



Making disability inclusion work

INNOVATION FOR INCLUSION



Light for the World Netherlands
Strategic Plan 2016-2020

Preface

Light for the World Netherlands is an associate member of Light for the World International, following the same vision, mission, strategy¹, core values and overall theory of change. However, we have our own specific focus, strategic goals and distinct role within the international body. In the pages that follow, we reveal how we plan to adapt our work to the changing context of international development and collaborate with other actors in this field.

¹ Light for the World - Strategic Framework 2016-2020

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1. Introduction

Imagine a future in which people with disabilities have the same rights, opportunities and possibilities as anyone else, have access to all public services and development initiatives, and are able to participate on an equal basis. This is our goal. We have made many strides towards it but we can do more. We have therefore created a strategic framework to guide our organisation to deeper impact.

For decades, Light for the World Netherlands supported partner organisations that worked to improve the situation of people with disabilities through helping to provide eye care, education, rehabilitation and vocational training programmes. Initially, the focus was on people with visual impairments but in the course of the years it extended to include people with all types of impairments. Following the philosophy of inclusive education, where children with disabilities participate in regular schools instead of in special school settings, we also started to do pioneering work on inclusion in other development areas, including livelihoods and vocational training.

In the last five years, our work has shifted increasingly to lobbying, advocacy and capacity building for the inclusion of people with disabilities in regular development initiatives. This started when we set up a learning platform on the subject. We developed guidelines and piloted inclusive projects together with NGOs and governments. We organised training programmes on disability inclusion for development practitioners. Disability specific organisations asked for our advice on how to mainstream disability and we supported Light for the World offices all over the world in the area of disability inclusion. We discovered the power of getting all stakeholders together to jointly develop and test new solutions for achieving inclusion.

As an organisation, we have now come to the point that we are ready to make lobbying, advocacy, capacity building and innovation for disability inclusive development the core of our work, and to shape our organisation accordingly. This strategy document will explain how changes in the development sector and our own experiences inspired this decision and set out our new approach for the coming years.

VISION, MISSION AND THEORY OF CHANGE

Our vision is an Inclusive Society for All, where no one is left behind and all persons participate equally in the cultural, social, political and economic environment.

Our mission is to contribute to a world in which persons with disabilities fully exercise their rights. The UN Convention on the Rights of Persons with Disabilities guides us. Persons with disabilities living in poverty are amongst the most excluded groups in society. They are at the centre of our work and they drive the change.

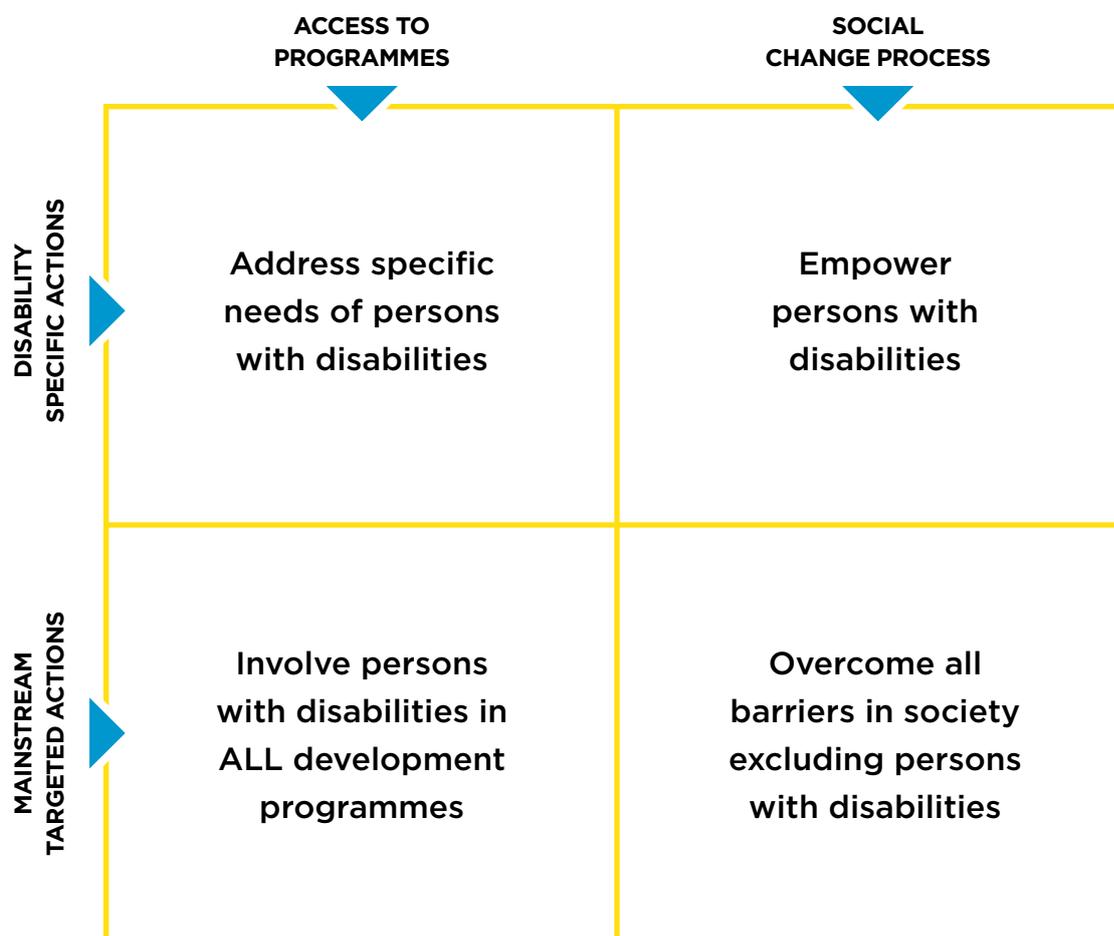
- We engage in empowering persons with disabilities to take development in their own hands.
- We strive to overcome all barriers in society and create access for people with disabilities.
- We are committed to improving eye health and promoting inclusive education, community-based rehabilitation, disability rights, livelihood and disability inclusion.
- We pay specific attention to women with disabilities and children with disabilities and more excluded impairment groups within the disability community.

