IFAD's Disability Inclusion Strategy 2022-2027

FOR: APPROVAL

Action: The Executive Board is invited to approve IFAD's Disability Inclusion Strategy 2022-2027.

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Appendices

Executive summary

1. Achieving disability inclusion is a critical goal in the pursuit of IFAD's mission. IFAD has acquired some experience in working with persons with disabilities, and has been stepping up its efforts to become more disability inclusive in recent years. IFAD has made several commitments regarding disability inclusion. One of these commitments is the development of a corporate disability inclusion strategy. Focusing on the rights of persons with disabilities supports the achievement of the central promise under the 2030 Agenda for Sustainable Development to leave no one behind. IFAD's Disability Inclusion Strategy is aligned with the United Nations Disability Inclusion Strategy and the Convention on the Rights of Persons with Disabilities, as well as IFAD's Strategy on Diversity, Equity and Inclusion, and the IFAD Policy on Targeting. It will guide efforts to raise IFAD's standards and performance on disability inclusion. The objective of the strategy is to ensure that IFAD is fit for purpose in relation to disability inclusion. It will provide a foundation for sustainable and transformative change towards disability inclusion throughout all pillars of IFAD's work.

2. Activities will be implemented in four broad areas: (i) leadership, strategic planning and management; (ii) inclusiveness; (iii) programming; and (iv) organizational culture. Together these activities will lead to two main outcomes: (i) more IFAD-supported programmes and projects promote the rights of persons with disabilities; and (ii) IFAD is established as a well-known and respected organization that values and promotes diversity and inclusiveness.

3. To achieve disability inclusion, the strategy is based on the following overarching approaches: (i) a twin-track approach; (ii) intersectionality; and (iii) partnerships. IFAD will contribute to strengthening the knowledge and evidence base on the living conditions and development disparities of persons with disabilities. The resulting collection of disability-disaggregated project data will be promoted.

IFAD's Disability Inclusion Strategy 2022-2027

I. Introduction

A. Background

1. Fifteen per cent of the world's population has a disability,[1] 80 per cent of whom live in the Global South.[2] Yet, persons with disabilities[3] continue to be invisible and are often left behind. They are overrepresented among the poor, face stigma and experience marginalization in multiple dimensions of life. Climate change and external shocks, such as the COVID-19 pandemic, tend to exacerbate these inequalities.

2. Persons with disabilities have the same rights as anyone else to participate in society.[4] Nevertheless, in practice, persons with disabilities are often not able to enjoy human rights on an equal basis with others. Multiple and entrenched barriers, which are embedded in institutions, norms, attitudes and physical spaces, constrain their ability to fulfil their fundamental rights.

3. If provided with adequate support, persons with disabilities have the capacity to become active members of society. The short-term costs of integrating persons with disabilities will be surpassed by the long-term savings to families and societies.[5] 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.

4. With the adoption of the 2030 Agenda and the Sustainable Development Goals (SDGs), disability inclusion has made its way to the forefront of the global development agenda.[6] The United Nations Disability Inclusion Strategy (UNDIS), adopted in 2019, is an important benchmark towards achieving transformative change in the disability arena.

5. Achieving disability inclusion is a critical goal in the pursuit of IFAD's mission. IFAD has acquired some experience in working with persons with disabilities. In recent years, it has been stepping up its efforts to become more disability inclusive and made several commitments regarding disability inclusion.[7,8] One of these commitments is the development of a corporate disability inclusion strategy.

B. Lessons learned

6. A significant number of IFAD-supported projects and programmes have identified persons with disabilities as a specific target group.[9] This number has increased in recent years. Nevertheless, very few of them have taken a strategic approach to disability inclusion. Moreover, stereotypes – such as a belief 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 – continue to persist. Finally, much remains to be done to strengthen disability inclusion in the workplace,

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[1] See appendix II for definitions of key concepts related to disability inclusion.

[2] World Health Organization (2011). World Report on Disability 2011.

[3] In line with the Convention on the Rights of 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" (article 1).

[4] The Universal Declaration of Human Rights (1948); Convention on the Rights of Persons with Disabilities (2006); Sustainable Development Goals (2015); United Nations Disability Inclusion Strategy (2019).

[5] See Department for International Development (DFID) of the United Kingdom (2000). Disability, poverty and development.

[6] See United Nations (2018). Disability and Development Report: Realizing the Sustainable Development Goals by, for and with persons with disabilities.

[7] See appendix III.

[8] As one of the commitments under the Eleventh Replenishment of IFAD's Resources (IFAD11), IFAD produced: (i) a technical report on the economic opportunities of persons with disabilities in rural areas; and (ii) a technical report on the piloting of data collection on persons with disabilities in five IFAD-supported projects using the Washington Group short set of disability questions. In addition, IFAD has collected data on persons with disabilities in 22 IFAD-supported projects as part of the IFAD11 impact assessment between 2019 and 2021.

[9] See IFAD (2022). Disability inclusion in IFAD's operations: An internal stocktake report. A summary of the report is included in appendix V.

especially with regard to accessibility, reasonable accommodation and organizational culture.

7. Disability inclusion needs to be addressed more systematically in IFAD-supported operations and in the workplace. For operations, this should start with carrying out a disability-focused poverty and livelihoods analysis and developing a clear strategy for disability inclusion under a "twin-track approach". Other important elements include: building partnerships with organizations of persons with disabilities (OPDs); addressing accessibility; allocating dedicated financial resources; and collecting and using disability-disaggregated data. Continued investment is needed in awareness-raising and building the capacities of IFAD's workforce and project staff on disability inclusion issues and rights.

C. Partners' approaches

8. Disability is an important component of overall diversity, and development organizations across the world have begun to adopt 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. The strategy incorporates key common features of these policies and frameworks: adopting a twin-track approach, ensuring meaningful participation by OPDs, collecting and using disability-disaggregated data and alignment with UNDIS. IFAD is well positioned to play a leading role in promoting disability-inclusive rural transformation.

II. Strategy for disability inclusion

9. The strategy contributes to implementing existing international frameworks related to persons with disabilities: its goal, objective and action areas are in line with those of UNDIS, its principles of engagement are aligned with those of the Convention on the Rights of Persons with Disabilities (CRPD) and, by focusing on the rights of persons with disabilities, it supports the achievement of the 2030 Agenda central promise to leave no one behind. The IFAD Policy on Targeting and the IFAD Strategy on Diversity, Equity and Inclusion (DEI strategy) will drive disability inclusion in operations and the workplace, respectively.[10] IFAD's Disability Inclusion Strategy will guide efforts to raise IFAD's standards and performance on disability inclusion.

