institutional philanthropy - a focus on disability

what EFC members and other philanthropic organisations are doing in the field of disability
institutional philanthropy - a focus on disability

what efc members and other philanthropic organisations are doing in the field of disability
## Contents

- Setting the context  
- Part 1: Profiling disability funders  
  - Who are the disability funders in this sample?  
  - Where do they work? Geographical scope  
  - What main focus areas do they address?  
  - Who do they support?  
  - How do they work?  
  - Who do they collaborate with and why?  
  - How “networked/connected” are they?  
  - Experience with EU funding  
- Part II: Case examples - Initiatives and projects  
  - Accessible tourism  
  - Community & place-based funding  
  - Corporate social responsibility  
  - Education & training  
  - Housing  
  - Network-building  
  - New technologies  
  - Rehabilitation  
  - Rights  
  - Social enterprise  
  - Strategy development model  
- Some conclusions  
- Annexes  
- About
In December 2016, we celebrated the 10th anniversary of the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD). The Convention is intended as a human rights instrument with an explicit social development dimension. It reaffirms that all persons with all types of disabilities must enjoy all human rights and fundamental freedoms. It clarifies and qualifies how all categories of rights apply to persons with disabilities and identifies areas where adaptations have to be made for persons with disabilities to effectively exercise their rights. It also identifies areas where their rights have been violated, and where protection of rights must be reinforced.

In February 2017, the European Commission presented its report on the mid-term implementation of the European Disability Strategy 2010-2020. The Strategy is the main instrument to support the EU’s implementation of the UN Convention. The report outlined that over the past five years there has been progress made in the eight areas identified in the Strategy, in particular in the area of accessibility, and on external actions. However, the report notes that, “The challenging economic situation has weakened the situation of people with disabilities in Europe. They remain consistently disadvantaged, in terms of employment, education and social inclusion as discrimination is still a major obstacle.” Women are especially affected. The progress report also points out that, “Many citizens are still not fully aware of the rights of persons with disabilities, including sometimes persons with disabilities themselves.”

It is in this context that in 2016, the EFC undertook a survey of its members and other institutional philanthropy actors

---

1 EC progress report on the implementation of the EU 2010-2020 Disability Strategy (2017).
2 http://ec.europa.eu/social/main.jsp?langId=en&catId=89&newsId=2725&furtherNews=yes
4 E.g. with the adoption of the Directive on Web Accessibility and the proposal for a European Accessibility Act.
who are funding, supporting, advocating, and partnering to advance the situation of people with disabilities in Europe and beyond, including those with disabilities related to ageing.

The EFC undertook a survey of its members and other institutional philanthropy actors who are funding, supporting, advocating, and partnering to advance the situation of people with disabilities in Europe and beyond, including those with disabilities related to ageing.

This document summarises the survey results building upon input from 34 philanthropic organisations. Data supplied refers to the year 2015 unless otherwise specified.

The findings provide an up-to-date picture of EFC members and other funders active in the field of disability, whether it is part of their core mission or just one of their fields of action, and an insight to better understand their practices. Thus the report includes two parts:

- Part 1: A profile of this sample of disability funders, addressing in particular who they are, their main area(s) of focus, who they support, how they work, and if they cooperate and why
- Part 2: A snapshot of 24 initiatives and projects supported by these organisations to illustrate some of their disability-related work, outlining their approach and achievements, as well as some challenges and learnings
Part I:
Profiling disability funders

KEY FINDINGS
WHO THEY ARE

- based in 48 continents
- 34 philanthropic institutions (41%)
- 80% active in philanthropic network
- 100% cooperate with other organisations
- 42% experienced with EU funding
- over 1/4 active across borders

SIZE

- €155 M disability expenditure
- €650 M total expenditure
- €956,550 median expenditure
- €5,166,650 average expenditure
- 1672 full-time equivalent staff

ACTIVITIES

MULTI-TOOL support
- training
- grants
- public awareness
- research

TOP 3 areas of focus
- accessibility
- education
- employment
Who are the disability funders in this sample?

In which countries do the responding organisations have offices?

The current sample covers 34 philanthropic institutions with offices in 24 countries, 81% are located in Europe. Some are also established in other world regions including South East Asia, Africa, North and Central America.

Three countries account for 40% of our sample i.e. Spain, Switzerland and Italy.

The list of countries include: Austria, Belgium, Bosnia & Herzegovina, Bulgaria, Finland, France, Germany, Hungary, India, Ireland, Italy, Liechtenstein, the Netherlands, Nicaragua, the Philippines, Spain, Switzerland, Tajikistan, Tanzania, Togo, Turkey, the United Kingdom, the United States and Viet Nam.

Number of offices in different countries

Only a few organisations (9%) have two or more offices in various countries.
How do they perceive themselves?

Respondents are mainly independent private foundations: Over two-thirds of respondents (67%) perceive themselves as independent private foundations, followed by corporate foundations (11%). Other forms include an equal share of non-profit public charities and fundraising foundations (5% each), followed by client-dedicated, community, and government-linked foundations (3% each).

Footprint

30 respondents that could provide full data have a combined annual expenditure of €650 million out of which €155 million is in the field of disability. The median annual disability expenditure amounts to €956,550. However, this gives a bit of a skewed picture as one organisation in the sample accounts for half of the total spending. Indeed individual organisation’s disability expenditure ranges from €30,000 to €80.7 million per year.

Four organisations could not track their disability-related expenditure. This particular situation, when referring to foundations working on several priorities, seems to highlight the fact that disability-related work is often mainstreamed in other priorities, and thus more difficult to capture.

30 respondents engage 1672 full time equivalent (FTE) people either as employed staff or consultants. The median number is about 15 FTE. All respondents engage at least one FTE person up to 474 FTE. An interesting insight is that one foundation alone represents 22% of the total employment. Our cohort includes both a few large operating foundations, and a few large grantmakers with more than 100 staff.

---

5 31 organisations provided annual expenditure data amounting to approx. €674 million. For comparison purposes, the findings above only refer to the 30 organisations that provided data both on their yearly expenditure and their yearly disability-related expenditure.

6 33 organisations could provide employment data for a total of 3252 FTE, with one organisation employing over 1,400 people. For comparison purposes, findings above only refer to the 30 organisations that could provide full data on their size regarding staff and annual disability expenditure. For a definition of FTE please see: http://ec.europa.eu/eurostat/statistics-explained/index.php/Glossary:Full-time_equivalent_(FTE)
Where do they work?
Geographical scope

In what continents do they work?
Whereas we saw previously that the bulk of responding organisations are located in Europe, only 63% work in Europe, either in the EU (46%) or in other European countries (17%). This means that more than a third of the respondents are active in other world regions including Asia-Pacific (15%), Africa (8%), Latin America (8%) and the US (2%).

In-country or global?
These organisations often work at various levels, with a focus on in-country activities (53%). Nonetheless it is worth noting that 21% have a transnational/global geographical focus, and 26% combined in-country and transnational/global work.

Local and regional focus
Findings also reveal that approximately a quarter of the philanthropic organisations responding to this survey work exclusively at local and or regional level.
Whereas 38% of our cohort are specialised funders and operators who only support disability-related issues, the bulk (62%) of them address disability within other thematic areas which are at the core of the mission and programmes of their respective organisations.

These findings underpin the fact that disability is clearly a cross-cutting issue that can be addressed within any foundation programme supporting inclusion, diversity, education, employment, arts and culture, health care or any other aspect of life. The interests and needs of people with disabilities in fact mirror those of other groups.

There is also another comprehensive approach for non-specialist philanthropic organisations (which are not disability focused) to put disability on their agenda. It is not about creating a new funding category or initiative, but developing an inclusive strategy mainstreaming the issue internally (board and staff) and externally with partners and grantees.

Multiple focus areas

The vast majority of respondents tackle multiple issues. Indeed 65% of our cohort address at least 3 issues, with 35% of the respondents tackling more than 6 issues. Only two organisations in our sample are single-issue focused (accessibility & gender).
A focus on accessibility, education and employment

Improving accessibility is one of the most frequently cited focus areas among the 21 issues identified through the survey. Education and employment schemes are also at the core of a large part of our cohort, whether they support children’s education, or have established a higher education master’s programme, a training centre, or a social enterprise (see chart below).

Other issues include ageing, de-institutionalisation, autism, ICT and technology solutions, social integration and combating poverty, followed by housing, gender, humanitarian aid, cultural activities, tourism, rare diseases and rights. Some of these are illustrated in the snapshot of projects (see Part II of this report).
**Who do they support?**

Support by population group

The majority of respondents said they support all population groups without distinction. Over a third of respondents stated that they support in particular children and youth. Other target groups comprise people with disabilities including vulnerable economic groups, people with intellectual disabilities and DPOs. A few respondents cater to the elderly, and women and girls with disabilities.
How do they work?

General approach to support

Our cohort uses a variety of types of support to achieve their mission. A few only provide grants (12%). 44% do not give grants but operate their own programmes and services. The remaining 44% combine both grantmaking and operational work. This reflects a perceivable trend, notably in continental Europe, where institutional philanthropy combines a variety of philanthropic tools to achieve its mission, and where organisations build upon their respective financial and non-financial assets including their know-how, their connections and networks, as well as their convening power.

<table>
<thead>
<tr>
<th>Type of Support</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Only grantmaking</td>
<td>12%</td>
</tr>
<tr>
<td>No grants</td>
<td>44%</td>
</tr>
<tr>
<td>Grantmaking and other type of support</td>
<td>44%</td>
</tr>
</tbody>
</table>

Type of support provided by respondents

Training, grants, and public awareness work are the most frequently cited “tools” used by our cohort. Research, advocacy, self-operated programmes and capacity building for third parties are also mentioned as common types of support.

For example a few organisations have developed specific indicators to pursue their objectives. These include:

- Global social indicators to assess the implementation of international legislation at the national level and to promote best practices to improve the situation of people with disability
- A national indicator model of business social corporate responsibility for people with disabilities with a view to a better inclusion of people with disabilities both as workers and as consumers or users of services.

Support for public awareness work, advocacy and capacity building is a sign of funders’ engagement with the disability rights movement.

It may not come as a surprise that locally focused organisations tend to be more operational or service provision oriented (notably in the health/care sector) than those active at a transnational level. Some, however have helped established physical rehabilitation service schemes abroad in partnership with public authorities.

Prizes and awards are used by only 5% of the respondents. Only one funder reported providing loans.
Who do they collaborate with and why?

Types of partners

100% of respondents said they cooperate with another organisation. The vast majority stress multiple cooperation with what we refer to as their natural partners i.e. associations, NGOs, and other philanthropic organisations. Disability-related networks, public authorities and policymakers come next (at local, national or international level). Cooperation with companies is only cited by 10% of the respondents.

Other potential partners such as think tanks, research institutions and universities have not been explicitly mentioned in the survey as standard partners, but the latter are involved in some specific projects described in Part II of this report.

<table>
<thead>
<tr>
<th>Types of Partners</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Companies</td>
<td>10%</td>
</tr>
<tr>
<td>Policy makers</td>
<td>28%</td>
</tr>
<tr>
<td>Public authorities</td>
<td>20%</td>
</tr>
<tr>
<td>Networks/working groups on disability-related issues</td>
<td>18%</td>
</tr>
<tr>
<td>Other foundations funders</td>
<td>10%</td>
</tr>
</tbody>
</table>

Reasons given for cooperating with other organisations

Efficiency in delivering programmes/services, learning about innovative practices, creating synergies and promoting equality and inclusiveness are the most often quoted reasons for collaborating with others. This also reveals that often the foundation plays a role of a catalyser, a convenor, or facilitator.
How “networked/connected” are they?

Participation in networks

Philanthropic organisations working in disability are well connected between themselves and with other organisations active in the field, in fact more than 80% of the respondents are active in a philanthropic network. Half of the foundations participating in one or more networks are EFC members or affiliated partners.

Networked nationally and/or internationally?

Respondents are often involved in various networks both at the national and European/global level: Some 28% of the respondents said that they are at least involved in a philanthropic network at the national level, some 36% are also active in a European/global network, whereas the remaining 36% are involved in a transnational network only at either a European or global level. The few organisations that are not (yet) involved in any network, cover both small and large national and international funders.
42% of the respondents state they have experience with EU funding. This is quite a high number for the sector. This also testifies to the fact that some organisations are diversifying their project income at a time of financial constraints, and leveraging public funding to increase their outreach and impact. The collaborative profile of philanthropic organisations working in disability could also partly explain their competence at EU funding, where collaboration is often a pre-requisite.