Theory of Change

Light for the World International works in selected partner countries, as well as at the international level, on health, education and livelihood programmes, particularly focused in the following areas:

- eye health and blindness prevention;
- access to high quality inclusive education;
- sustainable livelihood development for people with disabilities;
- community based rehabilitation (CBR) as a multi-sectoral strategy;
- empowerment of people with disabilities to lobby and advocate for social change;
- shifting systems and support organisations towards disability inclusion.

The graphic sets out the Theory of Change employed by Light for the World International and shows how Light for the World Netherlands, as an associate member, contributes. It consists of four sections that resemble



Theory of Change

jigsaw puzzle pieces. These link to form a combination of disability-specific actions and mainstream actions within specific programmes as well as in broader social change processes.

This leads to four combinations:

- disability-specific actions within programmes;
- empowerment of persons with disabilities to actively participate in society;
- involving persons with disabilities in all development programmes;
- and overcoming barriers in society.

All four pieces of this puzzle are needed to ensure that people with disabilities are able to participate equally in society; they reinforce each other. Disability specific actions together with interventions that focus on inclusion in mainstream society are needed for

the creation of an inclusive society where everyone can participate equally in the cultural, social, political and economic environment. Specific interventions are needed to address specific needs of people with disabilities and make possible their inclusion in mainstream programmes and services. The development of a national sign language dictionary for South Sudan is an example. The dictionary makes it possible to establish uniform sign language training for teachers, which will enhance the inclusion of deaf children in education. Empowerment of people with disabilities is also a specific intervention that will enhance inclusion in development programmes and services. Support to Disabled People's Organisations is such a specific action. People with disabilities who know their rights and are self-confident and united will be able to seek access to development programmes and lobby for removal of barriers in society. If these actions achieve their goals

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they will greatly enhance empowerment, not only from a psychological point of view, but also economically and socially.

If people with disabilities get access to services, either specific services or within mainstream development programmes, it will enhance their self-esteem and empowerment and their participation will contribute towards breaking down social barriers. A process of social change is also needed before people with disabilities can get access to programmes. A positive attitude towards inclusion of people with disabilities is required for development programmes to be opened up to them.

As Light for the World Netherlands we are specializing in the quadrants related to targeted mainstream actions: involving persons with disabilities in ALL development programmes & the removal of barriers in society. Currently, there is already a wealth of programmes and knowledge regarding specific services for persons with disabilities. We encourage their development, but notice that there is still a lack of expertise on inclusion of persons with disabilities in regular services and programmes, motivating Light for the World Netherland's choice to focus on this area. This document will provide more information on this strategic choice.



2. Global trends

The following trends have informed our new way of working.

Multi-stakeholder approaches

The world is becoming more polycentric, with divisions between north and south vanishing and emerging economies following their own paths. While local governments, civil society organisations and private sector organisations previously played distinct roles in isolation, increasingly they cooperate and form partnerships to find sustainable solutions to the key challenges of today. These developments signal both the need and the possibilities for civil society actors to influence change on the local and global stage, and requires an approach that brings together multiple stakeholders.

Global goals call for inclusion

Despite the powerful link between disability and poverty, disability was not specifically mentioned in the United Nations Millennium Development Goals². Declining levels of poverty, however, are pushing issues of socio-economic inequality and exclusion towards the centre of global policy. The political will for inclusion has grown. This is expressed in the newly developed UN development goals for 2015-2030³, which explicitly address equality and inclusion. One of their key messages is 'Leave No One Behind,' i.e. ensure that no person - regardless of ethnicity, gender, geography, disability, race or other status - is denied universal human rights and basic economic opportunities. This offers a powerful political framework for inclusion, but what still needs to grow is the knowledge that specific groups encounter specific barriers, and that reaching out to those requires tailored strategies. A deeper analysis of existing discriminatory policies and systems is also needed to make inclusive policies actionable. The global goals offer a great opportunity for us to work with the disability movement and development stakeholders on inclusion of persons with disabilities within development programmes and services.

UNCRPD ratified but not yet implemented

The UN Convention on the Rights of Persons with Disabilities (UNCRPD) has raised global awareness on the need to place on the political agenda the rights of persons with disabilities and barriers hindering their full participation. Over 150 countries have ratified this convention, but many still need to turn these political commitments into rights-based policies and practice. The implementation of the UNCRPD is not only the responsibility of State Parties. It contains specific articles that mention the inclusion of people with disabilities in international cooperation and humanitarian response so it is the responsibility of all development actors. It is seven years since the convention came into force but the majority of people with disabilities are still left out of development initiatives, and are not able to benefit from economic progress. There are many barriers that block their effective inclusion and equal participation in development projects, public services and employment opportunities. The UN convention needs to be translated into practical and feasible solutions that work in specific countries and specific contexts.