A. Principles of engagement

10. The strategy's **principles of engagement** are:

(i) **Respect for the inherent dignity, individual autonomy and independence of all persons.**

(ii) **Non-discrimination.** Persons with disabilities in rural areas are among IFAD's target group. They should be able to access IFAD-supported services, employment opportunities and benefits on an equal basis with other persons. Projects will proactively adopt measures that tackle and remove disability-related discriminatory social norms, processes and structures. Moreover, IFAD is committed to achieving a workplace free of any form of discrimination.

(iii) **Full and effective participation and inclusion.** Persons with disabilities and OPDs are considered to be key partners. Genuine inclusion and meaningful participation can only be achieved when persons with disabilities and their representative organizations are able to voice their priorities and

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[10] There are also synergies with other IFAD strategies and policies, notably IFAD's Strategy for Engagement in Small Island Developing States 2022-2027 and Strategy for Engagement in Countries with Fragile Situations. The Disability Inclusion Strategy seeks to build on and strengthen disability inclusion in achieving their respective strategic objectives. More specifically, it will strengthen targeting and outreach efforts of IFAD's interventions in small island developing states and countries with fragile situations.

engage in decision-making. In addition, IFAD is committed to achieving an inclusive environment, where everyone has an equal chance to contribute.

(iv) **Respect for difference.** IFAD recognizes and values a broad range of identities, experiences, beliefs and other diversity dimensions, whether visible or invisible, inherent or acquired. Persons with disabilities offer a unique perspective and make positive contributions to the quality of operations and in the workplace.

(v) **Equal opportunities.** IFAD strives to provide equal opportunity for career development of all staff. It is committed to promoting equality of opportunity by putting in place procedures and systems whereby all staff members can access the same opportunities and benefits. This includes the implementation of affirmative action.

(vi) **Accessibility.** Accessibility is a prerequisite for the realization of the rights and inclusion of persons with disabilities in programming, as well as in the workplace. Persons with disabilities currently encounter barriers in the following areas: institutional, physical, informational, communication, attitudinal and cultural.

(vii) **Gender equality.** IFAD is committed to ensuring equal opportunities for women and men with disabilities. IFAD-supported projects disaggregate disability-related data by sex and other key intersectional dimensions and address gender-specific constraints and barriers experienced by persons with disabilities. Moreover, IFAD will continue to strive for gender parity.

B. Theory of change

11. The goal of the strategy is to achieve equality of outcomes and foster an inclusive culture in IFAD.

12. The objective is to ensure that IFAD is fit for purpose in relation to disability inclusion. The strategy will provide a foundation for sustainable and transformative change towards disability inclusion throughout all pillars of IFAD's work.

13. Activities will be implemented in four broad areas: (i) leadership, strategic planning and management; (ii) inclusiveness; (iii) programming; and (iv) organizational culture. Together these activities will lead to a set of outputs: (i) operational responses that are more inclusive and accessible; (ii) enhanced capacities for inclusion and diversity; (iii) increased engagement and support to persons with disabilities and their organizations; (iv) enhanced coordination, coherence and partnerships; (v) increased accessibility; and (vi) increased production and use of data.

14. This should lead to two main outcomes: (i) more IFAD-supported programmes and projects promote the rights of persons with disabilities; and (ii) IFAD is established as a well-known and respected organization that values and promotes diversity and inclusiveness. This will contribute to ensuring that all persons with disabilities are engaged, empowered and able to enjoy rights on an equal basis with others.

C. Action areas

(i) Leadership, strategic planning and management

15. IFAD's Senior Management will continue to champion disability inclusion both internally and outside the organization. Building on its comparative advantage and core competence and in line with its corporate mainstreaming agenda, IFAD will gradually mainstream disability inclusion in its operations and in the workplace. In line with IFAD's four crosscutting themes,[11] disability inclusion will be merged with prevailing business concepts, strategies, project design options and processes in such a way that it becomes the norm and improves the effectiveness of investment

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[11] IFAD (2017). Mainstreaming of climate, gender, nutrition and youth.

operations. Disability inclusion will be given special attention during replenishment consultations. A number of corporate policies and strategies either have been or are currently being reviewed to build in disability inclusion considerations, for example the targeting policy and the DEI strategy. Other important corporate policies and strategies that remain to be revised or are upcoming include IFAD's new Strategic Framework, the Human Resources Implementing Procedures and the Corporate Procurement Guidelines.

16. Senior Management will ensure that human resources structures and processes are in place to promote and facilitate disability inclusion. A member of Senior Management will be appointed as a disability inclusion champion to provide corporate guidance and accountability. A network of disability inclusion focal points has been established and will continue to support coordinated action on disability across the organization. It includes representatives from various divisions in line with the core areas of the UNDIS accountability framework and is coordinated by IFAD's corporate focal point for disability inclusion. IFAD will continue to participate actively in inter-agency mechanisms on disability inclusion.

17. Corporate performance will be discussed by IFAD's Executive Management Committee (EMC) on an annual basis. This will help to ensure that all EMC members remain fully engaged in championing disability inclusion. Management decision-making for improving performance will be informed by systematic learning and reporting through the corporate monitoring and evaluation systems and results framework. IFAD's primary reporting instrument will be its stand-alone annual report on mainstreaming themes and commitments, which will have a specific section on disability inclusion. Attention to disability inclusion in corporate evaluations will further contribute to strengthening learning and institutional accountability.

(ii) Inclusiveness
Consultation with persons with disabilities

18. Persons with disabilities and OPDs at global, regional and national levels will be consulted and actively involved in the development, implementation, and monitoring and evaluation of IFAD's operations. This will ensure that interventions and measures are adequately designed, planned, implemented and adapted to respond to their priorities. OPDs will also be consulted during replenishment consultations to enable them to contribute to IFAD's strategic planning. The engagement of persons with disabilities and OPDs will also be promoted in IFAD's existing consultation forums, such as the Farmers' Forum[12] and the Indigenous Peoples' Forum.[13] Through its membership in the Global Action on Disability (GLAD) Network, IFAD will continue to engage with the International Disability Alliance. Furthermore, OPDs and staff members with disabilities will be consulted regarding IFAD's efforts to make its workplace more inclusive.

19. Consultation with persons with disabilities will take place in accordance with the UNDIS guidelines.[14] As such, consultation activities with OPDs will be meaningful, i.e. characterized by a genuine interest in listening to OPDs, discussing their inputs and concerns, and being willing to act upon them. IFAD's Practitioner's Guide on Disability Inclusion in Operations[15] includes specific guidance on engagement with persons with disabilities during the different stages of the programme cycle.