When they do have experience it is mainly related to applying for and eventually participating in EU-funded projects - only 20% of those who have experience are also managing EU funds.
Part II: Case examples

Initiatives and projects

Respondents to the survey were invited to share an initiative or a project that they thought was relevant and illustrates some of the work of their organisation in the field of disability. Although this does not aim to be a representative sample it is interesting to note that education & training, new technologies and rights are recurrent issues addressed by the initiatives profiled here.

The 24 projects, for which information was supplied and collated in this report, vary in size and timeframe. They cover multiple issues and diverse target groups; involve a range of private and public partners; and entail specific approaches to meet the stated objectives. As such, this set of initiatives is highly representative of the diversity of institutional philanthropy’s work. Hence the list below has no other aim than to serve as an entry point for the reader to dive into the range of initiatives presented.

**Accessible tourism**
- Fondazione Banca del Monte di Lucca - City of Lucca, becoming accessible (p. 18)
- Sozopol Foundation - Sozopol - The League of Accessible and Historical Cities (p. 20)

**Community & place-based funding**
- Fondazione CRT - Vivomeglio (p. 22)
- Genio - Spraoi agus Spórt (The Time for Us project) (p. 24)
- Karuna Foundation - Inspire2CARE (p. 26)

**Corporate social responsibility**
- Fundación Bequal - Bequal Label (p. 28)

**Education & training**
- Academy of European Law (ERA)- UNCRPD/ERA seminar series funded by the European Union (p. 30)
- Dutch Foundation for Disabled Children/NSGK Samen naar School (To School Together) (p. 32)
- Fundación Derecho y Discapacidad - Master in Disability, Personal Autonomy and Assistance (p. 34)
- Fundación Juan XXIII Roncalli - Employment Training Centre (p. 36)
- Leopold Bachmann Foundation - Barrier-free access to vocational training in a refugee camp (p. 38)

**Housing**
- King Baudouin Foundation - Inclusive housing in Belgium (p. 40)

**Network-building**
- Abilis Foundation - Creation of the African Disability Forum (p. 42)
- Sabanci Foundation - Monitoring Group for Disability Rights (p. 58)

**New technologies**
- Fundación Vodafone España - Community #conecta2Xaccesibilidad (p. 46)
- Hallatlan Foundation - Interpreter services for deaf people (p. 48)
- International Foundation of Applied Disability Research - Autism and new technologies (p. 50)

**Rehabilitation**
- ICRC MoveAbility Foundation - ICRC Special Fund for Disabled in Viet Nam (p. 52)

**Rights**
- Disability Rights Fund - Promoting a safe environment free from exploitation, violence and abuse among disabled women and girls in Malawi (p. 54)
- Fundación Cermi Mujeres - I Photography Contest. Central theme: No more forced sterilisations (p. 56)

**Social enterprise**
- Fondazione CON IL SUD - Dopo di Noi (After Us) (p. 60)

**Strategy development models**
- Essl Foundation - Zero Project (p. 62)
- Mozaik Foundation - Inclusive strategy model (p. 64)
About the project

Fondazione Banca del Monte di Lucca, in the framework of the support of people with disabilities, focuses its mission on the issue of accessibility. It engaged in this project involving disabled people, associations, public bodies and citizens to demonstrate that it is possible to improve the accessibility of historical towns, such as Lucca, and at the same time promote the development of sustainable tourism and the protection of cultural heritage. This project makes Lucca more inclusive and accessible, allows persons with disabilities to have more accessible information on the city, and raises awareness for public authorities to change regulations.

Background

In 2010, during a brainstorming meeting of the EFC Disability Thematic Network in Brussels, it was decided that the problem of accessibility in historical cities was key. As a result, our foundation started a project in the city of Lucca and, in parallel, the League of Historical and Accessible cities LHAC was established as a European initiative to promote the development of accessible tourism and the protection of cultural heritage. The LHAC project was simultaneously implemented by eleven foundations in six different countries across Europe to develop a 1 km accessible path in each city. The need to overcome many physical barriers lays at the core of this project – while preserving at the same time the historical authenticity of the cities.

Collaboration

Partners in this project include associations of people with disabilities, local authorities, architects, urban planning experts, media, other foundations, and the European Foundation Centre. From the outset, the strength has been the involvement of people with disabilities. The foundation strongly believes that it is impossible to even think about a project improving accessibility without first asking them what they would appreciate, but it is a project for all citizens and tourists.

Achievements

The local project produced good results, the main ones being

- Creating a solution that allows people to move and live better in their own town, to be part of events, to reach public spaces easily, and to raise awareness on disability issues, inclusion and respect
- Studying a smart cane prototype with a public university to allow persons with visual impairments to visit the City Walls autonomously
Institutional philanthropy - A focus on disability

- Cooperating with people with disabilities to test new solutions for a historical town such as Lucca
- Exchanging ideas and peer learning from the other foundations and subjects involved in the LHAC
- Disseminating the experience and presenting replicable and sustainable solutions
- Involving persons with disabilities to convey practical suggestions based on real needs
- Creating more than 5 km of accessible routes, a path for visually impaired people on the City Walls
- Collecting all information in an accessible website that was restyled to improve the information and increase the amount of information available

Challenges

The delay in waiting for the authorisations by the public bodies before intervening proved challenging. Ensuring that the project’s innovative solutions were in compliance with the rules of the cultural heritage protection sector, since there were no accessibility standards to start with.

Learnings

This project has been a provocative way of raising awareness on disability issues. Knowing what we know now, we would probably have more capability of presenting a unique project with a common strategy for all interventions. This could have allowed us to reduce the time of the project and would have probably entailed a reduction of some costs.

Replicability

Both at the local and European level, this complex project triggered regional/local socio-economic benefits and had a qualitative impact. It had a participative design/delivery and was able to leverage other support. The project is replicable and gives a new methodology for historical city centre when it comes to accessibility. The LHAC started with a common objective and at the end, each foundation/city realised a very different project based on common criteria. The final projects cannot be standardised, but starting with a common objective, as well as having solid guidelines, is very useful for whoever would like to carry out a similar project in a historical city centre.

Project snapshot

Organisation: Fondazione Banca del Monte di Lucca
www.fondazionebmlucca.it
Location: Lucca, Italy
Duration: 2010 - 2016
Resources involved: €1,000,000
Beneficiaries: People with disability, citizens and tourists
Website: www.luccaaccessibile.it/; www.lhac.eu

ACCESSIBILITY  HERITAGE
CULTURE  TOURISM
WORKING WITH LOCAL AUTHORITIES
About the project

The project involved the development of a 1.5 km accessible tourist route for people with disabilities, with several aspects concerning the conservation of natural and cultural heritage implemented along the route.

In the ancient city of Apollonia, the project restored the historical southern fortress wall and tower and made the public tourism infrastructure, including the Municipal Ethnographic Museum, accessible for people with disabilities. The route also includes parts of ancient Sozopol, for instance the sites of Saint John the Precursor Monastery.

Background

Sozopol Foundation supports and facilitates the socialisation of disadvantaged people, responding to the call of the international community to improve the quality of life of people with disabilities, with a view to providing services that will ensure their social integration and equal human rights.

Collaboration

Sozopol Foundation has built relationships with representatives of state and local authorities as well as with a number of institutions and NGOs working in the fields of accessibility and social integration. Among them are the United Nations Educational, Scientific and Cultural Organization (UNESCO), the European Foundation Centre, Foundation ONCE, Foundation Banca Monte di Lucca and all of the other organisations involved in the League of Historical and Accessible Cities. The foundation also partners with the agency for people with disabilities at the Ministry of Labour and social policy, the Republic of Bulgaria, NGO Mental League and a number of other organisations at international and national level. Sozopol Foundation maintains regular contact with many NGOs working in the field of disabled people and groups of people with specific abilities, as well the civil society. The foundation works closely with regional and municipal authorities.

Achievements

• Creating a favourable environment for the communities and enriching the lives of people with disabilities through their active involvement in public events, cultural events, recreation and cultural tourism.

• Developing and implementing specialised materials and aids to overcome the isolation and difficulties that people with disabilities are experiencing.
Project snapshot

Organisation: Sozopol Foundation
www.sozopol-foundation.com
Location: Sozopol, Bulgaria
Duration: 2010-2014
Resources involved: €91,000
Beneficiaries: All people with disabilities, regardless of their age, gender, cultural, religious or ethnic affiliation.
Website: www.lhac.eu

• Raising public awareness of people with disability as equal citizens actively participating in cultural life and cultural tourism activities.

• One of the most significant events of the project was the 2014 Forum “Sozopol - ancient and timeless, alive and accessible to all”, organized by Sozopol Foundation under the patronage of the Ministry of Culture and the Municipality of Sozopol.

Learnings
The League of Historical and Accessible Cities is of great importance for improving the living conditions of people with disabilities in many European cities. Due to the large scale of its impact the initiative involved cities across Europe, engaging institutions, organisations and representatives of civil society on an international scale. This project represented another step towards changing attitudes in society towards people with disability, and acted as a key platform for discussing the topic of accessibility and learning with peers.

Replicability
At present, the foundation is working on new projects related to ensuring access for people with disabilities, in particular the installation of tactile markings and ramps, as well the preparation of a Braille guide of the main sites in the archaeological reserve “Ancient city of Apollonia”. In addition, the international non-governmental organisation is developing and implementing several projects to protect the natural and cultural heritage of the area, each provided activities for accessible environment for people with disabilities to the restored and renovated facilities.

This project represented another step towards changing attitudes in society towards people with disability.
About the project

Vivomeglio is an annual call for proposals, which since 2005 has supported actions aimed at improving the quality of life of disabled people through the financing of projects carried out by non-profit organisations from the local area of Piedmont and the Aosta Valley. A total of 148 projects have been selected from the call launched in 2016, and these will help more than 180,000 people of which 77,000 have a disability.

Background

Fondazione CRT aims to improve the quality of life of disabled people through grants for projects that propose new, effective and sustainable solutions to support the home care, social integration and development of the independence and personal skills of disabled people. Fondazione CRT decided to carry out this project in order to meet the needs of a specific part of society - people with disabilities. The decision to have a call for projects of this nature came from the needs expressed by the local community. Within the general call for proposals operated by Fondazione CRT, there were a high percentage of projects aimed at disabled citizens, and as a result, a dedicated call was then initiated.

Fondazione CRT makes a selection of the most deserving projects submitted in the call. The most common themes of the projects proposed for disabled people are:

- Vocational training
- Workshops and sport activities
- Psychological support for disabled people and their families
- Raising awareness regarding disability issues

Collaboration

All types of non-profit organisations have responded to the call for projects (associations, social cooperatives etc.) who by statute are obliged to carry out initiatives in favour of people with disabilities. Fondazione CRT chose to collaborate with them in order to support the needs of people with disability and to empower the organisations involved.

Achievements

- Since 2005, Fondazione CRT has invested €20 million for Vivomeglio in a total of 1818 projects
- In 2015, 140,000 people were supported through the projects that were financed, of which 8,700 were disabled people
### Project snapshot

**Organisation:** Fondazione CRT  
www.fondazionecrt.it  
**Location:** Piedmont and Aosta Valley, Italy  
**Duration:** Since 2005  
**Resources involved:** €1,350,000 (2016)  
**Beneficiaries:** Fondazione CRT supports all people with disabilities from the local area of Piedmont and the Aosta Valley  

![Social Inclusion](image1.png)  
![Accessibility](image2.png)  
![Sports and Leisure](image3.png)  
![Employment](image4.png)  
![Awareness-Raising](image5.png)  
![Psychological Support](image6.png)

### Challenges

Considering that numerous organisations find fundraising to be a challenge and are poorly structured for it, as of 2016 Fondazione CRT decided to add to the application requirements a minimum co-financing threshold to encourage fundraising activities. Limited resources have also meant that non-financial support has become a priority, to enable the organisations to become more sustainable and independent over time.

### Learnings

Based on these challenges, Fondazione CRT has adapted its new call for proposals. The proposed projects are often implemented through the creation of networks and partnerships between public and private sectors. They have a strong qualitative impact on the lives of people with disabilities, and they also trigger local socio-economic benefits, especially when they provide employment possibilities for disabled people.

### Replicability

The presence of public and private entities, the will and resourcefulness of non-profit organisations alongside structured fundraising activities are key issues for successful replicability.

---

**The proposed projects are often implemented through the creation of networks and partnerships between public and private sectors.**
About the project
Spraoi agus Spórt provides afterschool, weekend and holiday activities for children with intellectual disabilities, special needs, and autism on a drop-off basis, giving the parent or carer respite, while the children enjoy tailor-made activity programmes, suitable for their individual needs. “Time for Us” ensures children with a disability have equal access to afterschool, weekend and holiday activities in the same way mainstream children do. The project has a multi-disability approach where individuals of a similar ability would benefit from a group activity. It ensures that a wide variety of social activities are made available for the children and that families are encouraged to engage and explore all options available to them in terms of suitable recreational activities.