New funding opportunities

Funding structures are changing rapidly. The charitable structures of the past, whereby large groups of donors gave donations without expecting anything in return, are gone. Individual donors have high expectations of the organisations they support regarding transparency and impact. Institutional donors sometimes go even further, prescribing methods of working, or target indicators. Meanwhile other funding mechanisms are developing. The Grand Challenges are new types of grants that are more free form, challenging organisations to tackle a big issue with innovative and scalable solutions. Other organisations no longer look to donate, but rather to invest, and they look for a social or financial return on their investment. This requires that we become flexible enough to qualify for these new funding opportunities.

² WHO. (2011). World Report on Disability (page 12)

³ <http://www.un.org/sustainabledevelopment/development-agenda/>

3. Lessons we have learned

After examining what we have achieved as Light for the World Netherlands, we have adopted the following key lessons as the guide to future direction.

Lesson 1. Mainstreaming is effective and efficient

In the past five years, Light for the World Netherlands has set up several disability inclusive projects together with mainstream development organisations. The food security programme for ultra-poor women in Bangladesh, which was implemented together with ICCO Cooperation, clearly showed that the inclusion of people with disabilities in regular development programmes has a high impact. Through this programme women with disabilities were able to participate in the same income generating activities as other women, and were able to earn the same income. In addition, their inclusion in women's village groups was very empowering, boosting social inclusion and participation in the community. An exclusive project that focused only on women with disabilities would have required a very large increase in scale and management to reach so many disabled women, costs would have been much higher and the social inclusion results would be lower. What we have learnt from this is that, in addition to inclusion being a right in itself, it is also much more effective and efficient. As Light for the World Netherlands we have therefore made it our goal to promote partnerships that enable the inclusion of persons with disabilities in regular development programmes.

Lesson 2. We have to do it together

Inclusion of people with disabilities is the joint responsibility of governments, NGOs, disabled people's organisations, disability specific NGOs, businesses and other civil society organisations. One actor alone cannot achieve inclusion: each of us has distinctive roles, responsibilities, knowledge and skills. We see it as our role to bring together these different stakeholders to work on practical solutions and sustainable change. A good example is our EmployAble programme in East Africa (see box). We believe that multi-stakeholder approaches and collaboration are the only way to change the system in a way that will last.

Lesson 3. It's all about attitude and commitment

The biggest barriers to inclusion of people with disabilities in development are attitudinal. Unfortunately,

within the development sector and amongst policy makers strong stereotypes exist about people with disabilities. Disability is often looked at from a charity perspective: people with disabilities can't work, so there is no need to include them in economic development as they should rely completely on safety nets. Inclusion is sometimes seen as too complicated or too costly. Our experience is that once stereotypes are challenged and people and organisations understand the urgency to include people with disabilities, they find ways to do it. Without the proper attitude and commitment in organisations and government services, inclusion will remain a promise on paper. Thus raising awareness about the rights of people with disabilities and their capabilities is key in our work with development actors. We will continue to work with disabled people's organisations and with individuals with disabilities to ensure a genuine and powerful lobby for inclusion within the development sector.

Lesson 4. Huge demand for capacity development

Knowledge and skills are equally important. Since this issue is still very new, many organisations and actors simply don't know how to mainstream the topic of disability in their projects, programmes, policies and services. Meanwhile, disability specific organisations and disabled people's organisations are searching for ways and skills to promote inclusion within development. On the basis of joint projects and learning platforms, we have developed several practical tools and guidelines in the last five years. Our motto is 'learning by doing'. Over the years we have received more and more requests for training and advice from mainstream development organisations, governments, disability specific organisations and within Light for the World International. Our work has been increasingly shifting towards capacity building for disability inclusive development.

Lesson 5. Foster the change process

We have learned over the years that inclusive development projects and services can only be sustainable if they are embedded in inclusive organisations and inclusive policy settings. Organisations do not automatically become inclusive. This is a



In 2014 we started EmployAble, an inclusive vocational training and education programme in Rwanda, Tanzania and Ethiopia. EmployAble is an action-learning programme, with a focus on multi-stakeholder involvement and inter-country exchange and learning. We work with governments, training institutes, disabled people's organisations and employers to ensure access to vocational training and employment opportunities for disabled people. The employers and training institutes are assisted in becoming more inclusive. This is done in a participatory and systematic way that includes a disability inclusion assessment. By the end of the programme in 2016, it is expected that the model Technical Vocational Education and Training institutes (TVETs) will be fully inclusive of youth with disabilities and serve as an example to other TVET agencies in those countries. In Kenya and Rwanda, steps will have been made to follow the example of Ethiopia and develop a policy on Inclusive TVET. The experience and stories of the youngsters with disabilities can also be used in other countries to improve policies and programmes.

process that needs to be nurtured and steered; it takes time to change. To foster this change process within organisations, we always pay attention to embedding disability inclusion in the DNA, structures and policies of an organisation, a process we are applying to our own organisation as well. There are always areas for improvement, and we will continue to work on that.

Lesson 6. Focus on your strengths

In the last couple of years, the number of disability specific projects in our portfolio has decreased, while the training and advisory services and projects that promote disability inclusion in regular development programmes have grown. Managing these new activities requires an approach that goes beyond providing financial support

to partner organisations. We have therefore put a great deal of effort into developing the capacities of our staff in facilitation of change processes, advising external organisations and developing effective training programmes. We have realised that it is very difficult to combine the advisory role with the management of large-scale multi-sectoral country programmes. You simply cannot excel in two things at the same time. Therefore, choosing to focus on our strengths, we have decided to hand over the responsibility for our largest programme and country office in South Sudan to Light for the World International. This gives us the space to develop further in the area where we can have the highest impact.