Accessibility

20. Accessibility is a prerequisite for the inclusion of persons with disabilities. IFAD aims to apply a universal design approach to ensure that products, environments, and

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[12] See Farmers' Forum webpage.
[13] See Indigenous Peoples' Forum webpage.
[14] United Nations (2021). United Nations Disability Inclusion Strategy – Guidelines: Consulting Persons with Disabilities.
[15] IFAD (2022). Disability Inclusion in IFAD's Operations: A Practitioner's Guide. A summary of the guide is included in appendix VI.

programmes and services can, to the greatest extent possible, be used by all people without adaptation or reconfiguration. IFAD strives to adhere to existing technical parameters and standards for accessibility in a range of domains, including building and construction, and information and communications technology (ICT). When the principle of universal design[16] cannot be applied, IFAD will design measures for reasonable accommodation.

21. As a first step, IFAD will complete an external baseline assessment[17] to determine its current level of accessibility. The accessibility of the following areas will be assessed: the built environment at headquarters,[18] products and services, ICT, communications, and conferences, events and meetings. Subsequently, a policy on accessibility will be developed. It will include a specific focus on the accessibility of conference services and facilities and include measures for funding accessibility and reasonable accommodation. The implementation of the policy will be reviewed periodically. IFAD's practitioner's guide includes specific guidance on addressing accessibility in operations.

Reasonable accommodation

22. So far, reasonable accommodation[19] requests have been dealt with on an ad hoc basis. IFAD will develop guiding principles to address reasonable accommodation. The principles will cover areas such as talent management, recruitment, capacity-building, travel, meetings and events, office workspaces and transportation. Subject to the availability of resources, a centralized funding mechanism that all divisions can access will be established.

Procurement

23. Procurement can contribute in important ways to disability inclusion and can have transformational effects for persons with disabilities. Accessible procurement ensures that persons with disabilities have the same access as others to goods, facilities, equipment, technology and services. While IFAD's Corporate Procurement Guidelines refer to equality and non-discrimination in respect of employment and occupation, they do not include any specific reference to the need for goods and services that it acquires to be accessible and not create new barriers for persons with disabilities, or the need for the procurement process to be accessible.

24. IFAD aims to apply the principles of universal design and accessibility to its procurement processes. Existing procurement practices will be revised to include technical specifications and requirements that ensure goods and services acquired are accessible and that processes are accessible. This will be done in accordance with the High-Level Committee on Management Procurement Network's Guidelines on the Implementation of Indicator 8 – Procurement.

(iii) Programming

25. IFAD's work involves mainly programmes, projects and technical cooperation in support of governments. To meaningfully address the rights of persons with disabilities in its work, IFAD needs to mainstream disability inclusion throughout its programme and project cycles. Mainstreaming disability inclusion also ensures that IFAD plays an effective and appropriate role in supporting governments and other stakeholders to implement the CRPD and achieve the SDGs. IFAD's disability

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[16] 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 (CRPD, article 2).

[17] The agency assigned this task will be familiar with accessibility standards, and persons with disabilities will participate where possible in identifying accessibility challenges and setting priority levels.

[18] The lessons learned from the headquarters' accessibility assessment will be applied to IFAD's decentralized offices. Subject to the availability of resources, accessibility assessments will also be carried out specifically for decentralized offices.

[19] "Reasonable accommodation" means "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" (CRPD, article 2).

inclusion focal points and partners will be responsible for providing technical support to mainstream disability inclusion.

26. IFAD's country strategic opportunities programmes will include an analysis of and corresponding programming on disability inclusion. IFAD has committed to designing at least five projects between 2022 and 2024 that include persons with disabilities as a priority target group.[20] These projects will be designed integrating a twin-track approach.[21] They will include the following key features: (i) meaningful consultation with persons with disabilities during design and implementation; (ii) setting targets for inclusion; (iii) budgeting for inclusion; (iv) training of staff and partners; (v) removing barriers; and (vi) monitoring inclusion.[22] In addition to these five projects, and building on the lessons learned from these experiences, IFAD will gradually mainstream disability inclusion throughout its entire portfolio, applying a consistent and systematic approach to disability inclusion. IFAD's practitioner's guide includes specific guidance in this regard, explaining how to integrate disability in target group analysis, eligibility criteria, how to design and implement disability-inclusive rural development activities and how to monitor results. Emphasis will be placed on strengthening the capacities of IFAD staff and partners to ensure the guidance provided is adopted and disability inclusion is addressed adequately in its operations.[23]

27. Strengthening disability inclusion in evaluations will help IFAD promote institutional accountability and learning. IFAD has revised its Evaluation Manual, which now includes specific guidance on conducting evaluations that are responsive to social justice, including issues of inequality and discrimination with regard to health and disability. The Independent Office of Evaluation of IFAD will begin to apply the United Nations Evaluation Group's guidance on integrating disability inclusion in evaluations[24] pursuant to the 2022 Evaluation Manual.

28. Achieving transformative change will hinge on having strong joint programming platforms and the ability to leverage the comparative advantage of different United Nations entities. Inter-agency coordination and joint programming across programmes and operations are therefore vital to the achievement of disability inclusion. Through the grant-financed initiative Sparking Disability-Inclusive Rural Transformation,[25] IFAD is partnering with Light for the World, the International Labour Organization and Procasur. The aim is to pilot disability-inclusive approaches in IFAD-supported projects. Special efforts will also be made to strengthen collaboration on disability inclusion between the Rome-based agencies. Moreover, IFAD is also partnering with the United Nations Development Programme (UNDP) to develop an e-learning module on disability inclusion. Finally, IFAD will continue to participate actively in inter-agency mechanisms on disability inclusion and the GLAD Network.

(iv) Organizational culture
Employment

29. IFAD strives to become an employer of choice for persons with disabilities. IFAD's Human Resources Policy already includes provisions to attract, recruit, retain and promote the career development of employees with disabilities. The policy states that persons with disabilities are protected from discrimination during all stages of

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[20] IFAD (2021). Report of the Consultation on the Twelfth Replenishment of IFAD's Resources: Recovery, Rebuilding, Resilience.

[21] UNDIS defines the twin-track approach as follows: "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."

[22] The use of the short set of Washington Group questions will be promoted.

[23] See also the fourth action area: organizational culture.

[24] United Nations Evaluation Group (2022). Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator.

[25] See Sparking Disability Inclusive Rural Transformation Programme.

employment, that staff members acquiring an impairment in the course of their service are taken care of in accordance with the relevant medical insurance provisions and that inclusive education grants are provided for children with disabilities. Moreover, IFAD's DEI strategy states that IFAD is committed to embedding the rights of persons with disabilities more systematically in its work processes. Finally, IFAD's travel manual has been revised to ensure reasonable accommodation for personnel with disabilities.

30.   Furthermore, the Human Resources Implementing Procedures will be revised to include: (i) arrangements for reasonable accommodation during all stages of employment; (ii) outreach measures to attract candidates with disabilities to apply for vacancies; (iii) measures to support staff who have dependents with disabilities; and (iv) taking the requirements of staff with disabilities and those with dependents with disabilities into account in IFAD's mobility policy. Finally, the satisfaction and well-being of employees with disabilities will be assessed at regular intervals, as part of the global staff surveys.