Background
This pilot project aimed to support young people and families that did not have access to any form of respite. These families also knew that they did not want traditional respite for their children. This community-based respite offered children the opportunity to experience/access local activities with siblings and peers. This project is in line with the vision outlined in the Value for Money and Policy Review of Disability Services in Ireland “to contribute to the realisation of a society where people with disabilities are supported, as far as possible, to participate to their full potential in economic and social life, and have access to a range of quality personal social supports and services to enhance their quality of life and well-being”.

Collaboration
This project collaborated with a private local company.

Achievements
- 34 children were supported during the lifetime of this initiative
- 1302 hours of community-based respite were provided to the children involved in this initiative

Challenges
This initiative is based in a rural setting in County Donegal, Ireland and transport was a challenge for families. Getting access
to funding through the local HSE (Health, Safety and Environment) funding structure also proved challenging.

Learnings
This initiative demonstrates that by providing families with the necessary community-based respite support, at a time that families need respite, there is less pressure on families; children become a part of their local community; and fewer resources are needed from the local HSE as traditional services are not required.

Replicability
Spraoi agus Spórt, the social enterprise running the initiative, “Time for us”, is now in talks with the HSE in Donegal in an effort to secure funding for the project so that it remains sustainable in the future.

The project ensures children with a disability have equal access to afterschool, weekend and holiday activities in the same way mainstream children do.
About the project

Inspire2Care is a programme that inspires and trains communities to take up the responsibility for people with disabilities within their own community. The project is aligned with Karuna’s mission, “saving children from disability, one by one”, and is complementary to the health care system and disability policy of the Nepalese government. It was developed by Karuna Nepal and Karuna Netherlands and since the end of 2011 this strategy has been piloted in seven villages of Sunsari and Rasuwa by trained community-based rehabilitation workers. Together with the parents, an individual plan for each child is developed, based on the local possibilities. The goal is improvement of the quality of life of children with a disability and of their families. The Community Based Rehabilitation Approach of WHO working on education, health, livelihood, empowerment and inclusion is used. Prevention of childhood disability and prevention of birth defects is equally important. Sustainability with local resource mobilisation, a clear exit strategy, self-reliance and self-esteem, leadership development, and empowerment “at the bottom of the pyramid” are core values of the programme. The programme has been in scaling-up phase since 2014 with a total population involved of 300,000.

Background

In 2014 Karuna Nepal initiated the scaling up of Inspire2Care to 56 villages in 3 phases. The first phase started in 2015 in 12 villages in the Ilam district, in partnership with Ineke Feitz Stichting. In 2016 Karuna Nepal started in another 15 villages in Ilam together with UBS Optimus Foundation. The third phase is set to begin in 2017.

Collaboration

The scaling up programme is done in partnership with different organisations. Karuna Foundation also collaborates with local, district and central governments; other NGOs; and research institutions. In all the villages an agreement has been signed with the Village Development Rehabilitation Committee (the lowest governmental structure). This Committee is formed by the mayor, health workers, parents of a disabled child, school masters, and political leaders. This committee mobilises local resources, encourages local leaders and coordinates with the health workers in order to improve preventive health care. The programme is part of the regular annual plan and budget of the village council.

Achievements

After the first three years, the project was able to mobilise local resources so that within the Inspire2Care communities in
Project snapshot

Organisation: Karuna Foundation
www.karunafoundation.nl
Location: Scaling up in 50 villages in Ilam district (whole district) and 6 villages in Jhapa Nepal
Duration: 2015-2020
Resources involved: €600,000 per year
Community Level: The programme is funded jointly by the community, local government and temporarily for 3 years by the Karuna Foundation (80% in year one, 50% in year two, and 30% in the third year) after which the programme fully runs with local resources. The cost per village (on average 6,000 people) is €50,000 in total for five years of which €17,500 comes from local resources. After 3 years the average yearly budget in the community is €4,000. A total budget of €30,000 per village.
Beneficiaries: 5000 persons with disabilities (including 900 children) and their families

Challenges
Changing political power structures and changing attitudes have proven to be challenging.

Learnings
The project has been found to be a very cost-effective and sustainable way to achieve impact in the lives of many persons with a disability. The approach can be used in other contexts as well. It is being scaled up and so far the results have been promising. We have learned first that to ensure successful replication throughout Nepal our financial contribution needs to be even less in the first 3 years and second from the very beginning persons with a disability should be included in leadership roles.

Replicability
Inspire2Care is considered to be a good example for governments to ensure the UN Convention on the Rights of Persons with disabilities has actual meaning and effect at grass-roots level. The key conditions that would make this initiative replicable in other contexts are financial support from the local government from the beginning; and a dedicated, entrepreneurial and learning organisation and leadership to implement the programme. Karuna is eager to share and replicate their learnings in collaboration with entrepreneurial partners and foundations.
**Corporate social responsibility**

**Fundación Bequal**

**Bequal Label**

A label recognising businesses implementing responsible actions for people with disabilities

---

**About the project**

Bequal Foundation aims to promote the social inclusion of people with disabilities by recognising the commitment and effort of those organisations that have incorporated business policies favouring the inclusion of people with disabilities both as workers and as consumers or users of services. The foundation has developed an indicator model of social corporate responsibility for people with disabilities.

---

**Background**

The minimum level required to distinguish companies as socially responsible when it comes to disability calls for commitment in at least three essential areas. The first is Strategy and Leadership, which requires the commitment of senior management to people with disabilities, including in the area of human resources management. This means not only complying with regulations, but also implementing policies of non-discrimination and equal opportunities in all procedures. The second area is Selection, which involves access to employment, professional promotion and training. The third area is Universal Accessibility for facilities, internal communication and suppliers, as well as policies for the prevention of work-related accidents.

---

**Collaboration**

The Bequal Distinction Model emerged in 2012 as a result of the work of the systematisation of a previous indicator model gathering all the collection and experience of CERMI, Fundación ONCE and FEACEM. The label model of the Fundación Seeliger and Conde was integrated as well.

---

**Achievements**

This work resulted in a structured model divided into 7 categories, 19 indicators and 69 sources of verification. These will be complemented by good practices presented...
Project snapshot

Organisation: Fundación Bequal
www.bequal.es
Location: Spain
Duration: Since May 2016
Resources involved: Not applicable
Beneficiaries: All persons with disabilities, and enterprises
Website: www.bequal.es/sello_bequal.html, youtube/L1wU96EY6YU

by the companies wishing to obtain the label. There are 3 levels: Bequal, Bequal Plus and Bequal Premium. The minimum required is achieved by complying with the legislation in terms of employment plus a minimum score in other sections (Strategy and Leadership, Human Resources and Accessibility). Accreditation will be issued for companies that simply comply with the legislation and need the label. The label is valid for three years and is subject to annual reviews. The maintenance of the accredited criteria and continuous improvement will be strictly followed during this time.

Replicability

An external auditor of the Bequal Foundation is responsible for auditing compliance with the standards. On the other hand, those companies that voluntarily decide to may propose policies, good practices, and inclusive and integrative actions within the company that are not included in the model for verification and evaluation by the Management Foundation Committee.
Education & training

Academy of European Law

UNCRPD/ERA seminar series funded by the European Union

A training programme for legal practitioners, policymakers and judges on EU disability law and the United Nations Convention on the Rights of Persons with Disability

About the project

In 2016 ERA organised a new series of seminars devoted to EU Disability Law and the UNCRPD (United Nations Convention on the Rights of Persons with Disability), in the framework of the European Union Rights, Equality and Citizenship Programme 2014-2020, on behalf of and in cooperation with the European Commission and with the support of the EFC Disability Thematic Network and the European Disability Forum (EDF).

Background

A deep understanding of the UNCRPD is imperative in order to correctly apply its articles at national level in Member States and countries that have signed the UN Convention. Those trainings aim to facilitate, among legal and policy practitioners in the EU, greater knowledge and a better understanding of the UNCRPD, its Optional Protocol and related European legislation as indicated in the EU declaration of competences and the EU report to the UN. The overarching idea is to foster information sharing and learning among Member States, academics, legal and policy practitioners, administrators and civil society. This is the second series of seminars, the first was delivered in 2012-2013 and there will be another series in 2017.

Collaboration

ERA collaborates with the European EFC Disability Thematic Network and the European Disability Forum (EDF). The collaboration is important to benefit from partners’ expertise, to reach a specific target group, to enhance visibility, and to boost credibility.

Achievements

Raising awareness about the UNCRPD and related EU law among legal practitioners. Six training seminars were organised in 2016:

• Two for judges, prosecutors and other members of the judiciary
• Two for legal practitioners (including NGOs, DPOs, equality bodies, law professors and lecturers)
• Two for policy practitioners (including civil servants, NGOs, DPOs and equality bodies)

The programme covers the key features of the Convention on the Rights of Persons with Disabilities, the relationship between the Convention and EU law, and critical issues, including, exercising legal capacity, securing access to justice, participation in public and political life as well as disability in employment.

(See recordings at http://www.era-comm.eu/UNCRPD/recordings.html)
Challenges

The biggest challenges have been to find suitable speakers for each topic with a good country and gender representation. From the other side, due to high demand it was not easy to select the most relevant participants from the applications received.

Learnings

One of the lessons learned is that there is an inherent need to have a generic Module 1 to discuss the key issues of the UNCRPD and EU disability law, as the knowledge of the tools available and their effects is not completely widespread. Module 2 then covers a considerable array of specific topics with presentations from members of NGOs and DPOs, as a hinge between practitioners and disabled persons.

In the seminars, the use of role-playing, moot courts and interactive exercises fostered the understanding of the tools and promoted active learning, which then reflects on the participants’ multiplier effect. The live-streaming of seminar no. 416DV81, held on 26-27 September 2016, with simultaneous interpretation in International Sign Language and Captioning, allowed for a considerable expansion of the number of participants. A recorded version of this live-stream, combining the presentations with the power-points, as well as interpretation and captioning, was made available for free on ERA’s UNCRPD subsite. This is an invaluable working tool for people from several countries who did not have the possibility to attend any of the events.

Having some of the speakers themselves with disabilities added great value to the experience participants took from our seminars. A well-designed social programme also proved to be important.

Replicability

Seeing the success of this project, another series of seminars is foreseen for 2017.
About the project
To School Together (Samen naar School) makes it possible for children with severe disabilities to attend a mainstream school and learn with support specially tailored to their needs. The programme aims to stimulate inclusive education in the classrooms by setting up To School Together classrooms around the country. These are classrooms where children enjoy education adapted to them, with the care and support they need. And where possible they join the regular activities of the school with other children, such as in the show-and-tell circle, music lessons, play time, eating and drinking breaks, and reading time. The foundation provides financial support and advice in setting up the classrooms, and there are now sixteen of them.

Background
In the Netherlands more than 10,000 disabled children do not go to school. Some of them sit at home all day, while others go to a day care centre. NSGK believes that every child, irrespective of his disability, should be able to develop to his or her potential. Every child can learn, as long as the child gets education that suits him, and preferably with peers without disabilities. When children with and without disabilities go to school together, fostering their integration in society, there are benefits for everyone.

Collaboration
NSGK mainly collaborates with schools to implement the project.

Achievements
• Not only are children learning from each other; by going to school together they are also laying the foundation for an inclusive society.
• The project provides an umbrella organisation for new and existing classes. Within To School Together, participants exchange knowledge and experience, combine their strengths, help newcomers and provide information to those interested in starting their own To School Together class.

Learnings
Various politicians have visited a To School Together classroom to see how we are giving form to inclusive education in the Netherlands. Parents of children attending classrooms experience that their children are more alert during the daytime and sleep better at night. They see their children making developmental improvements as they learn from their non-disabled peers. The Department of Special Needs Education and Youth Care of
the University of Groningen is now doing research into the effects of To School Together on the development of children with severe multiple disabilities and the factors that contribute to these effects. The research will continue up to 2020.

**Replicability**

The foundation would like to set up a To School Together class in every municipality, so that children with a severe disability all over the Netherlands can go to a school in their own neighbourhood.
About the project
The Master in Disability, Personal Autonomy and Assistance is a reference programme in the field of disability and assistance. It provides the training and the necessary tools for a complete knowledge on the subject through practical and multidisciplinary content. It also provides the necessary methodology to improve the strategic vision of, and the ability to direct and manage the economic and human resources of, organisations working in the field of disability care and support for people in situations of dependency. It delves into the different normative aspects of Corporate Social Responsibility (CSR) to establish an effective and innovative approach to development of inclusive policies by defining strategic objectives that include specific measures of inclusion of people with disabilities. It also provides training to professionals on the mechanisms for prevention, management and resolution of conflicts faced by persons with disabilities and promotes the social model of disability embodied in the International Convention on the Rights of Persons with Disabilities.