4. The Disability Inclusion Lab: our answer to the new context

Social exclusion refers to barriers that prevent persons with disabilities and other marginalised groups from participating in the political, economic, social and cultural life of the society in which they live on an equal basis with others. Poverty and social exclusion clearly feed off each other; limited access to services and social networks often causes or exacerbates poverty, and vice versa. Exclusion is a dynamic process rather than a fixed state. In light of the global trends and experiences we have described, social exclusion must be recognized as a complex phenomenon, best addressed through a new approach. Conventional project approaches fall short when facilitating and promoting inclusion.

Why is a new approach needed? First of all, the capacities required to tackle inclusion are distributed across a range of interacting players. For example: in the area of vocational training and income these parties include people with disabilities themselves, TVET institutes, government ministries, private sector and CBR-organisations. Secondly, there is usually no agreement across the stakeholders about the problem and what to do about it. Lastly, there is uncertainty on how to achieve the best results within a given context. Knowledge is still evolving and practices are not yet widespread. Though legal frameworks, accessibility standards and guidelines exist, contextualized solutions and interventions need to be continuously developed. It requires bringing multiple stakeholders together to create access while building on the structures, networks and technologies that are available. It requires dialogue and openness to learn about what works best in each situation.

There are technical labs for experimentation to solve our most difficult scientific and technical challenges. We need something similar in the form of social labs to solve our most pressing social challenges. A social lab is “a unique kind of laboratory - one that creates dialogue, listens carefully with an open mind to all the voices, and then tries to translate them, mix them, and amplify them

to prototype and develop alternatives. They provide oxygen, fresh ideas, and a protected space to enable new things to emerge.”⁴ We strongly believe in an approach of social innovation to find out what works best in disability inclusion. Over the past few years, we have worked with a willingness to pioneer, to experiment, and to fail. To formalize this approach, we have chosen to establish the Disability Inclusion Lab to create a space where actors across different domains and interests can come together to develop solutions that effectively promote, foster and sustainably propagate disability inclusion.

Functioning as a social Lab demands a different approach from the traditional development approach. We need to adopt an internal structure that allows us to **accommodate the interests of different actors** who want to work with us, such as disabled people’s organisations, different types of donors and NGOs, governments, companies and major philanthropists. We need to develop our knowledge management, and continue to **expand our understanding** of how to include persons with disabilities in society. We need to be more communicative about our experiences and **share our insights and results more systematically** with other organisations in the form of publications and joint programmes. And we will have to **think and organise more flexibly**, with people being deployed in different roles - facilitator, programme developer, policy advisor, researcher.

We believe that using the social lab approach builds on our strengths and adds an important new dimension to the field of inclusive development.

STRATEGIC INTERVENTION AREAS

We have learnt that actors in the field of development need to go through an organisational and system change process in order for disability inclusion to be sustainably

⁴ Tiesinga, H. & Berkhout, R. (2014). Labcraft, How innovation labs cultivate change through experimentation and collaboration.





incorporated in their programmes. We have identified three strategic intervention areas that are interlinked. These we call the 3Cs: Commitment, Capacity and Collaboration.

Commitment

Organisations and institutions must have commitment to mainstreaming disability in their programmes. A sense of urgency to act, as well as management commitment, is needed. It is all about attitude. Ultimately, commitment is demonstrated and anchored when policies, systems and structures steer the organisation towards a culture of inclusivity with ample attention for disability. When we work with development actors we always raise awareness and commitment at individual level, as well as lobbying for and accommodating the process of organisational commitment.

Capacity

Organisations also need skills, tools and methods to make inclusion work. We aim to search for, access

and develop these tools and methods. We assist development actors to enhance their capacity in the field of disability inclusion and apply the skills and tools in different contexts.

Collaboration

Inclusion of people with disabilities is a joint responsibility of all development actors and can only be reached through the collaboration and participation of all stakeholders. We will provide opportunities for organisations and institutions to collaborate effectively, sharing information and resources and making adjustments to their services to help each other do a better job. Within a cooperative relationship organisations may share staff, volunteers, expertise, space, funds, and other resources. We envisage multi-sectoral relationships that help organisations and institutions tackle disability inclusion issues from different perspectives and at different levels. Only through these kinds of collaborations can system change take place.