Capacity development for staff

31.   To become a disability-inclusive institution, staff at all levels need to know about and understand disability inclusion and be able to apply it to their area of work. In this regard, a range of capacity development and awareness-raising initiatives to improve knowledge and internal capabilities are key. IFAD has partnered with UNDP to develop an e-learning course for staff on disability inclusion. IFAD's Operations Academy will also be leveraged to raise the awareness and strengthen the skills of those directly involved in IFAD operations. Training and sensitization of project staff on disability inclusion and rights-based approaches to disability will be provided as part of the implementation of projects' social inclusion strategies.

Communication

32.   Communication can play a positive role to reduce stigma and discrimination. At the same time, communication that is not sensitive to persons with disabilities can reinforce negative stereotypes and exacerbate the existing stigma and discrimination. IFAD has guidelines in place to ensure that internal and external communications are respectful of persons with disabilities. These guidelines are included in IFAD's communications toolkit.[26] Communication campaigns with a focus on disability inclusion will be organized at regular intervals. IFAD's practitioner's guide also includes guidance on how to overcome disability-related barriers in communication and streamline anti-stigma messages.

D.   Approach and proposed implementation modalities

33.   The strategy is based on the following overarching approaches: (i) the twin-track approach; (ii) intersectionality; and (iii) partnerships.

34.   As in the case of gender equality and women's empowerment, IFAD will apply the twin-track approach to its work on disability inclusion. As such, disability inclusion will be mainstreamed in IFAD's operations, and complemented by targeted interventions for persons with disabilities. This approach will enable IFAD to expand the benefits of all projects to persons with disabilities, while also targeting the main gaps and barriers to inclusion.

35.   Persons with disabilities face intersecting and compounding forms of discrimination on the grounds of gender, sexual orientation, impairment type, age, race, ethnicity, religion or belief, and location. These all contribute to disability-related exclusion. IFAD will apply an intersectional approach to its work on disability inclusion. In line with IFAD's horizontal integration agenda,[27] special attention will be given to women, youth and Indigenous Peoples with disabilities.

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[26] https://www.ifad.org/en/web/knowledge/-/ifad-communications-toolkit.
[27] IFAD (2017). Mainstreaming of climate, gender, nutrition and youth.

36. IFAD is committed to leveraging the complementary and comparative advantages of partners. As such, IFAD will consult, partner and collaborate with persons with disabilities and OPDs, and with other development partners that work on disability issues in operational and analytical work. This will ensure that interventions are tailored to their priorities, increase outreach, and facilitate networking, strategic dialogue and knowledge-sharing. IFAD will also strengthen its cooperation with key strategic partners to promote a cohesive and collaborative approach to disability-inclusive development. These include other United Nations agencies (with a focus on the Rome-based agencies), multinational development banks, and bilateral aid agencies.

37. Furthermore, building on its comparative advantage, IFAD will strengthen its expertise in disability inclusion and scale up gradually, avoiding mission drift. Consulting governments and ensuring country ownership will be key, as well as working as much as possible with other development partners.

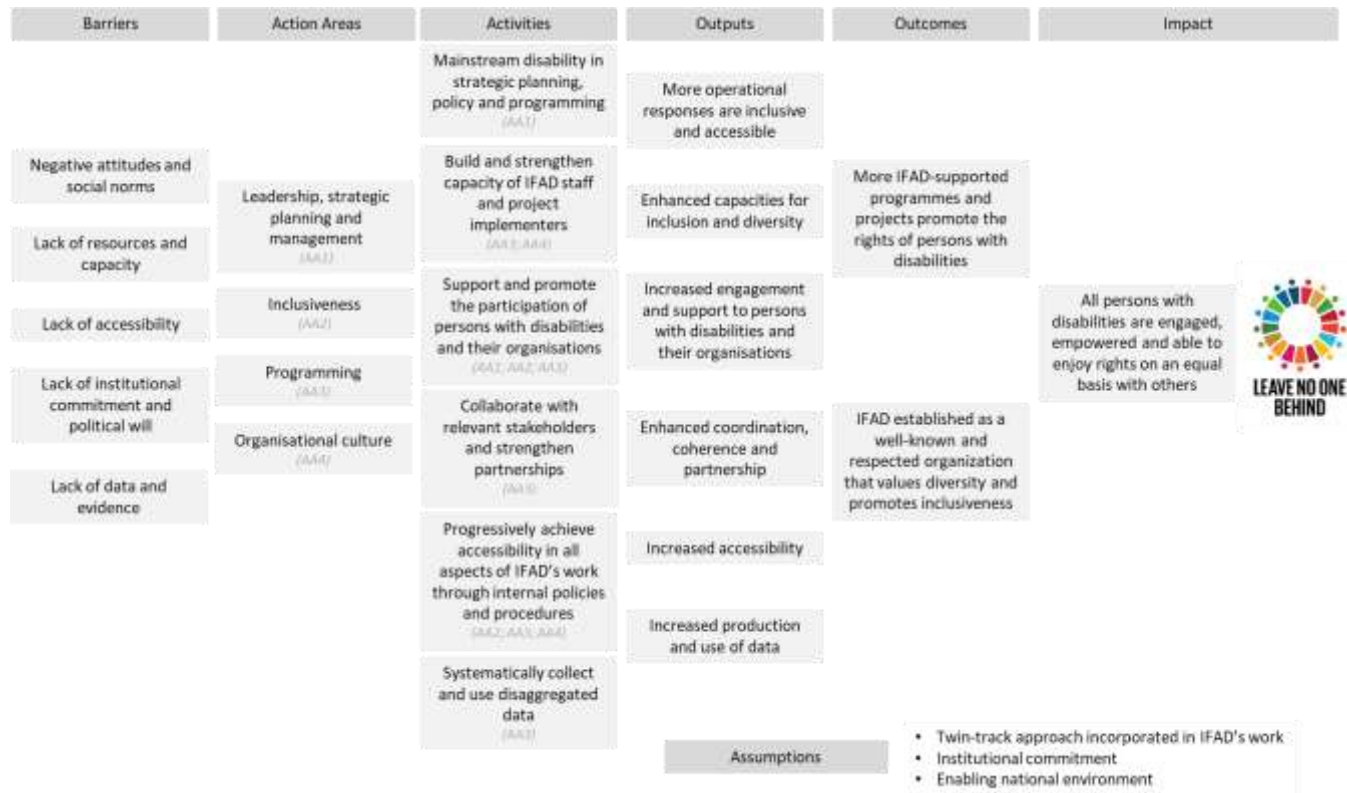## E. Reporting, measurement and monitoring

38. Building on its previous work, IFAD will continue to contribute to strengthening the knowledge and evidence base on the living conditions and development disparities of persons with disabilities. The resulting collection of disability-disaggregated project data will be promoted. To the extent possible, this will be done by using internationally recognized methods, such as the Washington Group tools.[28] Impact assessments will include disaggregated data on persons with disabilities, where relevant.

