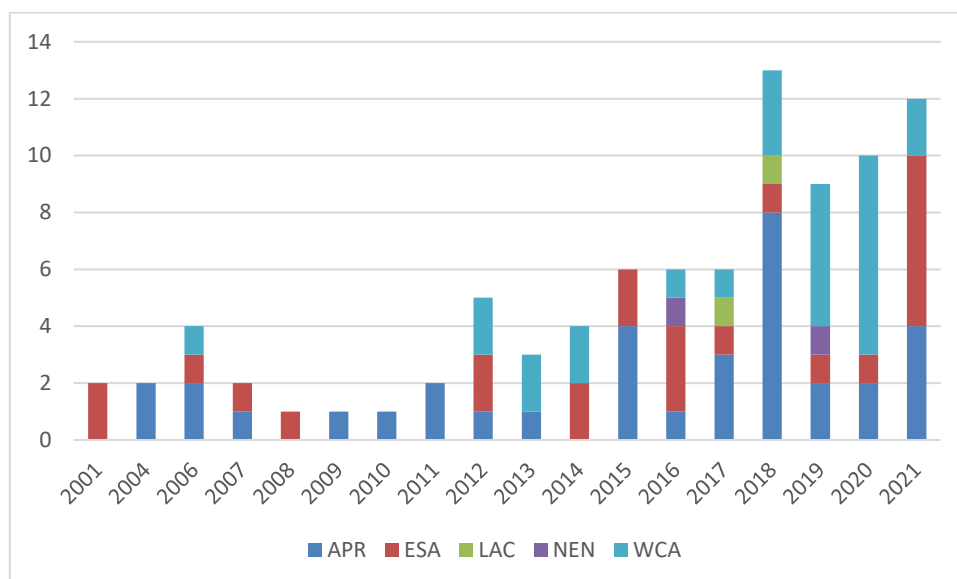


Figure 2: Regional distribution of IFAD-supported projects that have included persons with disabilities in the activities since 2001

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>

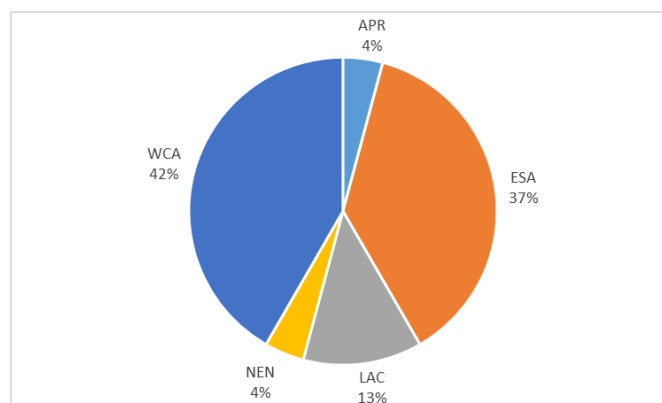


Figure 3: Regional distribution of ongoing COSOPs addressing disability inclusion

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.

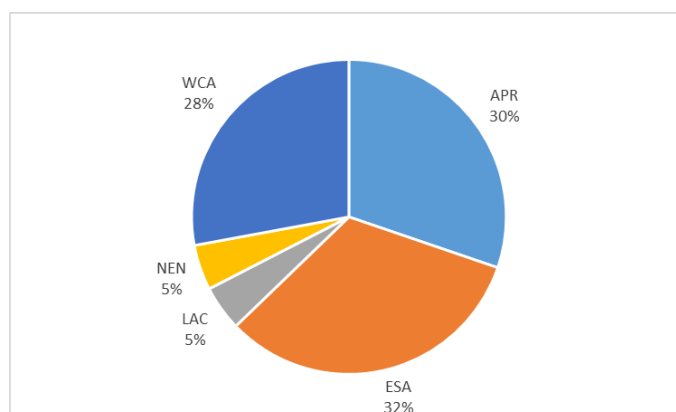


Figure 4: Regional distribution of ongoing IFAD-supported projects addressing disability inclusion

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.