Background
This master’s course was developed by the Fundación Derecho y Discapacidad together with the International University Menéndez Pelayo (UIMP) with the aim of providing comprehensive training on subjects related to disability, independent living and assistance.

Collaboration
Fundación Derecho y Discapacidad collaborates with several other Spanish foundations and universities.

Achievements
• Strengthened the social model of disability embodied in the UNCRPD, which starts from a conceptual framework of human rights, aimed at placing the person in a position of equal opportunity
• Provided a forum for discussion on the topic and provided exchange of opinion, experience and academic contributions on the subject
• Produced studies on the regulations on the situation of persons with disabilities in Spain, making reference to the systems in place in each Autonomous Community, as well as the public policies put in place to favour their inclusion
• Gave training on prevention mechanisms, management and resolution of conflicts that are available to people with disabilities
• Analysed procedures and processes, such as the recognition of the degree of disability, the support system, the
incapacity for work or the recognition of a dependency situation

• Obtained more knowledge on tools and techniques of intervention and social research

• Detected possible shortcomings or difficulties and made a series of proposals that reinforced their legal capacity, and improved the effectiveness of actions, services and resources

• Provided trained professionals for local governments and organisations in the sector

Challenges
The main challenge is to raise awareness about disability and to change societal attitudes around this issue.

Learnings
The degree to which this programme has had qualitative impact has been a key point of learning.
About the project
The Employment Training Centre started its activity in 2009 to provide professional education to increase the job placement of people with intellectual disability. Training focuses on customer service; data recording; basic cooking; bar skills; gardening and eco-farming operations; warehouse assistant; employability; and accessible environments. In 2014, we received our first Certificate of Professionalism from Madrid Region Public Administration. This certificate allows our students to have formally-recognised accreditation of the training received to present to their future employers. Currently, we have three courses that provide this certificate.

Background
According to the European Disability Strategy 2010-2020, education and training is one of the eight main action areas. There is a clear need to increase employment of people with disability. Special attention should also be payed to young people with disability in their transition from education to employment. Between 16 and 19 years old, the rate of people with important limitations that they don’t continue their studies is 37%, front of the 25% of people with certain limitations, and a 17% of people without limitations. It is important to have in mind that this age category corresponds in many cases with getting professional education and the search for the first job. Low participation in general education and the job market entails inequality of income and poverty for people with disability, and this can a cause of social exclusion and isolation. The framework for European cooperation in education and training (ET 2020) emphasises the importance of keeping in mind the particular needs of people with disabilities. Also article 24 of the UNCRPD recognises the right to an education that offers equal opportunities and is inclusive at all levels.

Collaboration
We collaborate with regional authorities especially for the recognition of the courses with a public certificate. We collaborate as well with companies that can accept our students during their traineeship period and that can cover some of the costs.

Achievements
2014-2015 Academic year:
• 6 courses held
• 84 students participated, with an 82% pass rate
• 488 hours of theoretical-practical training
• 100 hours of work experience in 21 companies
• 60% rate of job placement
Challenges
Designing a professional education programme includes challenging aspects such as evaluation of elements and mechanisms, and finding accessible spaces for people with intellectual disabilities.

Learnings
This project responds to a social need, to improve the skills and the knowledge of people with intellectual disabilities who otherwise cannot find a professional education adapted to their profile.

Replicability
The project, including the selection process of the students, is replicable in other areas, as long as appropriate spaces are found as well as professional expertise.
About the project
An existing building for vocational training in Kakuma refugee camp has been adapted to barrier-free access for young people with and without physical disabilities. An elevator and ramps were added to the building. In addition teachers and mentors received training in inclusive teaching.

Background
The project emphasises the importance of education for refugees and above all for refugees with disabilities. It focuses on improving access to a building used for vocational training as well as the courses that are taught there, ensuring that they are accessible to people with and without disabilities. The construction work included equipping the building with an elevator and two ramps. Training of teachers with special focus on inclusive teaching was also part of the project. The Leopold Bachmann Foundation collaborates with local organisations and supports some of their education programmes in general, mostly in refugee camps, to ensure barrier-free access to education.

The Leopold Bachmann Foundation promotes initiatives that help people in need to develop and gain prospects for their lives, their families and their surroundings. Strengthening families and communities is the basis for shaping the self-reliant, dynamic change process - in mutual respect and tolerance for each other.

It promotes initiatives to educate youth worldwide; to improve the basic conditions of the rural population; to promote smallholder structures with a focus on water security and biological agriculture; and to strengthen small business, with the strong involvement of women.
The foundation aims to:

- Create through training prospects for children and young people in difficult living conditions and regions
- Strengthen and promote commitments to neighbours, the needy, and to self-development through a human-oriented and humanistic basic attitude
- Help to promote self-initiative, work, and income while respecting sustainable principles - with the main focus on small-scale farmers, water safety, bio-crop farming, green technologies, and small business
- Enable non-profit institutions to create a framework for increasing self-financing
- Promote ecological, biological, climate-relevant, and nutritionally relevant developments in the application of alternative energy sources as part of project financing

**Collaboration**

LBF closely collaborates with local NGOs and gives grants to develop this specific project.

**Achievements**

Supporting young refugees in getting vocational training.
About the project

The King Baudouin Foundation manages many funds created by philanthropists around inclusive housing projects for people with disabilities in their surroundings. Often these funds have a wider scope since the foundation’s action guarantees the sustainability of these inclusive housing projects after the death of the children for whom they were originally conceived.

In this context, the foundation has initiated two studies aimed at mapping the existing inclusive housing formulas in Wallonia, Flanders and Brussels. It set a first milestone in helping people with disabilities and their families to develop innovative, small-scale housing projects focused on fostering independence.

An accessible information brochure and a thematic event will constitute the second step of the project. These aim at informing and spreading good practice among people with disabilities, their families, key stakeholders and potential initiators of new projects on inclusive housing for persons with a disability. Besides the information aim, the thematic event will have an important networking element in order to create new potential partnerships and synergies.

Background

In Belgium, there are many areas where the full participation of people with disabilities is still a challenge. Housing is one of these, not only for people with disabilities and those around them, but also for the whole disability sector in general.

Indeed, it is not a given in Belgium to have adapted housing through private or social housing, which allows for the preservation of one’s autonomy, whatever his/her degree of dependence. In addition to that, shelters recognised by the three regions of the country have incredibly long waiting lists, both for adults and for children with multiple disabilities. Moreover, the Belgian government does not have sufficient resources to finance new housing initiatives at the moment.

In this context, many parents take the initiative to develop their own ad hoc housing project, offering all the quality standards to their children. This forces them to seek alternative financing and/or to keep the cost of housing affordable.

The King Baudouin Foundation wants to be a player that brings together the different stakeholders around this major challenge of the sector and wants to support them positively, given a common
Project snapshot
Organisation: King Baudouin Foundation
www.kbs-frb.be
Location: Belgium
Duration: 2016-2017
Resources involved: +/- €100,000
Beneficiaries: Persons with disabilities, their families, key stakeholders and potential initiators of new housing projects for people with disabilities, funders

frame of reference: the United Nations Convention on the Rights of Persons with Disability, ratified in 2009 by Belgium and which states that persons with disabilities should enjoy full participation in all areas of life.

Collaboration
The partners for the research aspect of the project include Fondation SUSA-UMons; and Kenniscentrum Hoger Instituut Gezinswetenschappen - Onderzoeksgroep Sociaal-Agogische Werk – Odisee Hogeschool.

The foundation partnered with the Fédération Royale du Notariat Belge for the creation of the informative brochure and its dissemination.

Achievements
The project supports people with disabilities and those around them in their search for inclusive housing solutions.

Challenges
The main challenge has been the structural lack of inclusive housing for people with disabilities.

...helping people with disabilities and their families to develop innovative, small-scale housing projects focused on fostering independence.
About the project

This project aims to establish the African Disability Forum (ADF) which is recognised by the African Union and other organisations as the authoritative, representative voice of persons with disabilities in Africa. The project included the preparatory phase and the actual organisational meeting, which was a three-day meeting with the representatives of ten African countries, along with three facilitators, and held in Addis Ababa in October 2013.

Background

Abilis Foundation is a grantmaker, thus grantees plan, implement, monitor and evaluate their own projects when funded. The reasons for funding this particular project were many. First, there was no regional disability forum in Africa, while many other continents and regions had one. In Africa, there was no united umbrella body/forum for persons with disabilities, as a result of which their voice was hardly reflected in the decision making at global, continental, regional or national levels. Second, a group of very devoted disability activists led by Mr Shuaib Chalklen, the then UN Special Rapporteur on Disability, mobilised many stakeholders and African disability activists themselves for this initiative.

Collaboration

Abilis Foundation supports groups and organisations of persons with disabilities, rather than individuals. The ADF was officially established in 2014 and actively collaborates with 40 continental, sub-regional and national federations of DPOs, civil society organisations, international and global DPOs (IDA, IDDC, EDF etc.) and agencies (UN, UNDP, UNICEF, AU etc.), and decision makers at different levels. At the time of this project, partners were the Ethiopian Centre for Disability and Development.
ECDD, and UN Economic Commission for Africa, UNECA.

**Achievements**

The creation of a multilateral organisation such as the ADF that works on disability in Africa is very important, as it increases the influence of persons with disabilities over the African Union’s and individual governments’ decision-making. All legal preparations are successfully finalised for the official launching of the ADF. The launching meeting gathered 40 regional and national leaders of organisations of persons with disabilities in Africa. ADF unifies and amplifies the voice of Africans with disabilities in advocating for their rights and inclusion in all aspects of development. The launching meeting took place 17-19 November 2014.

**Challenges**

When the forum was established, a lot of energy was needed to make it recognised and supported by all countries.

**Learnings**

The forum involved many DPOs in this process and gradually increased the supporters for this idea. It is important that African persons with disabilities themselves took the initiative, and in turn were supported by many potential donors. All human rights principles were well implemented in the project, helping to make it a model of good practice.

While collaboration with well-established national DPOs in cities was easy, not-yet-established DPOs and grass-roots groups in rural areas were more difficult to reach. These are also needed for creating synergies from the top down and from the bottom up at different levels to make a positive permanent change in this extremely disabling environment. Abilis reaches out to those groups and DPOs that are rarely reached by other donors. This shows the complementarity role that Abilis plays, which also makes this a model of good practice. When each actor pays close attention to a human rights-based approach and to the implementation of human rights principles (e.g. equality, non-discrimination, participation, transparency), DPOs can play meaningful roles in other contexts as well.

**Replicability**

This project benefited from the experience of existing regional forums representing people with disability, helping to make it possible to replicate this model on the African continent when such a forum did not exist before.
About the project
The approval of the UN Convention on the Rights of Persons with Disabilities has set a new perspective for those foundations active in the field of disability or human rights, providing them with a unique opportunity to influence the shape and speed of reform that has been long overdue. When the consortium was launched at the European Parliament in April 2009, the aim was for foundations to play a catalytic role in ensuring that European governments and other relevant stakeholders commit to and support both the ratification and implementation of the Convention.

Background
The aim of the DTN has always been to add value and complement the work of governments, NGOs and other actors in implementing the UN Convention on the Rights of Persons with Disabilities. The Consortium’s activities are structured around four pillars:

- Foster the effective implementation of the Convention at European and national level through monitoring, capacity building of legal operators, and awareness-raising
- Ensure the implementation of the European Disability Strategy 2010-2020
- Optimise the use of EU funding as a general instrument for accessibility and non-discrimination
- Mainstream disability within foundations’ work and programmes

Collaboration
Fundación ONCE has provided funding to promote the DTN (and previously the European Consortium of Foundations on Human Rights and Disability activities), in addition to experience, expertise and guidance in the field of disability. The collaboration between foundations is crucial as well as with civil society organisations, international organisations and governments.

Achievements
In this context, many activities have been carried out in the DTN framework, for instance:

- High-level seminars for experts in the European Economic and Social Committee to provide policymakers and legislators with solutions to those issues emerging from the different articles in the Convention which required further clarification or discussion.
- A close collaboration with the European Academy of Law (ERA) - Through a European Commission tender the group
organised a series of conferences to train legal professionals on disability law and on UNCRPD.