POWERED BY OUR LAB APPROACH

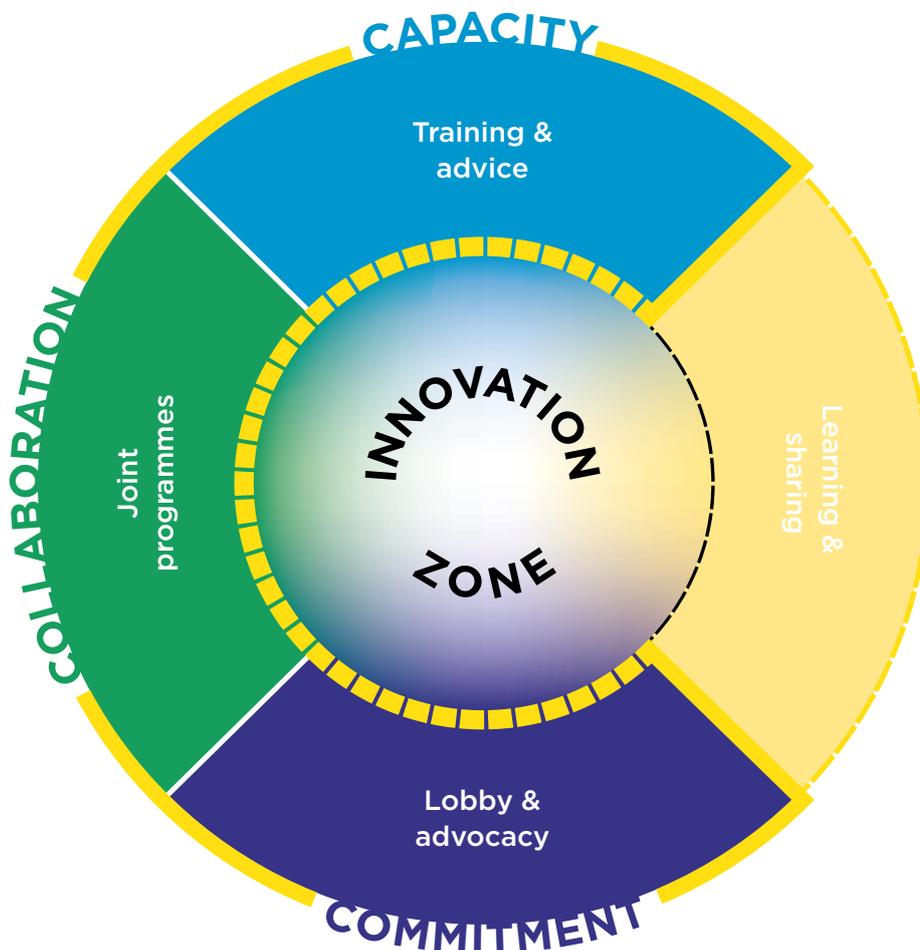
Our Lab can be described as a social hub where experiments take place and where systemic change is fostered. It brings together diverse actors within and outside the disability movement to work in teams that act collectively. This brings together people who don't, or can't, or won't normally engage with one another.

Our Lab is not about one-off experiences. We take an iterative approach to the challenge of disability inclusion where we prototype interventions and manage a portfolio of promising solutions. Not by providing solutions upfront, but rather by providing a conducive environment where experimentation can take place and where solutions are identified and synthesized by the beneficiaries and stakeholders. This reflects the experimental nature of

our Lab, as opposed to the project-based nature of social interventions. We are not afraid of failures. On the contrary. We are keen to learn from them. We will promote reflection and learning to be able to formulate answers to questions that were unanswered at the start. We will use the following methodologies:

- Innovation
- Joint programmes
- Learning & sharing
- Training & advice
- Lobby & advocacy

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Change model





INNOVATION

Together with individuals, organisations and institutions that commit themselves to disability inclusion within a specific domain and context, the Lab will develop and test out new techniques and methods for inclusion. This can be done in joint projects with a strong action-learning component. The EmployAble programme is a good example of co-creation, experimentation and innovation. These projects will either focus on all the aspects of the 3Cs, or part of them, depending on the need. The focus of the Lab at this level will be to provide an innovation space where the different stakeholders are brought together, and existing and new knowledge, techniques, practices or hypotheses can be tested and refined, changed or adapted. The learnings are documented and translated into guidelines, tools and training materials so they can be used for lobbying and advocacy and applied in other contexts.

JOINT PROGRAMMES

In partnership with consortia, individual non-governmental organisations, commercial enterprises, or public agencies, Light for the World Netherlands will apply and replicate the disability inclusion solutions that were developed using the Lab approach. We can provide technical advice and facilitate learning opportunities within the project joint programme. In such a way, we are able to facilitate application of the improved techniques, practices and knowledge developed through the pilots in the experimentation zone.

LEARNING & SHARING

Documentation is an important aspect of the learning and sharing process. The new information derived from experimentation is translated into guidelines and tools, and further developed during their application in larger programmes. In the last five years we have published several practical guidelines such as *Count Me In* and *Inclusion Works!* We believe in joint learning and actively look for opportunities to do this within existing platforms and networks. We have, for example, coordinated the LEAVE NO ONE BEHIND working group on Social Inclusion in Economic Development within the Partos Learning Platform. Through this platform we have published an inspirational guide on inclusion

of ultra-poor and marginalised people in economic development. We will continue to strengthen these kinds of communities of practice by looking for innovative ways of facilitating them. We have launched a Facebook group for facilitators of disability inclusion, which has over 1,000 members. This is an informal place where experiences and tools can be shared, and questions can be asked of peers. In the future, we will explore the use of webinar techniques and web and mobile-based learning platforms for establishing and supporting communities of practice in the field of inclusion.

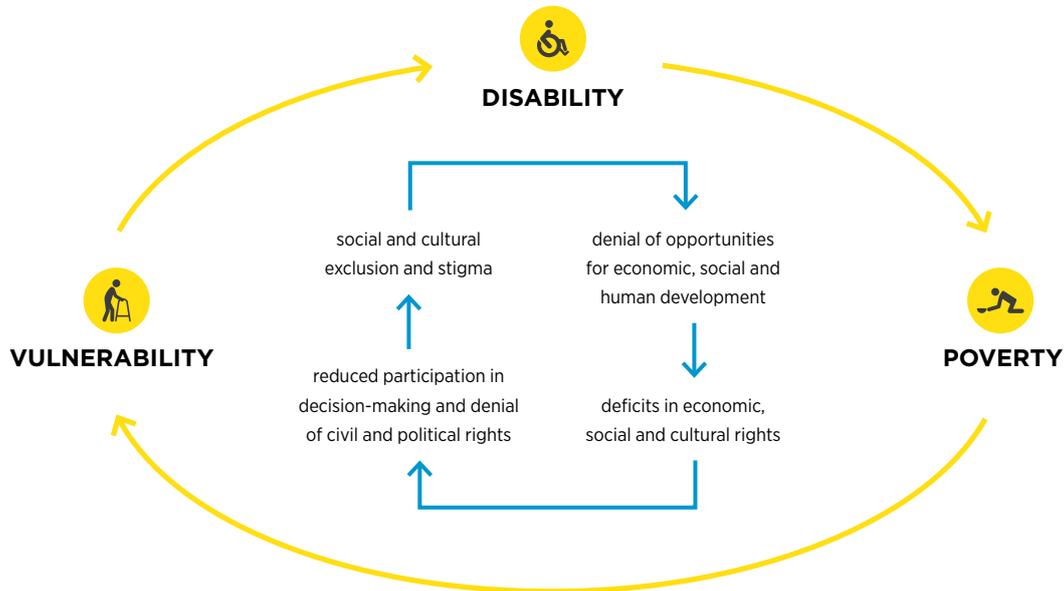
TRAINING & ADVICE

To ensure greater impact, we want to inspire and build the capacity of development actors around the globe and in different sectors on disability inclusion. We will therefore continue to develop as a resource hub for training and advice. Over the last years, we have been approached by several organisations and institutes to provide such services. With MDF training & consultancy, we established a training programme on Disability Mainstreaming. We want to expand these services in the coming years, also within Light for the World International.

We cannot and do not want do this on our own. In East Africa and Asia we have built a network of organisations that focus on building capacity for disability inclusive development. We will strengthen this network and involve these organisations in the provision of training and advisory services in these regions. Additionally, we are building up an international pool of resource persons who are knowledgeable and experienced in disability inclusion within our programmatic area of interest.

LOBBY & ADVOCACY

To enhance commitment to disability inclusion, lobbying and advocacy are important aspects of our Lab approach. We use the Lab resources and practical experiences to lobby for disability inclusion amongst different stakeholders in the development sector such as (Dutch) development organisations, the Dutch Ministry of Foreign Affairs, the European Union and other development donors. We lobby in close collaboration with Light for the World International and alliances such as the Alliantie voor Implementatie van het VN-Verdrag, Coalitie voor Inclusie, Dutch Coalition for Disability and



Disability-poverty cycle

Development (DCDD), ICCO, Partos, the International Disability and Development Consortium (IDDC), and EU-CORD. We will strengthen disabled people’s organisations (DPO) in their advocacy role. Here we also strive for innovation: we will explore, test and scale-up new capacity strengthening techniques that can be used by these DPOs. We are currently testing techniques such as participatory narrative inquiry, evidence based advocacy processes, and policy briefing techniques.

SECTORAL CHOICE: INCLUSIVE ECONOMIC DEVELOPMENT

When it comes to ‘the innovation zone’, Light for the World Netherlands will focus on and invest in disability inclusion in economic development.⁵ Disability and poverty are closely linked. There is a higher disability prevalence in lower-income countries than in higher income countries. People from the poorest wealth quintile, women and older people, have a higher prevalence of disability⁶. An estimated 1 billion people (15% of the world’s population) live with disabilities⁷ and 80 per cent of them live in developing countries⁸. From 97 epidemiological studies conducted in low and middle-income countries, 80% report a link between poverty and disability. The results of a systematic review provides a robust empirical basis to support the disability-poverty

cycle. Ironically, people with disabilities are often left out of economic development programmes, while they belong to the poorest of the poor. Focusing on inclusion in poverty reduction programmes and economic development programmes will directly impact the lives of people with disabilities. It is not a surprise that disabled people’s organisations in developing countries often mention access to livelihood opportunities as their first priority. This can break the vicious cycle of poverty and disability.

We want to support and empower people with disabilities in making their own living. We want to remove the barriers that prohibit their equal participation in economic development. Involvement in economic development means much more than gaining access to income: it also has a very positive impact on social inclusion. When people with disabilities are able to generate their own income, their status in the household and the community improves and their self esteem and empowerment get a natural boost.

By focusing on inclusion of people with a disability in economic development we directly contribute to Sustainable Development Goal number one ‘No poverty’, and to the second goal ‘Zero Hunger’. Article 27 of the UNCRPD on Work and Employment and article 28 on adequate standard of living are our guiding principles on this. We will focus on the areas within economic development described below.

Livelihood & food security

People living in extreme poverty first need to secure their daily consumption needs before they can graduate out of poverty. Livelihood programmes aim to improve the food security situation of these households. Common activities covered in livelihood programmes are group formation, empowerment, confidence building, asset and skills transfer, and savings. Participants are encouraged to start their own income generating activities to sustain their daily lives and increase their resilience. Amongst people with disabilities there is a great need to be included in these kinds of livelihood programmes, from which they are often excluded. Together with ICCO Cooperation and The Leprosy Mission, and with support from the European Union, we have set up a joint food security programme in Bangladesh (2009-2013) where people

with disabilities were included. On the basis of this experience we have developed a practical guideline for the inclusion of people with disabilities in food security programmes. But there is still a lot to do. One possibility is the up-scaling and translation of lessons learned into large-scale government programmes. We are also interested in finding out how our inclusion approach can be applied in poverty reduction programmes that follow the graduation approach. This approach is very promising and would greatly benefit people with disabilities that live in extreme poverty. We are therefore actively looking for partnerships with organisations that follow this approach and are interested in making their programmes disability inclusive.