39. The primary reporting instrument for the implementation of the strategy will be IFAD's stand-alone annual report on mainstreaming themes and commitments, which will have a specific section on disability inclusion. In addition, IFAD will continue to report annually on progress made on UNDIS performance indicators. A midterm review of the strategy will be presented to IFAD's Executive Board by the end of 2024.

F. Conclusion

40. IFAD aims to significantly increase the number of operations that are inclusive of the rights of persons with disabilities, and to become established as a well-known and respected organization that values diversity and promotes inclusiveness both in its operations and in the workplace. To ensure that IFAD is fit for purpose in this regard, efforts are needed in four main areas: (i) leadership, strategic planning and management; (ii) inclusiveness; (iii) programming; and (iv) organizational culture. Key features of IFAD's approach include adopting a twin-track approach, meaningful participation of OPDs, collecting and using disability-disaggregated data and alignment with UNDIS. Mainstreaming disability inclusion is key for IFAD and its contributions to the goal of leaving no one behind. Delivering on the commitment to disability diversity in the workplace will make IFAD a more credible and effective institution.

41. The strategy outlines key priority areas that various divisions and departments will need to address in order to meet or exceed the UNDIS standards. Divisions and departments will ensure compliance with dedicated internal focal points, planning, commitments and budget to make each area a reality. In addition, IFAD's decentralized offices will adapt the UNDIS to the regional and country level through the development of action plans, drawing on UNDIS indicators where relevant.

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[28] At: https://www.washingtongroup-disability.com/.

Theory of change

Barriers	Action Areas	Activities	Outputs	Outcomes	Impact
		Mainstream disability in strategic planning, policy and programming (AA1)	More operational responses are inclusive and accessible		
Negative attitudes and social norms	Leadership, strategic planning and management (AA1)	Build and strengthen capacity of IFAD staff and project implementers (AA1, AA4)	Enhanced capacities for inclusion and diversity	More IFAD-supported programmes and projects promote the rights of persons with disabilities	
Lack of resources and capacity					
Lack of accessibility	Inclusiveness (AA2)	Support and promote the participation of persons with disabilities and their organisations (AA1, AA2, AA3)	Increased engagement and support to persons with disabilities and their organisations		All persons with disabilities are engaged, empowered and able to enjoy rights on an equal basis with others
Lack of institutional commitment and political will	Programming (AA3)	Collaborate with relevant stakeholders and strengthen partnerships (AA3)	Enhanced coordination, coherence and partnership	IFAD established as a well-known and respected organization that values diversity and promotes inclusiveness	
Lack of data and evidence	Organisational culture (AA4)				
		Progressively achieve accessibility in all aspects of IFAD's work through internal policies and procedures (AA2, AA3, AA4)	Increased accessibility		
			Increased production and use of data		
		Systematically collect and use disaggregated data (AA3)			

Assumptions
• Twin-track approach incorporated in IFAD's work
• Institutional commitment
• Enabling national environment

LEAVE NO ONE BEHIND

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 practices[29]. 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 culture[30]. 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 below[31].

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

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[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. It 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 operations[32]

Introduction

IFAD has been stepping up its efforts to embed the rights of persons with disabilities more systematically into its work. Several studies[33] have been undertaken and its operational guidelines on targeting were revised, taking into consideration how best to target and include persons with disabilities. More recently[34], 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 years[35]. 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.
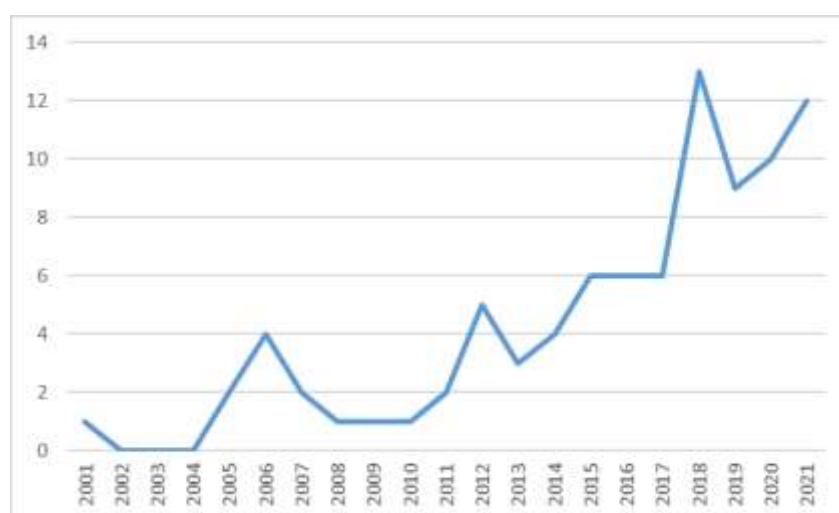

Figure 1: IFAD-supported projects that have included persons with disabilities in the activities since 2001

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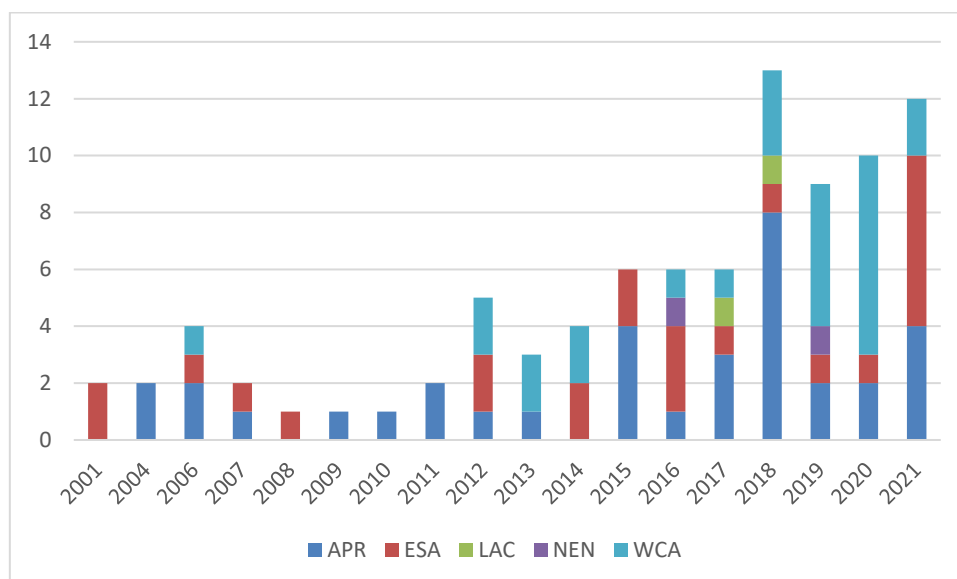
Figure 2: Regional distribution of IFAD-supported projects that have included persons with disabilities in the activities since 2001

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 states[36].

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[36] World Bank Classification of Fragile and Conflict-Affected Situations 2022:
https://www.worldbank.org/en/topic/fragilityconflictviolence/brief/harmonized-list-of-fragile-situations
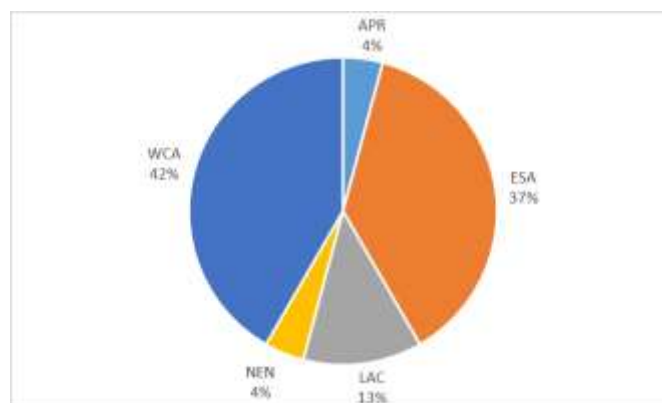
Figure 3: Regional distribution of ongoing COSOPs addressing disability inclusion

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

2) Projects

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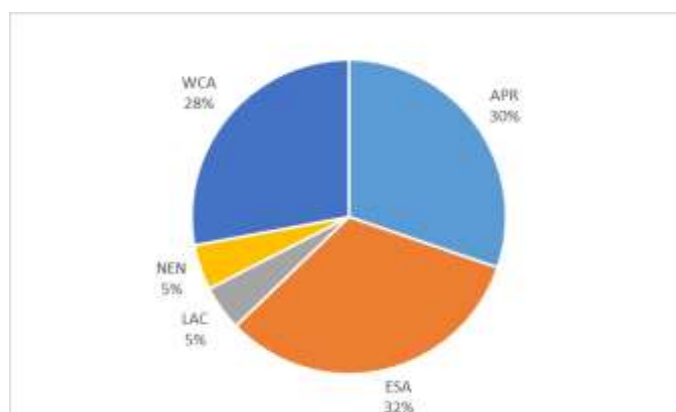

Figure 4: Regional distribution of ongoing IFAD-supported projects addressing disability inclusion

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

The majority of the ongoing IFAD-supported projects addressing disability inclusion focus on credit and financial services (34 percent) or agricultural and rural development (32 percent), this is respectively 23 and 54 percent of IFAD's overall ongoing project portfolio.
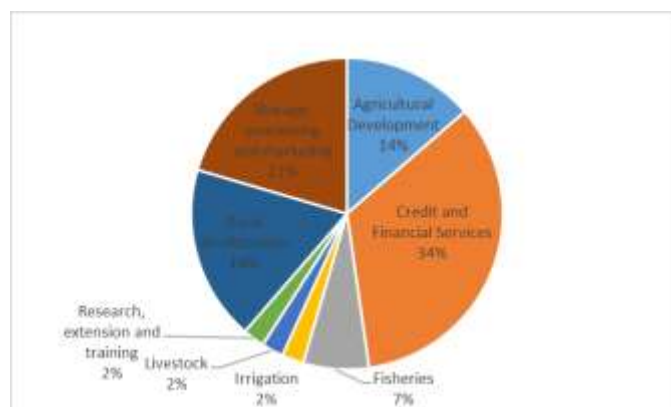
Figure 5: Sector focus of ongoing IFAD-support projects addressing disability inclusion

While a rather significant number of past and ongoing IFAD-supported projects have identified persons with disabilities as a specific target group, this rarely translates into clear pathways for and resources dedicated to disability inclusion. Only a small proportion of the COSOPs and ongoing IFAD-supported projects go beyond the mere identification of persons with disabilities as a potential target group. This is in lie 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) <u>Indirect targeting</u>

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

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

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

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

2) Direct targeting

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

A number of IFAD-supported projects started directly targeting persons with disabilities only during their implementation. It was noted that they were amongst the groups most at risk of being left behind and therefore targeting eligibility criteria, processes and procedures were adjusted to prioritise support to them. One example can be found in PRELNOR in Uganda, where, during the course of the project's implementation, persons with disabilities were prioritised as beneficiaries of the household mentoring scheme[37] 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 inclusion[38]. 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-

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[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) <u>Diverse needs</u>

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 clients[39]. 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 with 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 aims 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.

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[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 processed.

6) Policy engagement

The SPARK baseline study[40] 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 contract 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.

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[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 cycle[41]

Why should IFAD target persons with disabilities?

Fifteen percent of the world's population has a disability, 80 percent of whom live in developing countries[42]. 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 Policy[43], 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 societies[44]. 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).

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[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
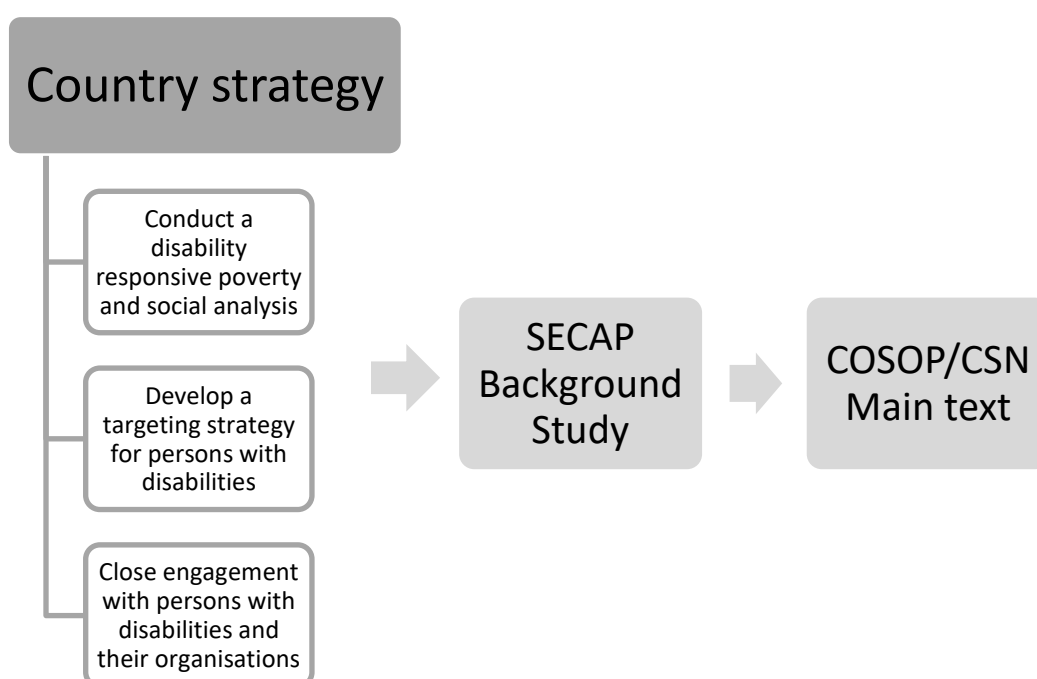

Figure 1: Integrating disability inclusion in country strategies

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 actions[46] 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 Stakeholders[47].

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

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[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).
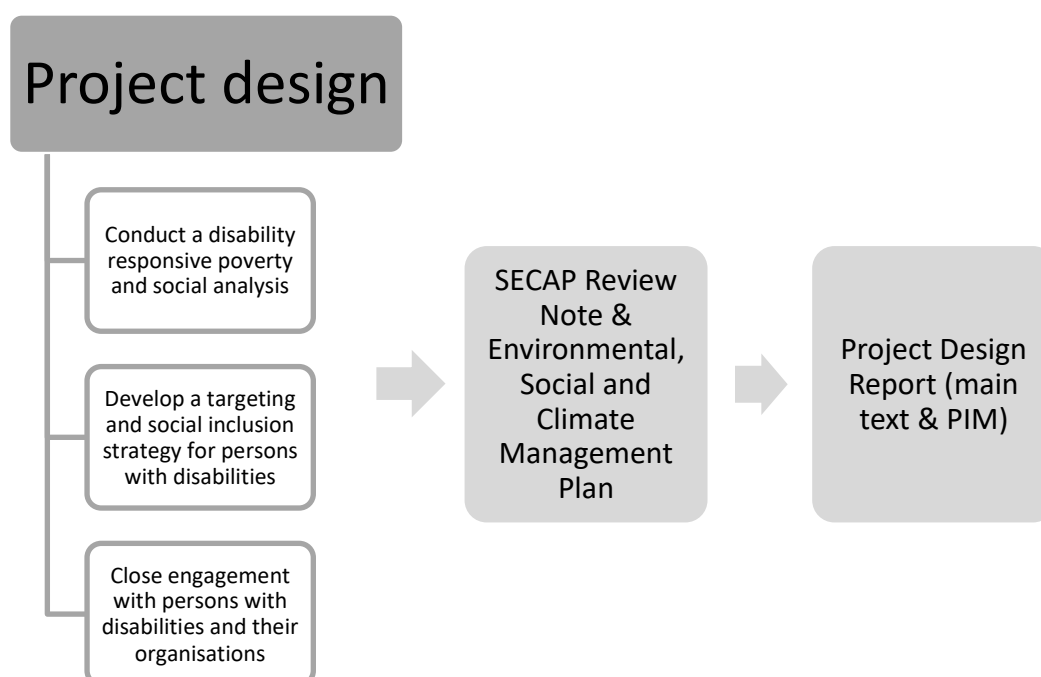

Figure 2: Disability inclusion in project design

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.
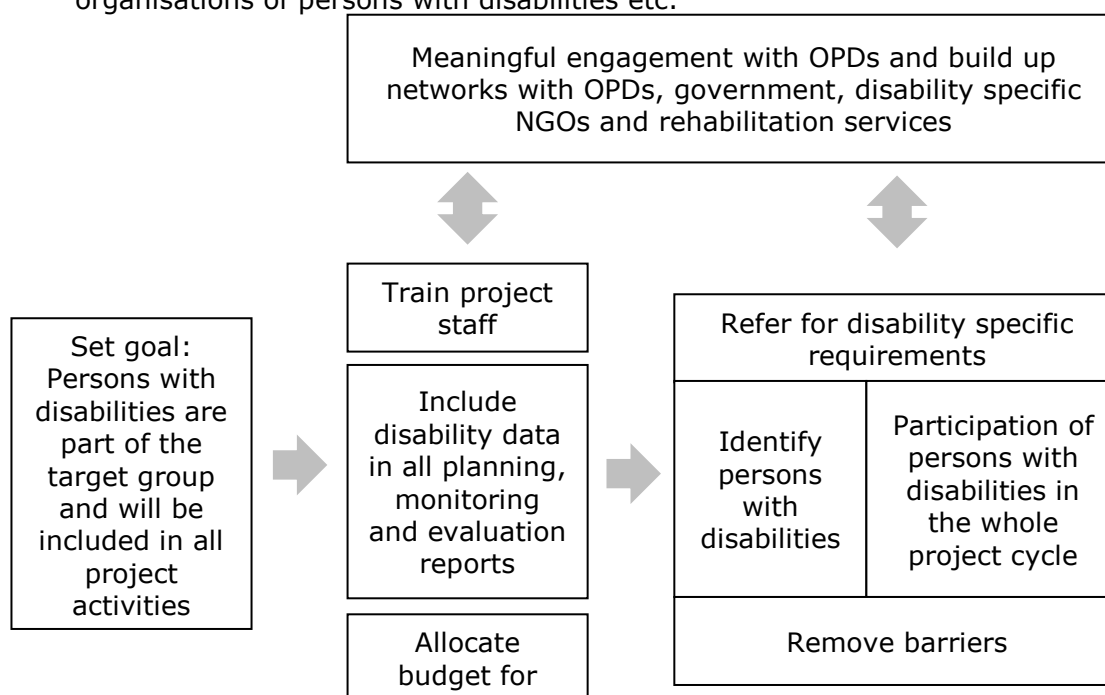

Figure 3: Building blocks of a targeting and social inclusion strategy for persons with disabilities

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
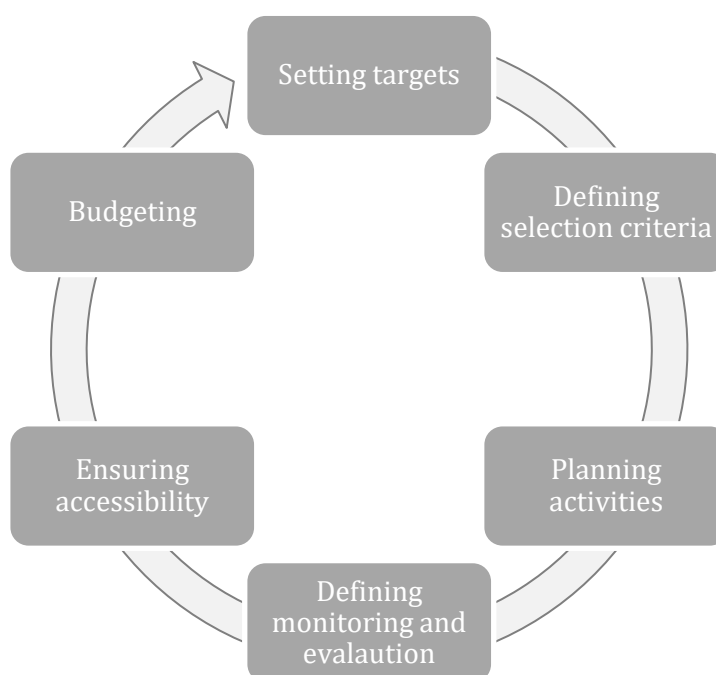- Budgeting for disability inclusion

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-reporting[48] 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 accessibility[49].