- Launch of the operational project the League of Historical and Accessible Cities to find innovative solutions to improving the accessibility of historical towns by working in partnership with various European foundations and local authorities.

- Another DTN landmark was the launch of the “Study on the Challenges and Good Practices in the Implementation of the UN Convention” for the European Commission. The study analyses in detail the obligations set forth in the Convention and provides information on the various practices related to its implementation by the European Union and its Member States.

Challenges
One of the main challenges for the DTN has been to attract new partners that can provide new insights and perspectives to the group.

Learnings
The DTN has been able to evolve and adapt its objectives and actions to the circumstances and needs of the foundation and disability sectors, at European and national level, while at the same time retaining its essence. With the DTN, it has been proved that setting up partnerships among foundations and other organisations can create positive leverage, making more efficient use of our finances, expertise and time. Pooling resources combines strength and capacity, gather and process information, identify grantees and deploy funds faster than would have been possible as individual entities.

Replicability
Replicability requires having an overarching, clearly defined objective; partners who share this goal and who have similar interests; alliances with all kinds of public and private agents who can assist in achieving that goal; and being able to carry out innovative activities that have an impact.
About the project

Launched by Fundación Vodafone España, Community Connecting for Accessibility aims at creating a meeting point for sharing challenges and technological solutions to improve the lives of people with disabilities and increase their chances of inclusion, integration and personal autonomy. You can follow its activity on Twitter with the hashtag #conecta2Xaccesibilidad.

Background

Persons with intellectual disabilities have difficulties paying attention and completing learning processes in the long term. This group must be trained to carry out autonomously their daily activities at work, in the home or for leisure purposes.

Collaboration

The programme is operated by Fundación Vodafone España in close collaboration with the national federations involved. The foundation launched the project with more than 90 local associations from 5 National Federations: Plena Inclusión, Fedace, Down España, Orden Hospitalaria San Juan De Dios and Confederación Aspace, and the Hospital Vall D’Hebrón. These organisations participate in the community to validate the use of technological solutions developed by Fundación Vodafone España.

Achievements

We have introduced a collaborative methodology, promoting a community that enhances results and impact in this field. The project results are becoming part of the digital transformation of the organisations that are involved in the project, showing that technology is a must when you want to help people with disabilities to be more active in society:

• Mefacilyta is a platform to produce tailored learning programmes for people with disabilities. These programmes are accessible on mobile phones and tablets. The platform creates learning programmes in real time, supported by images, texts and videos. Currently the platform is available in Spanish, English, French, German, Polish, and Portuguese. Mefacilyta includes different modules, one of which is Mefacilyta Games, an easy-to-use tool that allows professionals to customise games (https://www.youtube.com/watch?v=QlcWvnWBqWk)

• aMiAlcance provides alternative and augmentative technology solutions for people with disabilities. For instance, it allows people with physical or/and cognitive impairments to use Android terminals. Currently, our key
Project snapshot

Organisation: Fundación Vodafone España
www.fundacionvodafone.es
Location: Spain; in addition there are pilots in Austria, France, Germany, Ireland, Poland and Portugal
Duration: 2015-2017
Resources involved: €1,000,000
Beneficiaries: People with intellectual and physical disabilities
Website: www.fundacionvodafone.com

ACCESSIBILITY  TECHNOLOGY SOLUTIONS
TRAINING  RESEARCH
INDEPENDENT LIVING

aMiAlcance solution is the Eva facial Mouse which allows access to the functions of a mobile device by means of tracking the user’s face captured through the frontal camera. Based on the movement of the face, the app allows the user to control a pointer on the screen (i.e. like a mouse), which provides direct access to most elements of the user interface. People with amputations, cerebral palsy, spinal cord injury, muscular dystrophy, multiple sclerosis, amyotrophic lateral sclerosis (ALS) or other disabilities may be beneficiaries of this app.

Challenges
Getting different associations together and working for a common purpose proved challenging.

Learnings
The collaborative methodologies that were developed allowed us to roll out and scale up the solutions all over Spain and even across borders.

Replicability
This project is highly replicable in that it is easy to use and can be customised to suit each user’s needs.

We have introduced a collaborative methodology, promoting a community that enhances results and impact in this field.
About the project

The aim of the foundation’s activities is to further increase the use and the teaching of Hungarian Sign Language. An online sign language dictionary has been developed. The content is available in repetitive videos which can be helpful in acquiring the signs and the mimicry which is an essential element in sign language. On hallatlan.hu it is possible to search for the signs in alphabetical order or with reference to the topics, which supports the focused learning. The resource is available both in Hungarian and in English. Additional services (forum, chat, quiz games, news, etc.) can ensure the active learning of sign language and provide information and social content for anybody. There is also an interactive sign language crossword - the quizzes support the playful acquisition of language; episodes are focused on special professional content and different target audiences (children, trade, etc.).

Background

The Hallatlan Foundation’s mission is to give access to information for the hearing impaired thereby fostering social inclusion by disseminating sign language widely, building on innovative technological solutions. The foundation aims to help sign language gain social recognition and thus to help the integration of the deaf community through the use of tools and applications. Hallatlan Foundation is developing sign language courses from beginner to interpreter level. The foundation is also working hard to fundraise for projects, to research competitions, and to look for sponsors and support further developments.

Collaboration

The foundation is collaborating with sponsors (Vodafone has been the main sponsor since ten years), Hungarian NGOs and for-profit companies, universities and several volunteers. Collaboration is essential to sharing best practices and
know-how and to learn from each other, which makes everybody stronger and thus more effective.

Achievements

- The foundation started to work in this field 13 years ago and is about to develop a new revolutionary application. The beta version was set to be ready at the end of 2016.
- Thanks to the work of the foundation, Hungarian sign language was accepted as an official language in 2009 by the Hungarian Parliament. As a consequence of that decision the demand is fairly high and the foundation has more than 100 students participating in its learning courses.
- Hallatlan Foundation won the European Language Label three times in a row and also won the WSA World Summit Award in 2012 – considered the highest recognition in the field.
- The foundation demonstrated that the social aspects of sign language are the same as any spoken language, and sign language users are a minority group now protected by the Hungarian Constitutional law.

Challenges

The hardest part of the project has been the financing, which is pretty tough in Hungary.

Learnings

Thanks to the projects’ clear results, it has been proved that they are effective, respond to a real need, and have social impact.

Replicability

The foundation hopes to start this kind of revolutionary project in another country, for example in Austria, or in Germany. The technology projects and the training courses developed a know-how that can be implemented in any other country (for example Italy is in the same situation as Hungary was 12 years ago). There is much potential and ideas for new tools to make deaf people’s lives easier, more independent and more integrated.

Project snapshot

Organisation: Hallatlan Foundation
Location: Hungary and worldwide
Duration: 2016
Resources involved: €80,000
Beneficiaries: Deaf and hard of hearing people
Website: www.hallatlan.hu/en
Other resources: Online sign language dictionary (Hungarian and USA) - www.hallatlan.hu
Mobile applications for kids: Google Playstore - search for 5 Jeles!
For adults: Google Playstore - search for Hallatlanlite
Online interpreter service 24/7 and its commercial: www.youtube.com - search for Hallatlan online interpreter service
New technologies

International Foundation of Applied Disability Research

Autism and new technologies programme

About the project

This 4-year project provides a scientific evaluation of the use of new technologies for children with Autism Spectrum Disorder, from 2 to 18 years old. The aim is to validate the impact of new technologies on non-verbal communication of children with autism.

Three main themes are developed in this project:

• Facilitate access to educational material and equipment derived from new technologies, and adapted to the specific needs of children with ASD and their families, such as robots or tablets.

• Provide training and awareness to families and professionals, so they can better support children with ASD in the use of new technologies. Guides and online training will be available to all families and professionals concerned.

• Design and carry out research projects on the needs and expectations of children with ASD and their families, with the aim of providing concrete solutions to daily problems. This consists of evaluating the use of new technologies for children with ASD, in order to improve existing material and tools. A participatory approach will be used, involving the children, their parents and carers alongside the researchers.

Background

Applied disability research follows certain rules inherent to all scientific processes (ethical, methodology, rigour, evaluation). It is based on the needs and expectations of people with disabilities and their families, with a view to creating responses which are adapted to the realities of their everyday lives. It should thus be conducted in collaboration with people with disabilities and their families, carers, professionals and researchers. The research results should be disseminated by all possible means, including peer-reviewed scientific journals. A particularity of applied disability research is that all knowledge produced by this research should also be shared with those active in the field (in particular, people with disabilities and their families, carers and professionals). This knowledge-sharing with a non-scientific group is indispensable, so that research results are applied to concrete improvements in the lives of people with disabilities. To be useful, this knowledge should be presented in a language and tools adapted to this non-scientific public.

Collaboration

Collaboration with universities (INS HEA French Institute of Inclusive Education, University of Paris, University of Lausanne, University of Mons); NGO and other European partners (Autism Europe,
Project snapshot

Organisation: International Foundation of Applied Disability Research (FIRAH)
www.firah.org
Location: France, Luxembourg, Belgium, Ireland, United Kingdom, Switzerland
Duration: 2016-2019
Resources involved: €1,330,000
Beneficiaries: Children with autism, parents, professionals, services and universities
Website: www.firah.org/index.php?option=com_content&view=article&id=241&Itemid=312

TECHNOLOGY AUTISM
EDUCATION CHILDREN


Achievements

• Increase the use of new technology to improve social communication for children with autism
• Training of parents, teachers and carers to be able to use new technologies for children with autism

Challenges

Developing communities of practice including researchers, professionals, parents and children proved to be one of the challenges.

Learnings

We have found that collaboration is key to bridging universities and stakeholders in the field, and to successful application of tools and knowledge in the field.

Replicability

All the results of applied research, guidelines, and training tools will be available in French and English online for all people interested.
About the project

This project gives access to quality physical rehabilitation services for vulnerable persons with disabilities; supports the sustainability of the physical rehabilitation sector; provides quality technical training for rehabilitation staff; and works to include physical rehabilitation costs in social protection mechanisms. The project involves technical support of five physical rehabilitation centres; introduction of quality control systems; financial assistance to vulnerable persons with disabilities; reimbursement of the costs of physical rehabilitation services for persons with disabilities; support for the technical institution (VIETCOT) for training of professional staff; advocating for the integration of the costs of rehabilitation in universal health coverage; and cooperation with the Vietnamese Red Cross Society and DPOs for the identification, referral and social inclusion of people with disabilities.

Background

In 1989, the first cooperation between the Ministry of Labour, Invalids & Social Affairs of the Socialist Republic of Viet Nam and the International Committee of the Red Cross for the orthopaedic assistance of physically disabled persons started at the MOLISA's Rehabilitation Centre in Ho Chi Minh City. In 1995, the ICRC Special Fund for the Disabled took over the ICRC Physical Rehabilitation programme, and extended its activities nationwide. Following Viet Nam's ratification of the UNCRPD in May 2015, and in view of a planned revision of its national disability law, Vietnamese authorities expressed their willingness to assume full responsibility for addressing the needs of their disabled population. Many people in the country, however, particularly those in rural areas, still face financial hardship and have difficulty meeting their basic needs. This includes disabled persons’ ability to afford and to access physical rehabilitation services.

Collaboration

The MoveAbility Foundation partners with professional associations (e.g. ISPO); national authorities (Ministry of Health, Labour and Social affairs); academics (e.g. Management Science for Health and Yale for the LMG Program); The Movement of the Red Cross and Red Crescent; suppliers of physical rehabilitation material; DPOs; donors; governments; and private foundations.

Achievements

• Technology transfer
• Training and certification of physical rehabilitation professionals
• Improvement of quality of services
• Physical rehabilitation service delivered to some 3,450 persons with disabilities in 2016 (through our partners)
• 1,480 devices reimbursed by the MoveAbility Foundation in 2016
• Inclusion of some physical rehabilitation costs in the country’s social protection mechanism
• Involvement of DPOs and larger society in identification of persons with disabilities
**Project snapshot**

**Organisation:** ICRC MoveAbility Foundation (formerly ICRC Special Fund for the Disabled)

**Location:** Viet Nam

**Duration:** 1995-2018

**Resources involved:** €2,400,000 (2016-2018)

**Beneficiaries:** Service providers, persons with physical disabilities, physical rehabilitation professionals, disabled people organisations, Vietnamese Red Cross Society, VIETCOT technical institution

**Website:** moveability.icrc.org/2016/12/13/vietnam/

---

**Challenges**

Challenges included staff turnover at the ministry level that slow down the development of national plans; the lack of financial resources to care for some vulnerable persons with disabilities; access to social economic activities for persons with disabilities; lack of certified and experienced professional staff at service providers; legal issues preventing the reimbursement for cost of services or gaining employment in some types of professional activities; and reaching persons with disabilities in rural areas and referring them to the service providers.