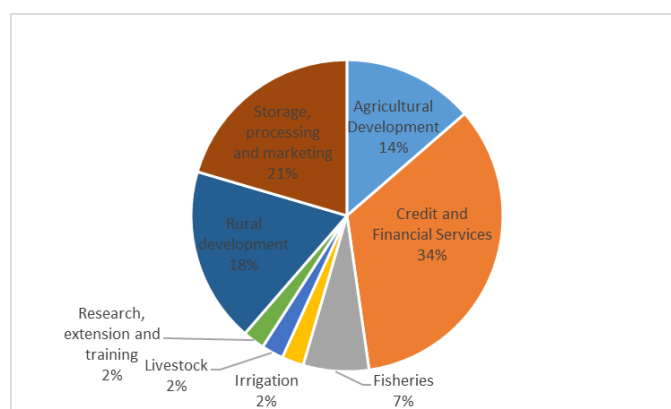


Figure 5: Sector focus of ongoing IFAD-supported projects addressing disability inclusion

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 to 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

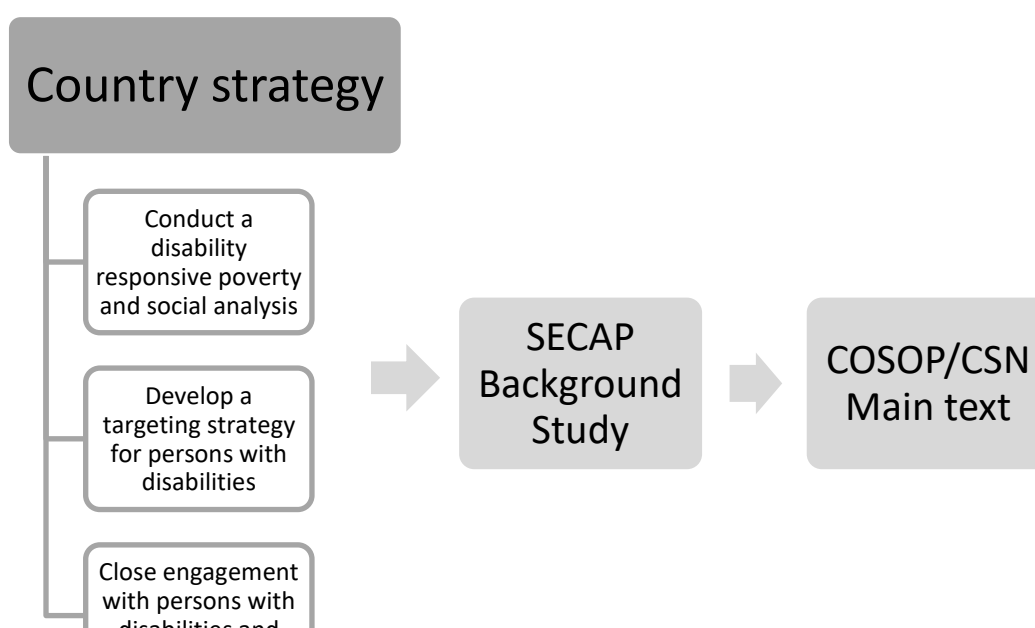


Figure 1: Integrating disability inclusion in country strategies

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).

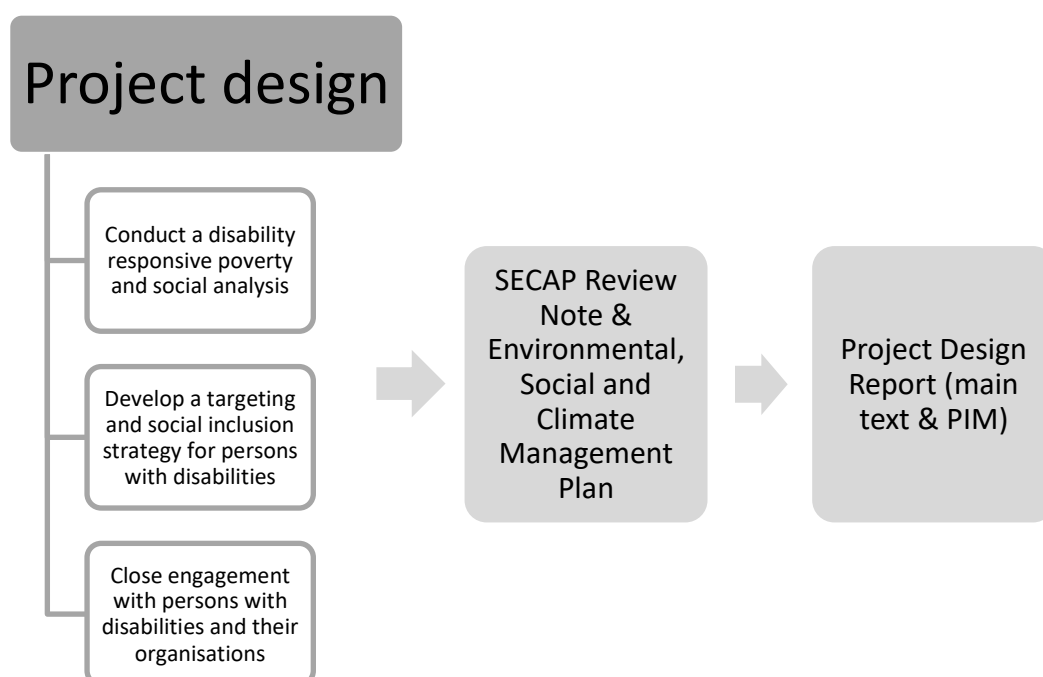


Figure 2: Disability inclusion in project design

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.

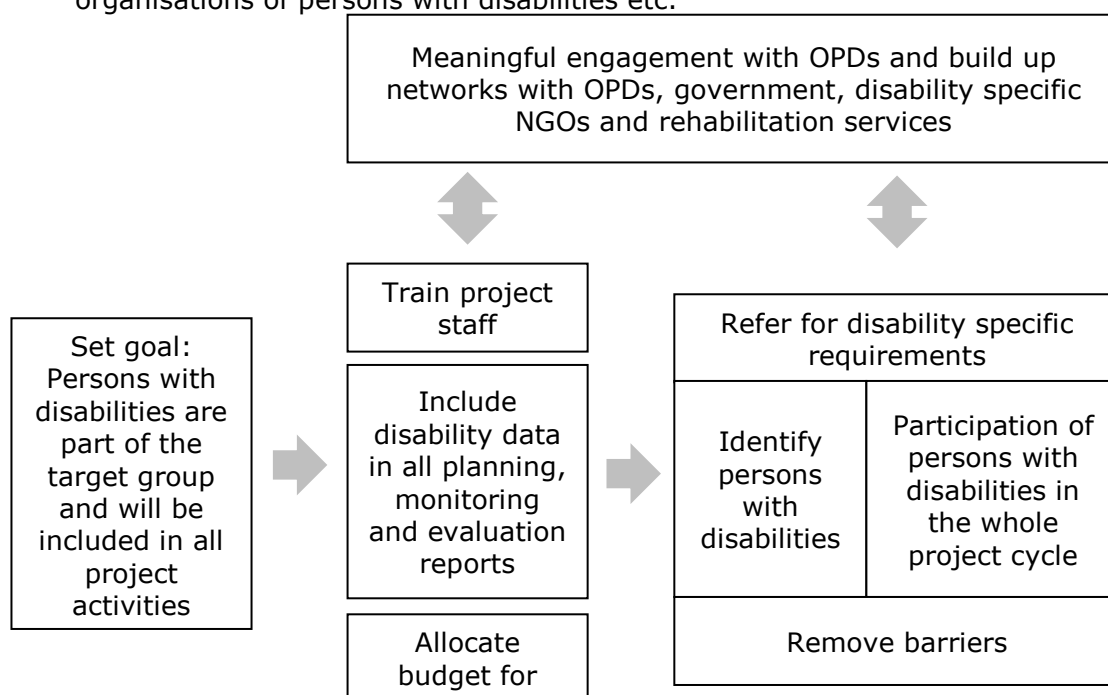


Figure 3: Building blocks of a targeting and social inclusion strategy for persons with disabilities

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

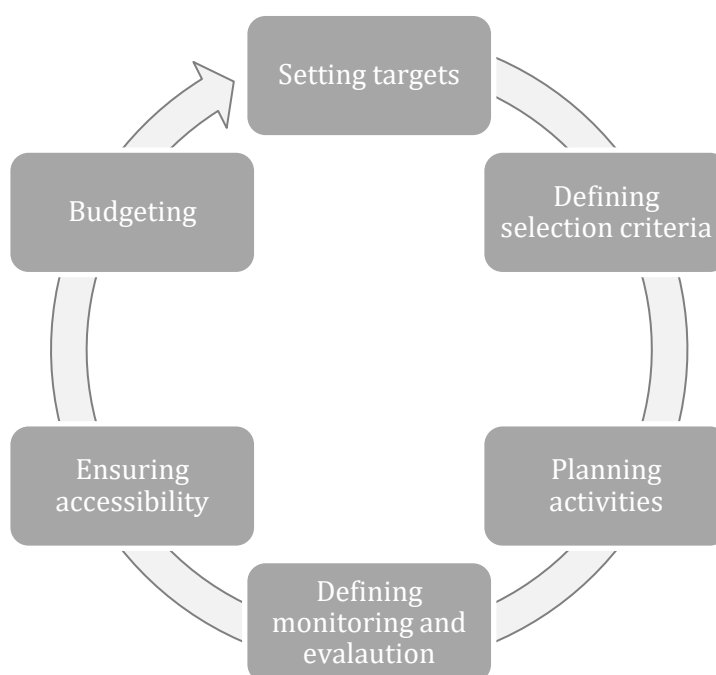


Figure 4: Steps in developing the targeting and social inclusion strategy for persons with disabilities

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.

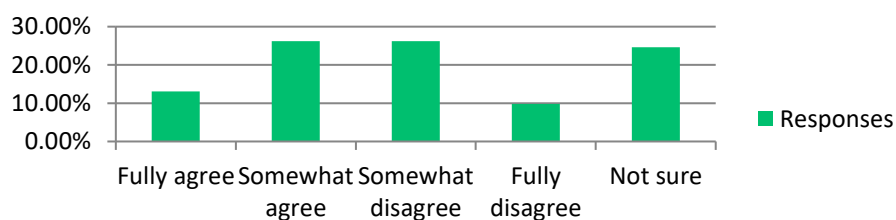
Accessibility

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.

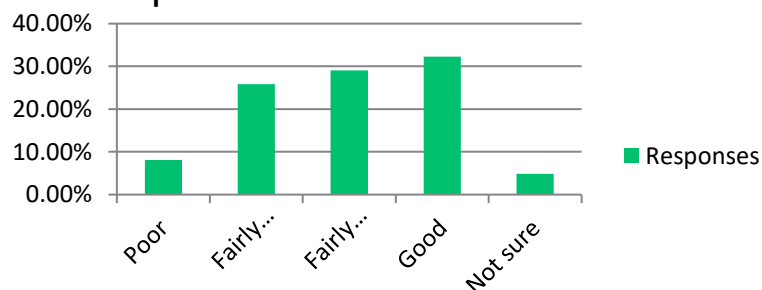
As of now, more than half of the respondents consider the accessibility of the office premises and public spaces as fairly adequate or good. Similarly, accessibility of products and (ICT) services are rated as adequate and good. A colleague with disabilities shared that ICT has provided excellent services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

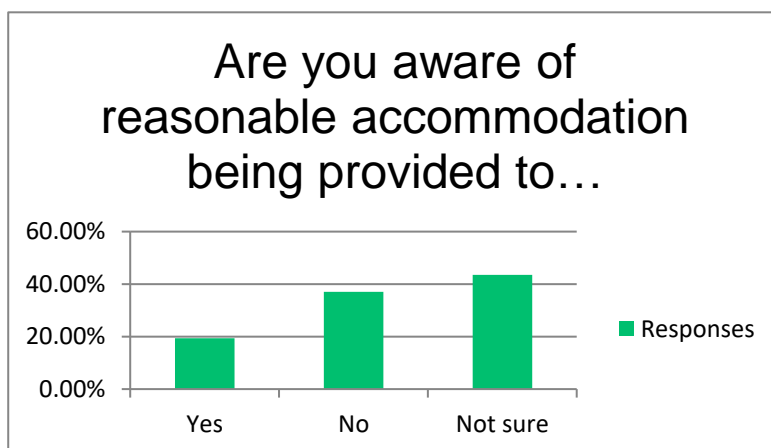
'The provision for visually impaired and hearing impaired are not in place.' Respondent 53

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.



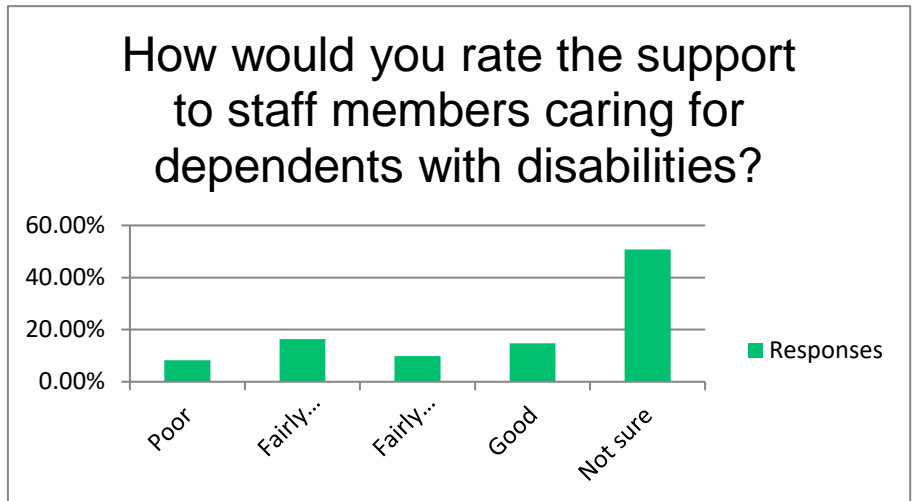
'There is no specific disability policy for staff members caring for dependents with disabilities, especially in terms of time management, medical appointment arrangement. It all depends on informal agreement with direct supervisor and Director. A need to specific days/flexibility to take care of dependents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

IFAD 2021 UNDIS Report⁵²

LEADERSHIP, STRATEGIC PLANNING AND MANAGEMENT	INCLUSIVENESS	PROGRAMMING	ORGANIZATIONAL CULTURE
1. Leadership Approaching	5. Consultation with persons with disabilities Missing	9. Programmes and projects Missing	13. Employment Missing
2. Strategic planning Approaching	6. Accessibility Missing	10. Evaluation Approaching	14. Capacity development for staff Approaching
3. Disability-specific policy/strategy Missing	6.1. Conferences and events Missing	11. Country programme documents Missing	15. Communication Approaching
4. Institutional set-up Meets	7. Reasonable accommodation Missing	12. Joint initiatives Meets	
	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)	Support coordinated action on disability inclusion in their respective core area of the UNDIS accountability framework 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
Corporate focal point for disability inclusion	Ensure coordinated action on disability inclusion across the organisation