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.

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[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	☐ Describe **national policies, strategies** and actors addressing persons with disabilities. ☐ Describe the **main groupings** among persons with disabilities (e.g. by sex, youth, indigenous peoples, type and severity of impairment). ☐ 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	☐ 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	☐ Disaggregate **Outreach indicator** (C.I. 1) by sex, youth, disability, and (if relevant) indigenous peoples.
Dedicated HUMAN & FINANCIAL RESOURCES	☐ Include **staff** with disability inclusion-specific TORs. ☐ 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 consensus[50] that it generates sound, internationally comparable data that can be disaggregated and collected without

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[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 staff[51]. 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.

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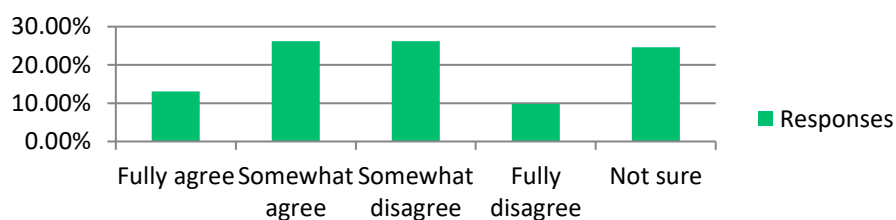
Accessibility

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

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

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

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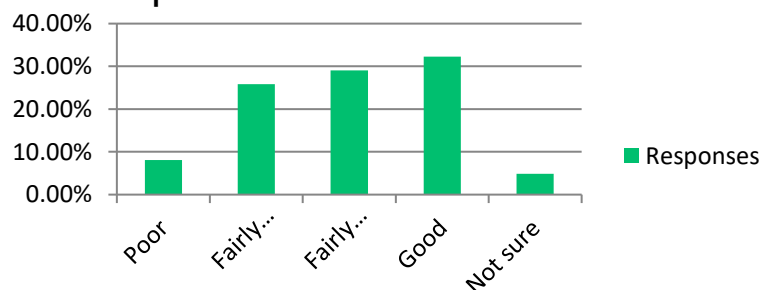
[51] It was advertised on IFAD's logon page and sent around through divisional mailboxes.

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',

Are you aware of reasonable accommodation being provided to…

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.
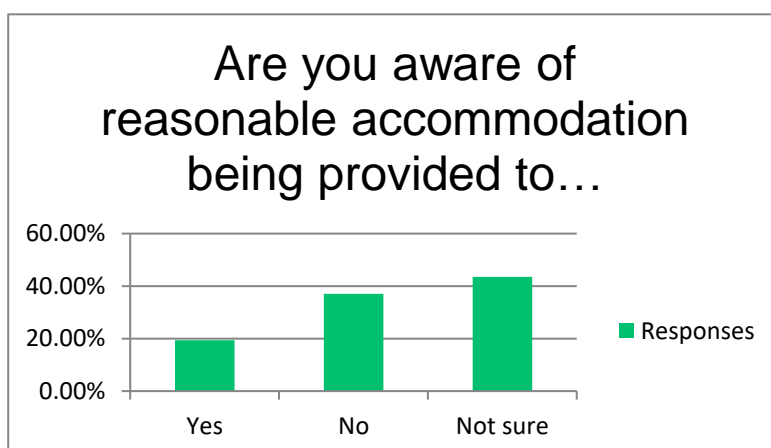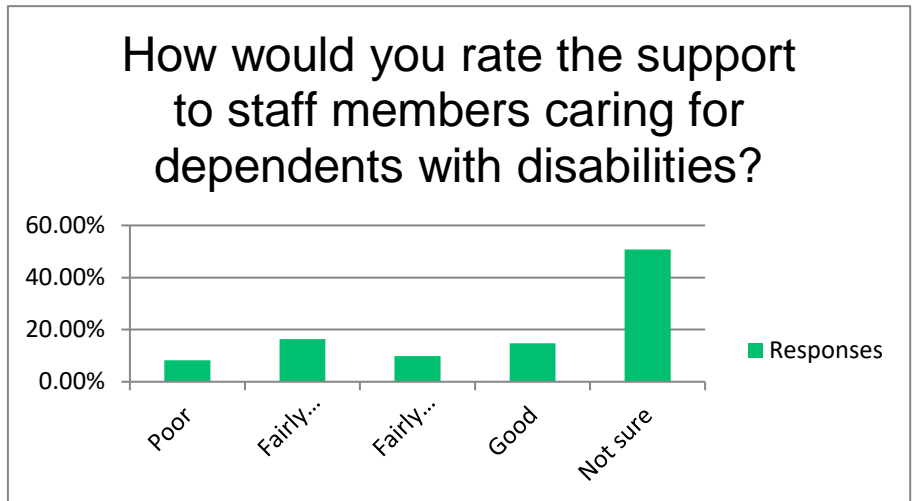
''There is no specific disability policy for staff members caring for dependents with disabilities, especially in terms of time management, medical appointment arrangement. It all depends on informal agreement with direct supervisor and Director. A need to specific days/flexibility to take are of dependents with disabilities would need to be looked at''. Respondent 27

How would you rate the support to staff members caring for dependents with disabilities?

''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

Does the organization attract, recruit, retain and promote career development of employees with disabilities?

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

''I do not think that this approach has been promoted in IFAD. Little communication exists on the recruitment process of persons with disabilities.'' Respondent 27

''Representation. As a disabled person why would you work in a place that has no disabled people. It is a massive red flag and evidences the lack of opportunities and considerations given to people with disabilities at IFAD''. Respondent 55

Key findings

The key findings of this survey were the following:

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

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

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

Recommendations

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

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

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LEADERSHIP, STRATEGIC PLANNING AND MANAGEMENT	INCLUSIVENESS	PROGRAMMING	ORGANIZATIONAL CULTURE
1. Leadership — **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**		

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[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