**Learnings**

At the beginning of the programme in 1995, stakeholders could have been more involved and participated in the drafting of the objectives. However, this is better addressed now with the stronger relation with our partners. Also, it would have been better to work with the national authorities to include the costs of persons with disabilities in social protection mechanisms from the outset. Elements making the project a model of good practice include: The evolution of the programme from an assistance type of activity (provision of services) to the integration of physical rehabilitation costs within social protection schemes; the cooperation with the Vietnamese Red Cross Society on identification, referral and social inclusion; the type and level of services, evolution of quality indicators; the fact that the VIETCOT training institution is a reference at regional level and welcomes students from Africa and Central Asia; and the physical rehabilitation sector is on track to become sustainable enough so that the MoveAbility Foundation is planning its exit strategy.

**Replicability**

This project is replicable in other contexts if the following conditions are met: An assessment of the physical rehabilitation sectors (national plans, needs of persons with disabilities, service providers, DPOs) to ascertain if the sector is ready and willing to be supported by MoveAbility; the capacity and willingness of national authorities to support the physical rehabilitation sector; and donors (governments and private foundations) who are providing funding to disability and to the specific country.

Currently MoveAbility operates in 14 countries (Madagascar, Tanzania, Rwanda, Zambia, Somalia, Benin, Ivory Coast, Togo, Tajikistan, Viet Nam, Nicaragua, El Salvador, Ecuador and Haiti). The field team includes programme managers; medical professionals such as prosthetists and physiotherapists; as well as disability advisors and public health consultants.
About the project
The project seeks to strengthen mechanisms for reporting violence and abuse against women and girls with disabilities and persons with albinism; increase the response of authorities to these cases; build community networks to report cases of violence; and protect women and girls with disabilities and persons with albinism from violence. The project also works towards legal reforms to discourage acts of violence against persons with disabilities including persons with albinism, and provides legal services to women and girls with disabilities. The funded coalition, led by DIWA, worked to establish a Community Network of Persons with Disabilities which operated on the frontline at the local level to report cases of violence to local authorities. The project cooperated with the Malawi police to set up specific files on violence against persons with disabilities and to collect data on the number of these cases for the first time in the country.

Background
At the onset of their project, Disabled Women in Africa (DIWA) conducted a study on violence against women and girls with disabilities in Malawi to understand the issues they face in reporting their cases to authorities and seeking justice as well as to document the number of cases. The study made clear that women and girls with disabilities face high rates of violence and extremely limited access to justice. When the killings and abductions of albinos began to increase in Malawi, DIWA conducted a study on violence against persons with albinism (in Malawi body parts of persons with albinism are believed to have magical powers) and they used this study to expand their work to persons with albinism within their project. After the assessment, they also realised there was a need to make sure the legal framework was sufficient to protect persons with albinism from violence. Before the project, communities hid acts of violence against women and girls with disabilities and discouraged victims from approaching the police.

Collaboration
This project is led by DIWA and includes the Association of Persons with Albinism of Malawi, the Federation of Disability Organizations of Malawi, Chancellor College of Law at the University of Malawi, Rights Advice Centre, and Passions for Women and Children. They have involved media, women’s organisations and other collaborative networks. They also work with local authorities and decision-makers as well as the Malawi police and legal aid providers.

Achievements
- Petitions were directed to the Chief Justice, the Inspector General of Police and members of Parliament and the list of demands within petitions were
achieved including reform of the Anatomy Act and the Penal Code to give greater protection to persons with disabilities including persons with albinism from violence as well as harsher sentencing for perpetrators of violence.

• The project has been able to change the minds of the community so that people are shifting to recognise the issue of violence and abuse of women and girls with disabilities as a priority.
• Traditional authorities in the community have signed by-laws on prevention of violence against women and girls with disabilities.
• They have also seen changes in the handling of cases by the police. The DIWA-coalition training that has been provided to Malawi police departments has helped police officers to better understand how to respond to cases of violence against women and girls with disabilities and they are now actively responding to cases and reporting them.
• DIWA is also seeing greater collaboration among women’s rights groups on prevention of violence against women with disabilities.

**Challenges**

The main challenge DIWA has faced is the withdrawal of cases of violence against persons with disabilities that were brought to court, thus they recognise the importance of working with the court system to ensure all cases are heard. Persons with disabilities themselves usually drop the cases because of pressure from their families or communities.

**Learnings**

It would have been beneficial to involve the court system in the project early on and to include judges in awareness-raising campaigns and trainings so they could understand the barriers persons with disabilities face when accessing justice and can work to address these within the court system. By working on law reforms and with the judiciary to increase access to justice, the project was able to achieve greater impact on both legal and programmatic levels.

**Replicability**

This project address issues of violence and access to justice in ways that would be applicable in many contexts. Myths and stereotypes on disability and sexuality may vary from country to country, but addressing gender-based violence and ensuring access to justice by working with the justice sector, local communities, decision-makers, and mainstream women’s rights organisations would be applicable in many contexts around the world. In addition, addressing the legal framework itself to protect and prevent violence can be replicated in any context, as long as relevant experts carry out a thorough legal review. The collaboration model DIWA used, which involved disability groups, legal experts, and civil society networks is one that should be replicated in other settings. In addition, it was essential that they involved the police, legal aid clinics, traditional authorities, and other members of the judiciary in their awareness-raising and trainings. This can also be done in other contexts.
Rights

Fundación Cermi Mujeres

I Photography Contest. Central theme: No more forced sterilisations

A photo contest to defend equality for women and girls with disabilities

About the project
A photo contest aimed at raising awareness of the issues of forced sterilisation, a practice that is still carried out in many countries, despite official denial that it is taking place. The project supports the idea that it is crucial to denounce the violations of sexual and reproductive rights of women and girls with disabilities through illegal practices carried out by practitioners with the support of society and the legal system.

Background
We decided to launch this contest because of the need to advocate for effective equality for women and girls with disabilities from a human rights perspective, and to put into practice the provisions of the United Nations Convention on the Rights of Persons with Disabilities, while paying particular attention to the principles of non-discrimination, equal opportunities, inclusion in the community, independent living and positive action.

Collaboration
We subscribed to an agreement with other foundations which support the initiative. We are specifically working with a national foundation called Konecta that works for the full participation of
Institutional philanthropy - A focus on disability

...it is crucial to denounce the violations of sexual and reproductive rights of women and girls with disabilities through illegal practices carried out by practitioners with the support of society and the legal system.

people with disabilities in society. A jury representing several organisations working in the sector will decide on the three prize-winning photos.

Achievements
Raising awareness about forced sterilisations as a practice against fundamental human rights through the development of an international campaign about this topic.

Challenges
Tackling this topic is a challenge in itself. Furthermore, offering information about this invisible issue is a challenge as there is denial in most European countries that it is happening.

Learnings
The contest has proven to be a good mechanism to involve the whole society in this unknown topic, offering information and giving the opportunity to reflect on this topic.

Replicability
This initiative is just one step in a broader project whose main objective is to advocate for the rights of women and girls with disabilities and is easily replicable in other contexts.

Project snapshot
Organisation: Fundación Cermi Mujeres
www.fundacioncermimujeres.es
Location: International
Duration: April - September 2016
Resources involved: €6,000
Beneficiaries: Women and girls with disabilities
Website: www.fundacioncermimujeres.es/coleccion-generosidad/bases-i-concurso-de-fotografia-generosidad-2016-no-mas-esterilizaciones

SEXUAL AND REPRODUCTIVE RIGHTS
ART AND CULTURE
ADVOCACY
WOMEN AND GIRLS

...
About the project

The Monitoring Group for Disability Rights project was initiated in 2013 by the Social Rights and Research Association within the Sabanci Foundation's Social Development Grant Program. In 3 years the Monitoring Group included more than 30 NGOs from different cities of Turkey working on disability issues. The group's mission was to show to what extent the legislation on disability rights is implemented in Turkey, in a common effort to ensure that persons with disabilities can fully enjoy their rights and do not face discrimination.

The Monitoring Group met on a regular basis for sharing knowledge and problems they face in their cities and to look for common solutions. They first decided to collect data to see to what extent the legislation on disability rights is implemented in Turkey. For this purpose, a comprehensive screening, with the support of lawyers and human rights specialists, was made on national and international laws to look at the situation of disability rights. In order to collect official data, more than 6,000 official applications were made to public institutions and around 5,000 news items on the violation of disability rights were screened. Through an online survey the group collected information on people with disabilities facing discrimination, and on public services. All the data collected relates to 4 areas: education, health, employment and accessibility and compiled in a report on the implementation of disability rights in Turkey. Results were also shared through a video and a public service advertisement to create awareness on disability rights. Through face to face meetings, parliamentary questioning and international reporting, they reported the current situation of disability rights to national and international authorities.

In the final period of the project the association decided to share their experiences in monitoring disability rights and provide trainings to the representatives of member NGOs on monitoring, obtaining information, reporting and communication.

Background

Sabanci Foundation decided to support this project through the foundation’s Grant Program as monitoring is very critical in the area of disability. In Turkey, persons with disabilities cannot enjoy their rights although they were granted to them by national and international laws. Therefore, it is essential to create strong civil society organisations that will follow and monitor public institutions and remind them of their duties. It is also not sufficiently monitored to what extent the legislation on disability rights is implemented in Turkey and how much persons with disabilities can benefit from their rights. Therefore, the complaints and suggestions of persons with disabilities cannot properly be justified and problems remained unsolved. Besides, most of the NGOs working in the area of disability in Turkey are aid-based and there is a need for more rights-based NGOs using a human rights approach.
Project snapshot

Organisation: Sabancı Foundation
www.sabancivakfi.org
Location: Turkey
Duration: 2013-2016
Resources involved: €130,000 for three years
Beneficiaries: Social Rights and Research Association (founded by people with disabilities), public institutions, universities, other NGOs and all interested parties who can use the results of the research produced
Website: www.engellihaklariizleme.org/tr

Collaboration
Sabancı Foundation, as a donor organisation, supported the Social Rights and Research Association which implemented the project. Sabancı Foundation also supported the association by making the project visible on media and establishing connections between local authorities and other civil society organisations.

Achievements
• Rights of people with disabilities have been monitored and reported to the government for the first time in Turkey
• From the data collected through the applications, it was documented that disability rights are not fully implemented despite national and international laws
• As a result of advocacy, the budget allocated for medical supplies and equipment assistance for people with disabilities was increased
• By using public service ads on TV and videos on social media, people become more aware of disability rights

Challenges
In the last few years all the advocacy projects were interrupted due to the political turmoil and elections in Turkey. This project group decided to decrease its advocacy activities and focus more on NGO empowerment and public awareness.

Learnings
This project brought NGOs working in the area of disability together and improved their rights-based approach. Member NGOs became stronger throughout the project and they started to implement the methodology in their local areas. The implementing association shared their experiences with other NGOs and thus the project and methodology could be scaled up and replicated, and it gained credibility and popularity among government bodies and became a reference point in the area of disability. Government bodies started to consider and take their advice before making a decision related to disability.

Replicability
It is important to have a monitoring group or a board including members from different backgrounds and working in the same issue areas. There should also be a pool of advisors who are specialists on the issue such as human rights activists, lawyers, and journalists. At the beginning of the project, a comprehensive desk research should be carried out to get a full picture. This can include analysing laws, regulations and also outcomes of similar projects. The methodology to be used should be valid for the government and there should be a clear objective before starting advocacy activities.
About the project
The project focused on the creation of a residential centre for disabled people, mainly run by people with mild disability, inspired by the idea of mutual help. People with mild disability, normally self-sufficient or living with their families, were trained (through the Local Health Department) to support and assist people with more severe disabilities in basic activities, hosted in a residential community centre. On their side, severely disabled people got an opportunity to try living apart from their families for a short stay at the community host centre, in view of a longer or permanent stay, to progressively gain autonomy. “After Us” aims to support the creation of mixed (disabled and non-disabled) social enterprises that will manage the centre itself. This allows for people with mild disability to be employed, and those with severe disability to get the care they need.

Background
In 2010 a call for proposals for innovative solutions to foster social inclusion and cohesion in general (not exclusively in the disability or health sector) was launched. Over 1000 ideas were collected and 30 projects funded. “After Us” was one of those. The project aimed to tackle the “After us” issue, introducing measures of assistance, care and protection for persons with severe disabilities, especially when they are no longer supported by family or parents. On the other side, the project embedded the idea of mutual help, also increasing employment opportunities and a sense of responsibility for people with mild disabilities.