Vocational training & employment

Technical and vocational education and training (TVET)

"Now that I have the job, I am so proud when I leave early in the morning and come back at the end of the day. Words are not enough to describe how I feel. I notice that I have started looking at people; and they look at me. We communicate. It is different..."

"For me this job is not even about the money, it is about the mind. I can now socialize with other people..."

Participant of the EmployAble programme in Ethiopia

⁵ However, outside the 'innovation zone' we work across different sectoral themes, such as inclusion in humanitarian action, or inclusive Sexual and Reproductive health. This means, for example, that training & advice or lobby & advocacy are not focused exclusively on inclusive economic development.

⁶ World Health Organization and World Bank. (2011). World Report on Disability. pg. 262.

⁷ World Health Organization and World Bank. (2011). World Report on Disability. pg. 262.

⁸ UN Enable. Factsheet on Persons with Disabilities. Retrieved 11 August 2015 from: <http://www.un.org/disabilities/default.asp?id=18>

⁹ Morgan Banks, L. & Polack, S. (2014). The Economic Costs of Exclusion and Gains of Inclusion of People with Disabilities: Evidence from Low and Middle Income Countries. London School of Hygiene and Tropical Medicine, CBM & ICED.

helps young people to learn a trade and enables them to find a job or to start their own business. They therefore get the opportunity to earn a solid income and improve their living conditions. In the coming years we will increase our knowledge on disability inclusive vocational education and training. The lessons from EmployAble will be translated into a practical guide and Trainer of Trainers Manual, so that the model can be applied elsewhere. We will apply the good practices in other joint programmes, for example in South Sudan, Uganda and Mozambique. We will also strengthen our relationship with international TVET providers to disseminate the lessons on a wider scale. One of the lessons is that many people with disabilities are not able to meet the admission criteria for formal vocational training programmes, so we will also explore how to promote inclusion in non-formal vocational training.

Entrepreneurship & access to financial services

Self-employment in the informal sector is an important survival strategy for people with disabilities. Because of lack of access to education and formal employment, the informal sector is often their only refuge. We recently conducted a small survey of disabled entrepreneurs in Rwanda and Uganda and discovered that they are highly motivated to make their businesses succeed but often lack basic entrepreneurial skills, such as bookkeeping or marketing¹⁰. Lack of access to credit is another barrier. Like many other people in the informal sector, disabled entrepreneurs would benefit from business training and access to small loans. But there are barriers to their equal participation. In the coming years, we will seek partnerships with private sector companies focusing on skills development and empowerment and support them to make their services accessible and include entrepreneurs with disabilities. We will start in East Africa and gradually expand to other countries and regions.

Inclusive business and value chain development

Public private partnerships are booming. Inclusive business development, marketing for the poor and value chain development are hot topics today. These innovative, promising initiatives intent to reach out to the people living at the bottom of the income pyramid. The big question is, however, whether people belonging to marginalised groups, the poorest of the poor, are able to benefit, since such initiatives are often focused on the people who are a bit better off. These benefits do not automatically trickle down to the most marginalised

people. Is there a way to include people with disabilities? What is the business case to do so? How can we ensure that they also benefit from value chain development programmes? No one actor is able to solve this problem alone. Businesses, disabled people's organisations, governments and NGOs have to get together to develop and test new strategies to solve this puzzle. We will look for collaboration with parties and networks that are willing to explore these social issues.

CROSS CUTTING THEMES

We embrace the gender perspective in all of our activities. We employ a gender-responsive approach to disability, differentiating between the experiences of women and men. We acknowledge that women and girls with disabilities face double discrimination - being both female and disabled. They are at greater risk of sexual and physical violence and are less likely to have access to education and livelihood opportunities, or to be married, than men. In addition, their experiences are often not represented in either the disability movement or in the women's rights movement. Considering the new SDG framework that calls for gender equality (Goal 5) and the importance of gender mainstreaming articulated in the UNCRPD under article 6, Light for the World Netherlands will ensure that women and girls with disabilities are equally represented and included in all our activities.

In practice this means we:

- a) apply comprehensive gender and disability analyses in our programmes in order to identify inequalities;
- b) ensure equal and meaningful participation of women with disabilities throughout our programmes;
- c) raise awareness among stakeholders on gendered experiences of disability and the importance of developing the capacities of women with disabilities;
- d) use international conventions and treaties to advocate for the inclusion of women with disabilities;
- e) establish gender-responsive monitoring and evaluation systems; and
- f) promote successful examples of women with disabilities.

OUR STRATEGIC OBJECTIVES

In the years to come, our work will be tailored to achieve the following objectives and milestones.

Objective A. Light for the World Netherlands becomes a catalyst and innovator in the field of disability inclusion and applies inclusion principles within its entire organisation.

Milestones for achieving this objective:

- annual internal inclusion assessments show improvements on diversity such as gender and disability inclusion in our own organisation and programmes;
- each year, at least two publications, guidelines or new training curricula are developed showing evidence of the application of disability inclusion techniques;
- Light for the World Netherlands is increasingly consulted by other organisations to provide training and advisory services on disability inclusion.

Objective B. Through partnerships with Light for the World Netherlands, development actors (such as civil society organisations, government institutes and private companies) make their programmes and services disability inclusive.

Milestones for achieving this objective:

- the number of joint projects with international NGOs where we provide our knowledge increases from the current three projects to fifteen (cumulative) projects by 2020;
- increase in the number of partner organisations that have taken measurable steps to make their organisations more disability inclusive;
- increase in the number of organisations and institutions involved in our various learning platforms who have taken up and applied specific solutions developed by the Lab by the end of 2020.

Objective C. The Dutch Ministry of Foreign Affairs and other public and private donors develop disability inclusive policies and practices.

Milestones for achieving this objective:

- structural changes towards disability inclusive international development are taken by the Ministry of Foreign Affairs in the Netherlands by 2020;
- each year, one more foundation or other donor institutes actionable disability inclusion policies and guidelines as a result of a lobby campaign and advice to which we contributed.

Objective D. Local disability inclusion resource organisations, disabled people's organisations and resource persons in Africa and Asia are strengthened to advocate for, and facilitate, change processes for disability inclusion.

Milestones for achieving this objective:

- an increase in the number of projects being implemented jointly with our existing disability inclusion resource organisations each year till 2020;
- an increase in the number of local disabled people's organisations and disability inclusion resource organisations with which we partner in lobbying and advocacy processes and projects by 2020.

¹⁰ Light for the World. (2015). Small businesses set up and run by persons with disabilities: An insight into their profile and factors influencing their performance. http://www.lightfortheworld.nl/docs/default-source/capacity-building/lftw_bankable.pdf?sfvrsn=6

5. Principles of internal organisation

OUR CORE VALUES

Our core values reflect those established by Light for the World International, but are further defined for our team and area of work.

Involved for a brighter day

'Involved' refers to our commitment to human rights, inclusion and participation. We believe that all people are created equal in the eyes of God. We cannot stay indifferent when the rights and dignities of people with disabilities are not respected. As an organisation, we do not only come in as advisor or trainer, but we have a mission to combat exclusion, and thus invest our heart, soul, time and money in building the capacity of others to include people with disabilities. Lastly, 'involved' refers to walking the talk. We strive to be a role model for diversity and inclusiveness, and will push the boundaries wherever we can.

Focusing on a brighter day

'Focus' creates effectiveness, the delivery of high-quality work that builds on our strengths as an organisation. We focus on sustainable and systematic change, but we also aim at having direct impact and improvement in the lives of people with disabilities.

In touch for a brighter day

'In touch' refers to our objective to work together. We believe inclusion can only be reached through collaboration and cooperation. We don't tell others what they should do, but find out together what works best in their specific context. We do this by adopting an open, honest and appreciative attitude in our relations with others.

In addition, 'in touch' refers to a keen eye for new developments in our area of work. We develop new ideas, test out new methods and scale up the ones that are successful. We are not scared to fail, because we learn from both our successes and our mistakes.

OUR CULTURE OF INCLUSIVITY

Although we have made steps to becoming a more inclusive organisation, our objective is to become inclusive and accessible in all aspects of the organisation by creating more diversity in the team of employees and volunteers, as well as the governing board, making our (online) communication accessible, and organising our meetings and training programmes in an inclusive way. Via team meetings, inclusion sessions and sharing of good examples, we will stimulate the internal discussion and foster a culture of non-discrimination, equality and respect. We will therefore take decisive steps.

We do not only want to advocate for inclusion, we also want to be inclusive for persons with disabilities - both as staff, donors, advisors and beneficiaries. Although we are on the right track, we aim to develop further in this direction through:

- ensuring that 100% of our (online) communication materials is available in a variety of accessible formats;
- ensuring that all our meetings, conferences and training programmes are accessible and inclusive for all participants - including regarding hotels, conference locations, and meeting methodologies.

We want to ensure that gender concerns are an integral part of our organisation and our work. Steps have been taken to include gender in our work, including the development of a gender policy brief. However much improvement can be made. Therefore we will:

- carry out a gender assessment in the first half of 2016 and take actions based on the results of this assessment;
- assign specific staff members to be the driving force behind gender inclusion within Light for the World Netherlands.



6. Communication and resource mobilisation

The human rights of people with a disability will be at the centre of our communications, emphasizing their inherent dignity, individual autonomy, and rights to full and effective participation in society. The central messages of our communication are that we are breaking down barriers that prevent people with disabilities from claiming their rights, are innovative in our approaches, and are able to unite different types of stakeholders in our Disability Inclusion Lab to work together on innovation, new solutions and guidelines.

Through our communications, we hope to approach and cultivate meaningful relationships with current and potential donors, experts and opinion leaders in the field, disabled people organisations and networks, as well as to build partnerships with civil society organisations, companies and other actors worldwide. This can take place via social media, networks, face to face meetings, training programmes and joint project visits.

The communication with our donors and constituency will concentrate on personal life stories of persons with a disability in our projects. We will take an optimistic approach, showing the barriers they face in their day-to-day lives and how those can be overcome.

We aim to develop concrete programmes with tangible targets that will be interesting for the foundations that have supported us through the past decades. In addition, we aim to develop partnerships with mainstream NGOs and work with them on their programmes to ensure disability inclusion throughout their activities. As partners, we intend to mobilize resources for these programmes with institutional donors and international foundations. With companies, we want to focus on long-term partnerships that go beyond donations towards co-creation and joint implementation of initiatives.

7. In closing

This strategy could only be developed based on the participation and support of our many associates, donors and friends. We are extremely grateful that you have provided us with the possibility to come so far as an

organisation, to lay the basis of inclusive policies and programmes for people with disabilities. We hope you will continue to participate in our work. Together we can make disability inclusion work!



Publishing information

Editor & Publisher: Light for the World Netherlands

P.O. Box 672

3900 AR Veenendaal

The Netherlands

T +31 (0) 318 - 58 63 58

E info@lightfortheworld.nl

I www.lightfortheworld.nl

 [@lftwnl](https://twitter.com/lftwnl)

 facebook.com/lightfortheworld

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