With this project Fondazione CON IL SUD fostered local development by promoting social cohesion, demonstrating that it is possible to protect and take care of people with disabilities, with a long-term perspective.

Collaboration
This project, involving local partnership and led by civil society organisations, was able to gather public and private entities around a common project, aiming to trigger local development mechanisms through a social cohesion process. Our main interlocutor was the Associazione Disabili San Cataldo, in partnership with Associazione Essereperessere; ASP di Caltanissetta - San Cataldo district (the local public health department); Municipality of San Cataldo and the Province of Caltanissetta.

Achievements
• Renovation and requalification of the building, compliant with legal requirements
• Training and apprenticeship of the selected candidates as caregivers
• Coordination with the public health services and the organisations of families with disabled persons
Project snapshot
Organisation: Fondazione CON IL SUD
www.fondazioneconilsud.it
Location: Sicily, Italy
Duration: 2013-2015
Resources involved: €270,000
Beneficiaries: People with disabilities and elderly persons
Website: www.esperienzeconilsud.it/dopo-di-noi/

SOCIAL ENTERPRISE  RESIDENTIAL COMMUNITY
EMPLOYMENT  ASSISTANCE AND CARE
INDEPENDENT LIVING

- Meeting with families and direct beneficiaries
- Psychological support
- Methodology assessment
- Technical and financial monitoring and evaluation

The project managed to increase the residential care opportunities and general support to adults with severe psychological disorders; decrease the burden of families and older parents; and provide better employment opportunities and recognition for people with mild disabilities. Furthermore, in June 2016 “After us” inspire a legislation, with a final approval in the House of Senate. The regulation introduces measures of assistance, care and protection for persons with severe disabilities unsupported by family of parents.

Challenges
Overcoming the typical volunteer-based approach in social health care to promote a progressive professionalisation of both workers and organisations.

Learnings
If we could have done something differently we could have better supported the implementing organisations, through consulting and/or training services, in order to strengthen their management, communication and fundraising capacities. The project contributed to building stronger collaboration between workers, caregivers, beneficiaries and their families, thus fostering a progressively higher participation and awareness of families in the daily life of the community centre.

Replicability
A model of intervention which foresees a gradual integration of people with disability in the community centre and frequent occasions of participation, exchange and dialogue with their families.

With this project Fondazione CON IL SUD fostered local development by promoting social cohesion, demonstrating that it is possible to protect and take care of people with disabilities, with a long-term perspective.
About the project
The Zero Project is an initiative of the Essl Foundation with the aim of creating a world without barriers. It provides a platform to share and discuss innovative and effective solutions to problems that persons with disabilities face. The collaboration of a network of more than 3000 experts in 150 countries is key to identifying the most innovative and effective policies and practices that contribute to improve the lives of persons with disabilities worldwide. The Zero Project also evaluates how the UNCRPD is being implemented through its Social Indicators. Each year the research focuses on a specific theme from the UNCRPD, and is then compiled in a report, with a conference organised around the results. Started in 2012, the Zero Project researches four themes that repeat every 4 years: employment, accessibility independent living; political participation; inclusive education; and ICT.

Background
The initial goal was to create a System of Social Indicators measuring the implementation of the UNCRPD, but after the first publication it became clear that there was also a need to provide concrete practices and policies as innovative examples of CRPD implementation. We were trying to create transparency and provide data and arguments to better advocate and communicate on disabilities. During the first year, we concentrated the effort on stakeholder workshops and background analysis of existing surveys, involving local organisations in Austria and neighbouring countries. In 2013 the Zero Project's reach became worldwide.

Collaboration
Partners played a key role in expanding the knowledge base and the network. The Zero Project is also collaborating with all relevant stakeholders wishing to engage. The whole Zero Project model is based on this collaboration. The Essl Foundation and its core partners are mainly organising and moderating the process of selecting the Innovative Practices and Policies, the research of Social Indicators and the communication of results through the annual conference.

Achievements
• A unique approach that got worldwide attention in the community of persons with disabilities in comparatively short time.
• A unique database of Innovative Practices and Policies as well as Social Indicators, that are used by decision makers and opinion leaders worldwide.
Project snapshot

Organisation: Essl Foundation
http://esslfoundation.org/
Location: Austria and worldwide
Duration: Since 2012
Resources involved: €400,000/year
Beneficiaries: Organisations working on disability benefit from the research done on social indicators and the sharing of innovative practices and policies, and they can present policies and practices at the Zero Project Conference
Website: www.zeroproject.org

- One of the biggest worldwide conferences on disability issues attended by all different stakeholders. Held in Vienna at the UN headquarters, the conference brings together more than 400 delegates from around 50 countries.

Challenges

Since it became a bigger project, fundraising has been one of the main challenges. As a research and communication platform, the Zero Project is not creating a direct measurable impact, making it difficult sometimes to communicate its achievements. Since it became global, it has been a challenge to organise the project and to handle the communication to involve all stakeholders in the different parts of it.

Replicability

The Zero Project is a model that can be copied and scaled to other topics as well. Nevertheless there is a need for an independent source of funding for core activities in order to fully concentrate on the research and communication without any bias or hidden agenda.

The collaboration of a network of more than 3000 experts in 150 countries is key to identifying the most innovative and effective policies and practices to improve the lives of persons with disabilities... (and) is a model that can be copied and scaled to other topics.
About the project
Mozaik's ten-year strategy aiming to lead development of a breakthrough generation of young social entrepreneurs is adapted to be fully inclusive for people with disability and other traditionally excluded groups.

Background
Mozaik has provided support to people with disability organisations since 2004 and has strong links with networks and organisations for people with disability. While developing our 10-year strategy, we were determined to be as inclusive as possible. Our approach involved capacity building for 20 social inclusion catalysts to support development of social innovation projects; developing regional and national accessibility maps; adaptation and modification of 26 modules in our curriculum; and a specific (targeted) marketing campaign, among others.

Collaboration
Mozaik is collaborating with associations, local authorities, other foundations, and a development agency. The purpose of collaboration with each of these is different: to leverage funds, to reach different target groups, and to make adaptations to the curriculum.

Achievements
• Our online curriculum is fully inclusive (www.m-zone.com): Out of 4,737 young people who applied for the programme in 2016, 156 stated that they have a disability.

• The marketing strategy was adapted to attract traditionally excluded individuals. The percentage of women has increased from 38% to 42%, and it is even higher in later stages of the programme - out of 7 incubated social businesses, 5 are led by young women.

• 109 projects we supported have an inclusive character, and as a result, awareness of the topic of disability has been raised in the foundation and externally. 1,030 beneficiaries of the projects stated that they have a disability.

Challenges
Building trust with traditionally excluded groups; strengthening self-confidence of marginalised people to stay in the programme for the incubation phase; finding effective and efficient solutions to increase inclusiveness of the curriculum; and finding experts on social justice issues in the country.
Learnings
Mainstreaming full inclusiveness proved to be an effective tool to attract marginalised participants. Still, additional tailor-made efforts are needed to raise self-confidence and keep marginalised people, especially those with disability, in the later stages of the programme. Trained Social Justice Advisors created strong links within the community. One lesson learned is that more “below the line” activities (a more one-to-one approach) during the marketing campaign would have been beneficial.

Replicability
For other organisations wanting to replicate this project, it must be kept in mind that language issues are extremely important in this type of strategy model development.

Mainstreaming full inclusiveness proved to be an effective tool to attract marginalised participants... (and) trained Social Justice Advisors created strong links within the community.
Looking over the responses from this cohort, a few trends and patterns can be seen.

**Disability – A cross-cutting issue**

The findings of the study highlight that funding for disability is not always a core mission but often a part of other strategic aims and programmatic areas of the responding organisations, underpinning the notion that disability is increasingly a cross-cutting issue in philanthropic work.

**Expenditure levels are noteworthy**

The combined yearly expenditure of our cohort is not negligible, with some €155 million. To put it in perspective this is more than the seven-year budget of the European Globalisation Adjustment Fund.7

This said, beyond hard financial data, it is equally important to consider the tools and approaches that philanthropic organisations use to deliver their objectives.

**Going beyond national boundaries**

Almost half of the organisations who took part in the survey have a transnational activity or global focus.

**Accessibility, education and employment are key focus areas**

Whereas the cohort’s “disability” work is multi-issue focused, addressing 21 areas of activity, three top issues can clearly be identified, i.e. accessibility, education and employment. Education, which is seen broadly in the context of this survey, also features as a key topic of the case examples provided by the funders. It includes both formal education of people with disability, as well as education on disability rights which is fundamental to bridging the gap between international legislation (e.g. the rights stated by the United Nations Convention for Persons with Disability UNCRPD) and its implementation at the national level. Indeed legal operators, judges, administrators, and civil servants have a crucial role in this process. In this sample, the area of education also includes teacher training and providing accessible environments for education.

**Using a range of tools, approaches**

The philanthropic organisations surveyed often combined and used a range of philanthropic tools at their disposal to improve the situation of people with disabilities, including training, grants, public awareness work and research, to mention but a few. Respondents also appear quite skilled at EU funding - over 40% are experienced at applying for EU funds, while a few have also managed EU structural and investment funds.

The case examples focus on support to networks, to DPOs, to other NGOs working in the field (in particular those active in developing countries) as well as to local communities. They also include the

---

7 The European Globalisation Adjustment Fund (EGF) has a maximum annual budget of €150 million for the period 2014-2020. It provides support to people who lose their jobs as a result of major structural changes in world trade patterns due to globalisation: http://ec.europa.eu/social/main.jsp?catId=326&langId=en
creation of new networks, entities, fora and companies such as social enterprises.

Regarding ICT, there seems to be a solid level know-how on supporting and developing technology solutions, bringing innovative practice and concrete answers to the fore for the socio-economic inclusion and participation of persons with disabilities.

**Sustainability is key**

Sustainability, leverage and scaling up emerge as important concerns in the various types of initiatives highlighted by the respondents.

Indeed, sustainability is an increasing concern of grantmaking organisations who in some cases will only engage in projects as co-funders with a clear exit policy which serves both to encourage other donors to join in, or to help the partner to develop an income generation plan to secure the sustainability of the project.

**Scaling up and replication**

The case examples also show how scaling up can be improved, not only by growing, but also by replicating what works. This is exemplified either by franchising, replicating a tested model with new partners (e.g. Inspire2care project / Community #conecta2Xaccesibilidad), or by developing a shared methodology (the League of Historical and Accessible cities).

Some initiatives have developed a strategy model that could well be replicated in other thematic areas (e.g. the international crowdsourcing initiative of the ZERO project), or an approach that could inspire other organisations (e.g. the Mozaik foundation’s development of an overall inclusive strategy).

Overall many projects could serve as an inspiration to be developed/benchmarked in other countries (e.g. the disability and accessibility master programme, disability & CSR certification programmes).

**Collaboration is crucial**

For this cohort, collaboration is crucial. It shows that some of the organisations surveyed are carrying out their projects at a local level while cooperating with each other at a European level through peer-learning, sharing experiences and promoting common issues. This approach was at the core of the creation of the European Consortium of Foundations on Human Rights and Disability (now EFC Disability Thematic Network). The case examples also illustrate well how funders are collaborating with public authorities, international organisations and other institutions. Overall these collaborations are guided by the search for efficiency, synergies and inclusiveness.

With collaboration so prominent, it is not surprising that this group of organisations represent a well-connected cluster: Responding organisations take part in several philanthropic networks both at the national and transnational levels.
Challenges

Finally, our cohort shared some of the challenges they experienced in implementing their projects, which provides food for thought and action. These challenges range from practice to policies and include the following:

- Finding “the right” partners for implementing a project
- The lack of capacity of partner organisations to secure long term income, and thus a recurrent need for capacity building and non-financial support
- The capacity to train the trainers
- Overcoming the classic “volunteer” approach of the social sector towards professionalisation, while maintaining people’s engagement.
- Attracting new funders willing to engage at international level to influence perceptions both from the human rights perspective in general and regarding the need to provide accessible environments in particular
- Promoting indigenous philanthropy in emerging “philanthropy’ markets
- Changing mentalities in society about disability and accessibility
- Changing the attitude of person living in poverty and building trust with traditionally excluded groups
- Public awareness work continues to be a challenge, although the cohort is well versed into advocacy work
- The need to change political power structures, and “shift” the power to people and communities
- How to continue work in a political turmoil, and in countries where basic rights are still denied or not recognised
- Addressing territorial discrimination of remote and rural areas
- Relations with public (local) authorities remain a challenge

The above issues and questions pinpoint possible areas of work where exchanges, partnerships or joint projects could be useful.

Some of these challenges will sound familiar to philanthropic organisations active in other areas and policy fields. Addressing these challenges across thematic areas may also be a path to explore for future work of philanthropic organisations working in disability and those who do not, as well as for philanthropic networks.
Annexes

Annex I:
Organisations that participated in the survey

Abilis Foundation
Academy of European Law (ERA)
Compagnia di San Paolo
Disability Rights Fund
Essl Foundation
Fondation de France
Fondation de l’Orangerie
Fondazione Banca del Monte di Lucca
Fondazione CON IL SUD
Fondazione CRT
Fondazione Paideia onlus
Foundation Perspectives of Swiss Life
Fundación Bequal
Fundación Cermi Mujeres
Fundación Derecho y Discapacidad
Fundación Juan XXIII Roncalli para la Discapacidad Intelectual
Fundación ONCE
Fundación Personas
Fundación Vodafone España
Genio
Hallatlan Foundation
ICRC MoveAbility Foundation
International Foundation of Applied Disability Research (Firah)

Karl Kübel Foundation for children & families
King Baudouin Foundation
Leopold Bachmann Foundation
Lumos Foundation
Mozaik Foundation
Nederlandse Stichting voor het Gehandicapte Kind (NSGK) Dutch Foundation for Disabled Children
Pro Victimis Foundation
Sabancı Foundation
Sozopol Foundation
Stichting Karuna Foundation
Stiftung für Heilpädagogische Hilfe in Liechtenstein / Foundation for Therapeutic Education in Liechtenstein
Annex II:
Methodology

Context and approach
From May to September 2016, the EFC surveyed its members and other key institutional philanthropic actors who are funding, supporting, advocating, and partnering to advance the situation of people with disability in Europe, including those with disabilities related to ageing.

In the context of this survey disability is defined as any long-term physical, mental, intellectual or sensory impairment which, in combination with various barriers, may hinder full and effective participation in society on an equal basis with others.

A list of over 200 philanthropic institutions that appear to be active in disability issues was developed through desk research and in consultation with members of the EFC Disability Thematic Network. This served as the basis to survey these organisations.

The larger part of the sample was invited by email to fill out a short baseline information template “foundation profile” online or in a word document format: 34 organisations completed the survey. The list of responding organisations is provided in Annex I.

Respondents were also encouraged to present a recent project that they found particularly relevant and wished to share: 24 organisations provided details of recent disability-related initiatives they supported.

Financial and other data in this report refer to the year 2015, unless otherwise specified. Foundations used accounting periods based on the calendar year. In one case, a foundation’s financial year straddles the calendar year, so data from 2014/15 (April 2014 – March 2015) for this foundation was used. This has been aggregated together with calendar year 2015.

The currency conversion rate used for calculating assets and expenditure is based on the average rate of the year of reference (2015).

Please note: The geographical coverage of this report is limited to the cohort of 34 foundations that provided information to the EFC.

How is institutional philanthropy defined?
Institutional philanthropy refers to foundations, corporate funders and other players that 1) have their own financial resources which they deploy strategically, 2) are independently governed, and 3) use private resources for public good. These organisations, which are in myriad forms, are purposefully structured and organised over the long term and bound by structures of accountability, public benefit and public reporting and legal requirements.

Annex III: Questionnaire

This survey was filled out by all participating organisations.

PART I

1. Please indicate the name of your foundation
   Name:

2. Please provide your name, function and email address
   Name:
   Function:
   Email address

3. Do you know the EFC Disability Thematic Network?
   0 Yes
   0 No, please send me some information about the activities of the network
   0 No, I am not interested in receiving information about the network

4. Is your foundation active in the area of disability, or is it addressing disability issues linked to the ageing process, now or at some point in the last two years?
   0 Yes, please go to question 5
   0 No - Thank you for your reply the second part of this survey is for disability funders only

PART II – Disability as a thematic priority

5. What are the main issues/focus areas of your foundation’s work in the field of disability? Select all that apply:
   0 Accessibility
   0 Ageing (process)
   0 Autism
   0 Cultural activities
   0 De-institutionalisation
   0 Education
   0 Employment
   0 Gender
   0 Housing
   0 Humanitarian aid
   0 ICT and technology solutions
   0 Rare diseases
   0 Social Integration
   0 Socio-economic development (including eradication of poverty)
   0 Tourism
   0 Other, please specify

6. Do you support any particular population group?
   0 Yes, please specify
   0 No

7. What type(s) of support does your foundation provide in the field of disability? Select all that apply:
   0 Advocacy
   0 Capacity building for institutions, policymakers, legal professions
   0 Foundation operated-programme
   0 Grant (to other organisations and/or individuals)
   0 Loan/Guarantee
   0 Public awareness-raising
   0 Prize/Award
   0 Services provision (e.g. care, health, rehabilitation)
   0 Education/Training of/for persons with disabilities
   0 Research (including developing indicators, statistics, etc.), please specify:
   0 Other, please specify

8. Does your foundation have some experience with EU funding and EU funds? Select all that apply:
   0 Yes, the foundation has applied, participated in or led EU-funded projects
   0 Yes, the foundation has managed EU structural and investment funds (ESIFs)
   0 No

9. What is the geographical scope of the work of the foundation in the field of disability? Select all that apply:
   0 Local (activity/programme set and taking place at local level e.g. community, city, rural area)
   0 Regional (activity/programme involving one or more regions within the same country)
   0 Country-wide (activity/programme carried out across the country or aiming to have a country-wide impact)
   0 Transnational (activity/programme taking place across national boundaries or aimed at having an effect outside national borders)
   0 Global (activity/programme at international level or aimed at having a global impact)

10. Do you collaborate with other organisations? Select all that apply:
    0 Associations/NGOs
    0 Companies
    0 Networks/working groups on disability-related issues
    0 Other foundations/funders
    0 Policymakers/public authorities
    0 Other, please specify

11. What is your main objective for collaborating with other organisations? (e.g. leveraging funds, reaching specific target groups, adapting regulations, moral support, visibility, credibility)
    Please specify
PART III - Data about the foundation
12. Please indicate the country of main office(s) of the foundation:

13. Please indicate the country of main activity(ies) of the foundation in the field of disability if different to your answer to question 12:

14. Please indicate the number of staff at the foundation (fulltime equivalent in 2015)

15. Please give an estimate of the annual expenditure of the foundation (expressed in local currency in 2015, or specify otherwise):
   Amount:
   Currency:
   Year of reference:

16. Please give an estimate of the annual expenditure of the foundation in the field of disability (expressed in local currency in 2015, or specify otherwise):
   Amount:
   Currency:
   Year of reference:

17. How would you define your foundation? Please select one response:
   0 Community foundation
   0 Corporate foundation
   0 Fundraising foundation
   0 Government supported or linked foundation
   0 Independent/private foundation
   0 Other, please specify

18. Does your foundation take part in one or more philanthropic/foundation networks or consortia (i.e. beside the EFC, where applicable)?
   0 Yes, please specify
   0 No

19. May we contact you or a colleague to clarify any of the information above, if needed?
   0 Yes, please contact me
   0 No, I do not want to be contacted on this matter, please contact my colleague -
     Please provide name, function and email:
   0 No, we do not want to be contacted on this matter

20. Do you want to receive the results of this survey?
   0 Yes, please alert me by email (see contact details above)
   0 Yes, please inform my colleague (see details contact above)
   0 No, we are not interested in receiving the results

Case studies - Foundations’ projects & initiatives in the field of disability*

*includes ageing-related disabilities

A - About the initiative
• Name of the project/initiative:
• Geographical area/location:
• Duration: From ……………. – to……………… (or expected to end in)
• Website and/or relevant links to videos or material (if any):
• Short description of the initiative (What has been done?):
Budget/resources involved (specify currency):

B - Origin and aims
• How did you decide to carry out the initiative/project? (e.g. needs assessment, consultation/crowdsourcing, initiative of the foundation, evidence-based project, based on political choice)
• What were you seeking to achieve with this initiative?

C - Approach
• What types of actions have been carried out? (e.g. training, research, convening, etc.)
• What type of support was provided? (e.g. advocacy, capacity building, grant, loan, guarantee, prize/award, provision of equipment, foundation operated programme, scholarship, service provision, education/training, etc.)

D - Support and collaboration
Who are you supporting?
• (e.g. target beneficiaries/grantees, all people with disability, elderly, a specific group of people with disability, a focus on a specific type of disability, etc.)
• With whom did you collaborate on this project/initiative? (e.g. associations, companies, local authorities, media, other foundations, policymakers, etc.)
• Why did you collaborate for this project/initiative?
• (e.g. to leverage funds, to reach a specific target group, to adapt regulation, to secure moral support, to enhance visibility, to boost credibility, etc.)

E - Outcome and lessons learned
• What did you achieve/change with this project?
• What have been some of the challenges you have encountered in achieving the project?
• What would you do differently?
• Why do you consider this as an example of good/best practice?
• (e.g. it triggered regional/local socio-economic benefits, qualitative impact, sustainability, participative design/delivery, leveraged other support, scaling-up, replicability of methodology, etc.)
• What are the key conditions that, in your view, would make this initiative replicable in other contexts?
Annex IV: Frequently used terms

**DPOs:** Disabled People’s Organisations  
**DTN:** Disability Thematic Network  
**EFC:** European Foundation Centre  
**FTE:** Full Time Equivalent  
**LHAC:** League of Accessible and Historical Cities  
**NGOs:** Non-Governmental Organisations  
**UNCRPD:** United Nation Convention on the Rights of Persons with Disabilities
About the EFC

The EFC is the platform for and champion of institutional philanthropy – with a focus on Europe, but also with an eye to the global philanthropic landscape.

With the aim of being the voice of institutional philanthropy in Europe, we communicate to stakeholders the value of organised philanthropy to society, to help nurture an environment in which it can flourish. We serve as a hub of sector exchange and intelligence, to help our members increase the impact of their added value in society.

With over 25 years of experience and over 200 member organisations, the EFC gives its members access to a wealth of knowledge on the sector and to long-term relationships with philanthropic peers and external actors. Building on relationships and dialogue with policymakers which span several years, we help our members engage with high-level decision-makers. We also partner with a range of actors and catalyse joint projects which tackle many of today’s greatest challenges.

www.efc.be

About the Disability Thematic Network - DTN

The EFC Disability Thematic Network (DTN) is an international network of 8 foundations across 8 European countries. These are Essl Foundation (Austria), Fondazione Banca del Monte di Lucca (Italy), Fundación Once (Spain), Genio (Ireland), Karuna Foundation (the Netherlands), King Baudouin Foundation (Belgium), Lumos (United Kingdom), and Sabanci Foundation (Turkey). The international organisation Light for the World is also closely collaborating and contributing to the network.

DTN acts as an open forum for philanthropic organisations to exchange, learn and connect about any issue related to disability with an eye to mainstreaming disability within their work and programmes. It facilitates learning from experience and sharing knowledge between peers; acts to improve the quality of life for people with disabilities by adopting a mainstreamed approach; and disseminates results to multiply impact at local, national and European level.

DTN has a threefold focus:

• Building inclusive communities: Sharing knowledge and good practices on innovative and scalable solutions; deinstitutionalisation; inclusive housing; and independent living.

• Enabling social equality and justice: Mainstreaming disability with other priorities in philanthropic work; UNCRPD implementation; disability as a human right; training for legal operators; employment and protection from austerity; inclusive education; and gender and other multiple discriminations.

• Empowering through access to leisure and culture: Using culture as a tool for active participation in society, accessible tourism, and access to sport.

www.efc.be/disability
Acknowledgements

Authors:
Silvia Balmas, EFC
Emmanuelle Faure, EFC

The authors and the EFC would like to thank all the organisations that agreed to supply not only information about their organisations and projects, which even in an open data environment is not always publicly available online, but also for sharing insights into what they learned and for taking the time to answer open questions about their experiences in the field.

The views expressed in this report are those of the authors and should not be interpreted as official positions of any of the funding organisations, the Disability Thematic Network (DTN) or the EFC.

This publication was made possible with generous support from:

[Logos of various organisations]

© European Foundation Centre (EFC) 2017
This work is licensed under a Creative Commons Attribution-NonCommercial-NoDerivatives 4.0 International License. Cover image copyright Katsiaryna Lenets. Other images in this publication were acquired under Creative Commons licenses.

This publication has been printed using environmentally-friendly ink. The EFC prints a limited amount of paper products to decrease paper consumption. All EFC publications are available at efc.issuelab.org

Scan the QR code to download a digital version of this publication: