

# Analysis from a Capacity Development Perspective Asia-Pacific Development Center on Disability Project



March 2008

Institute for International Cooperation  
Japan International Cooperation Agency

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**Asia-Pacific Development Center on Disability Project**

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Japan International Cooperation Agency

The analysis and recommendations of this report do not necessarily reflect the official views of JICA. The report is the fruit of a collaborative effort by the study group for the “CD analysis on the Asia-Pacific Development Center for Disability Project,” organized by JICA.

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## Preface

Although the term “capacity” used in “capacity development” originally refers to “ability,” the Japan International Cooperation Agency (JICA) defines it as the ability of developing countries “to set and attain goals, and to identify and solve the development issues of their own countries”; in other words “problem-solving abilities.” JICA also regards capacity development (CD) as “the ongoing process of enhancing the problem-solving abilities of developing countries by taking into account all the factors at the individual, organizational, and societal levels.”

Based on the idea that CD is a useful concept in reexamining the nature of its projects, JICA attaches importance to the systematization and accumulation of lessons and experiences for future use by continuously analyzing previous cooperation activities from a CD perspective.

JICA has implemented many technical cooperation projects and programs in the sector of social security in developing countries. Among these, the Asia-Pacific Development Center on Disability (APCD) Project has three major characteristics. Firstly, the APCD project places persons with disabilities (PWDs) at the center of the activities for promoting their own empowerment. Secondly, it has created an impact on capacity development at the policy, institutional and societal levels toward a barrier-free society through closer cooperation and collaboration with a range of stakeholders, including PWDs, communities, and local and central governments. Thirdly, the project has also proved effective in promoting CD in relation to regional cooperation; it has provided opportunity for networking at the regional level, thus encouraging collaboration and competition among the countries concerned.

With a focus on these characteristics, this study report draws lessons and makes recommendations from the perspective of CD support. I am sure that these lessons and recommendations point to specific hints for enhancing the capacity of developing countries. They also provide useful suggestions as to what should be the optimal approach to CD support in region-wide cooperation programs and projects, which have been increasing in number in recent years.

I sincerely hope that the lessons and recommendations in this report will be further refined through practice and dialogue in the field.

Finally, I would like to take this opportunity to acknowledge the contribution of individuals and organizations involved in the project, including those who took the time to cooperate in our interviews.

March 2008  
Hiroshi KATO  
Director General  
Institute for International Cooperation  
Japan International Cooperation Agency

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## Abbreviations

ADEPT	Assisting Disabled and Elderly People Who Travel
AJK	Azad Jammu Kashmir
APCD	Asia-Pacific Development Center on Disability
ASEAN	Association of South East Asian Nations
ATM	Automated-teller Machine
BMF	Biwako Millennium Framework for Action
CBR	Community-based Rehabilitation
CBSHOD	Capacity-building Seminars for Self-help Organizations of Disabled Persons
CD	Capacity Development
CLMV	Cambodia, Laos, Myanmar and Viet Nam
C/P	Counterpart
CSR	Corporate Social Responsibility
DA	Direct Actor
DAISY	Digital Accessible Information System
DET	Disability Equality Training
DILG	Department of Interior and Local Government (Philippines)
DPI	Disabled Peoples' International
DPO	Disabled Persons' Organization
DPW	Department of Public Welfare (Thailand)
DPWH	Department of Public Works and Highways (Philippines)
DSW	Department of Social Welfare (Myanmar)
DSWD	Department of Social Welfare Development (Philippines)
DTEC	Department of Technical and Economic Cooperation of Thailand (now TICA or Thailand International Development Cooperation Agency)
ESCAP	UN Economic and Social Commission for Asia and the Pacific
F/U	Follow Up
FAO	Food and Agriculture Organization of the United Nations
HI	Handicap International
HRD	Human Resources Development
IA	Indirect Actor
ICF	International Classification of Functioning, Disability and Health
ICT	Information and Communication Technology
IDB	Inter-American Development Bank
II	Inclusion International
IL	Independent Living
ILC	Independent Living Center (Thailand)
ILO	International Labour Organization
IS	Information Support
JCC	Joint Coordination Committee
JFY	Japanese Fiscal Year

JICA	Japan International Cooperation Agency
JOCV	Japan Overseas Cooperation Volunteers
JSDF	Japan Social Development Fund
KAMPI	Katipunam ng Maykapansana sa Philipinas, Inc.
LDPA	Lao Disabled People's Association
LGUs	Local Government Units
MDPO	Myanmar Disabled People's Organization
MLSW	Ministry of Labour and Social Welfare (Laos)
MSDHS	Ministry of Social Development and Human Security of Thailand
MSWSE	Ministry of Social Welfare and Special Education (Pakistan)
NCCD	National Coordinating Council on Disability
NCWDP	National Council for the Welfare of Disabled Person (Philippines)
NEP	National Office for Empowerment of Persons with Disabilities (Thailand)
NGO	Non-Governmental Organization
NHE	Non-handicapping Environment
OCRDP	Office of the Committee for Rehabilitation of Disabled Persons
PA	Personal Assistant
PCIL	Pakistan Council on Independent Living Centers
PCM	Project Cycle Management
PDF	Pacific Disability Forum
PDM	Project Design Matrix
PIF	Pacific Islands Forum
PWD	Persons with Disabilities
R/D	Record of Discussions
RI	Rehabilitation International
RNN	Regional NGO Network
RVSD	Redemptorist Vocational School for the Disabled
SHG	Self-help Group
SHO	Self-help Organization
SAO	Sub-District Administrative Offices (Thailand)
STEP	Special Talent Exchange Program
SWD	Social Welfare Department (Myanmar)
TAO	Tambon Administrative Organization (Thailand)
TOT	Training of Trainers
TWGDC	Thematic Working Group on Disability-related Concerns
UAP	United Architects of the Philippines
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNICEF	United Nations Children's Fund
WBU	World Blind Union
WFD	World Federation of the Deaf
WHO	World Health Organization

## Summary

### Background and Purposes of the Case Study

Since the 1990s, the international donor community has been placing an increasing emphasis on capacity development (CD) in their efforts to enhance the effectiveness of aid or development, based on their observation that aid has not always led to the sustainable development of the recipient countries or produced successful development outcomes. CD is defined as “the ongoing process of enhancing the problem-solving abilities of developing countries by taking into account all the factors at the individual, organizational, and societal levels.”

The Asia-Pacific Development Center on Disability (APCD) Project, launched in 2002, is aimed at encouraging persons with disabilities (PWDs) to empower themselves through networking that involves governments and Non-Governmental Organizations (NGOs) in the region. As a CD support undertaking, the APCD Project is characterized by its wide-ranging impact at different levels, from policy/institutional to societal, as a result of involving not only individual PWDs but also disabled persons’ organizations (DPOs), NGOs, high-ranking government officials, and the private sector. As a wider-based undertaking covering the Asia-Pacific region, the project is also characterized by its CD impact in many countries, not only in a single country.

In other words, the APCD Project has produced positive outcomes from region-wide CD support through the networking of relevant organizations beyond national borders with the APCD at its core, or using “core function development” as an entry point.<sup>1</sup> Focusing on this unique experience, this case study aims to analyze the mechanism of the CD effects that are being created and identify lessons learned and new insights to be gained for future CD support. The study also aims to elicit suggestions as to what cooperation approach should be taken in relation to disability.

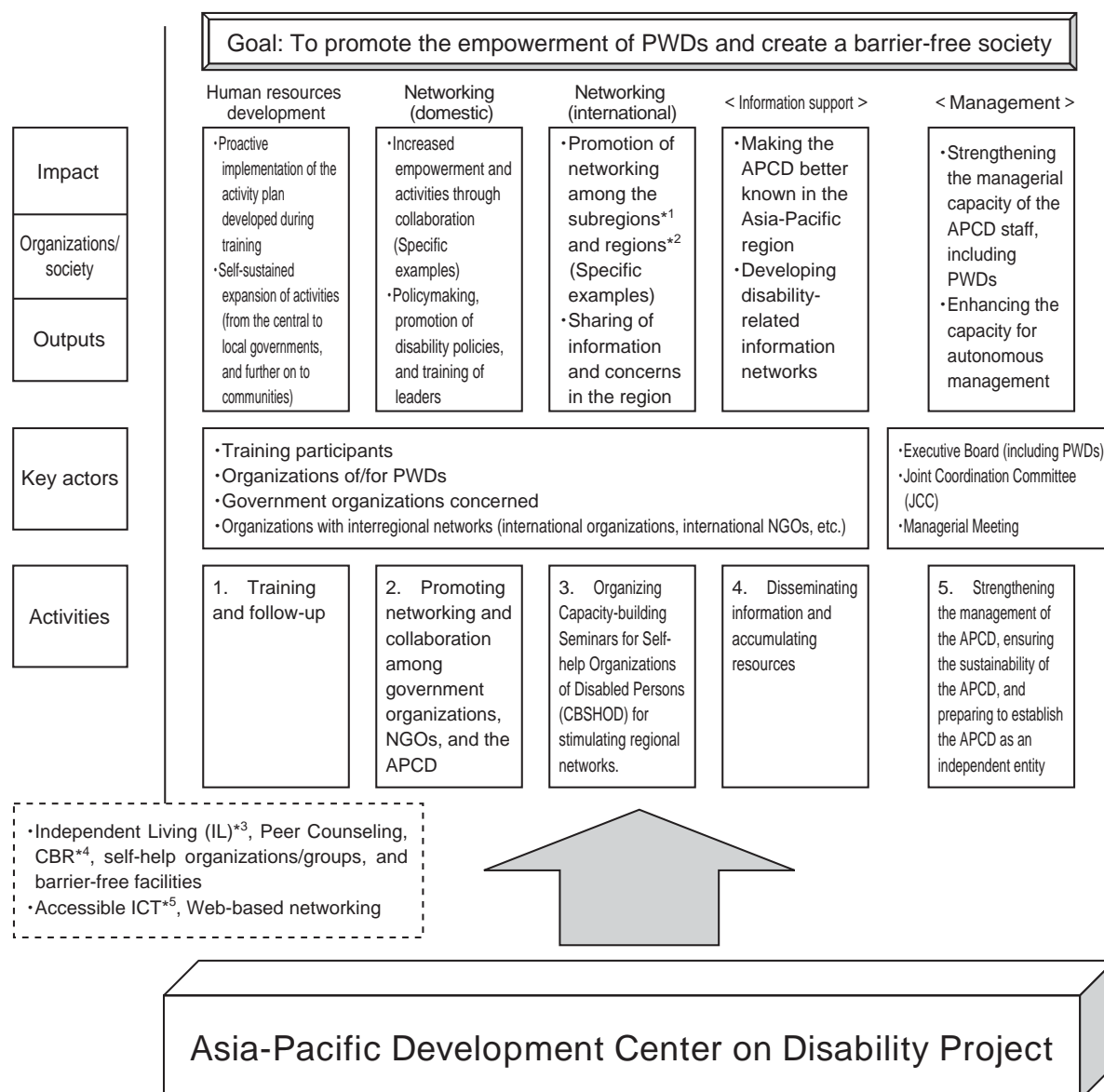
### Outline of the Project

Figure 1 provides an outline of the APCD Project. The Project Design Matrix (PDM) for the project sets out four expected outputs: (i) promoting networking and collaboration among relevant agencies in developing countries in the Asia-Pacific region; (ii) providing information support; (iii) developing human resources; and (iv) establishing a management system to ensure the APCD’s sustainability. The first output regarding networking and collaboration is divided into two aspects in Figure 1: networking among governments and organizations at the regional level; and collaboration among government and NGOs at the national level.

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<sup>1</sup> For different types of entry points for CD assistance, see JICA, Institute for International Cooperation (2006) pp.94-98. (The English summary is available under the title “Towards Capacity Development (CD) of Developing Countries Based on their Ownership: Concept of CD, its Definition and its Application in JICA Projects.” p.4.)

**Figure 1 Outline of the Activities of the Asia-Pacific Development Center on Disability Project**



\*1: The subregions represent Southeast Asia, Central Asia, Northeast Asia, South Asia, and Oceania.

\*2: Regions include Asia-Pacific, Africa, Middle East, and Latin America.

\*3: Independent Living is the act of each PWD to live independently in their community.

\*4: Community-based rehabilitation is the act of PWDs to rehabilitate themselves in their community. This may include disability information campaigns and peer support activities as well as rehabilitation activities in the community.

\*5: Information and Communication Technology

## **CD Impact in the APCD Project**

The APCD Project worked closely with persons with disabilities (PWDs) as resource persons. It created an endogenous CD impact in a sense that project activities such as peer counseling enabled the PWDs to become confident in their lives.

Once the PWDs got involved in their communities and began to work towards a barrier-free society, they came in closer contact with non-disabled persons, including their families and community members, local government officials, and even policymakers at the central government level. In this way, the APCD Project also created a comprehensive and multilayered CD impact.

Figure 2 shows how different actors in the project are positioned at the central, local and community levels and how the APCD supports cross-level interaction among these actors.

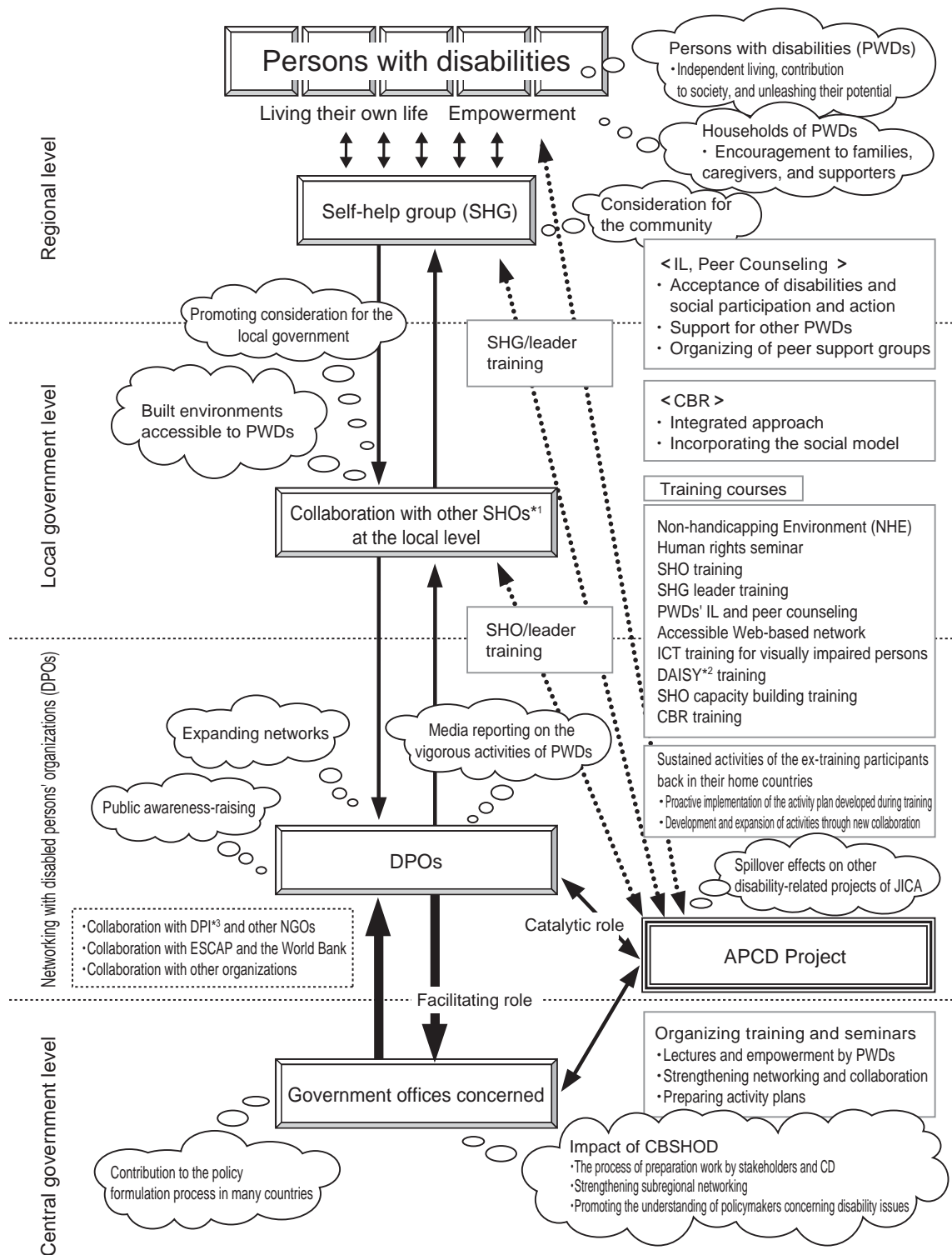
A CD impact was created in many countries, including the Philippines, Pakistan, and Thailand, where the APCD helped the PWDs strengthen their relationships with the central and local governments, NGOs, and the private sector.

In the Philippines, the APCD's follow-up on the ex-participants in its training on Non-handicapping Environments (NHE) resulted in the formation of the relationship between two organizations to which some ex-participants belonged: the National Council for the Welfare of Disabled Persons (NCWDP) and the United Architects of the Philippines (UAP). Later, the APCD and ex-participants developed friendly relationships with high-ranking officials at the Department of Social Welfare Development (DSWD), their competent agency. These three organizations coordinated a joint workshop, which prompted other departments and local governments to begin their own efforts toward a barrier-free society. One ex-participant, an architect with disabilities, came in contact with the president of a shopping mall company, who later made the mall barrier-free.

In Pakistan, the relationships developed among ex-participants in the 2003 Capacity-building Seminars for Self-help Organizations of Disabled Persons (CBSHOD) in Viet Nam resulted in the next CBSHOD being held in Pakistan. One ex-participant, the Director General of the Directorate General of Special Education, the Ministry of Social Welfare and Special Education (MSWSE), understood the importance of disability issues and the need for promoting self-help organizations of PWDs, and promised to organize CBSHOD in 2004. Hosting CBSHOD in Pakistan led to the establishment of national organizations of PWDs. In the wake of the earthquake that hit Pakistan in October 2005, the APCD organized a seminar for barrier-free reconstruction in cooperation with MSWSE and DPOs. Later, the APCD worked with MSWSE and DPOs to organize an independent living (IL) seminar designed to train female leaders of PWDs as part of efforts to support women who became disabled in the earthquake; three fourths of the disaster victims were women.

In Thailand, the APCD assisted three IL centers in its pilot project. As a follow-up on ex-participants in its training, the APCD supported community-based rehabilitation (CBR) in Khon Kaen Province. These two cases of community-based support strengthened collaboration with local authorities and made the maximum use of the resources locally available to cover a wider range of activities at the community level.

Figure 2 APCD Project and its Multilayered CD Impact



\*1: Self-help Organization

\*2: Digital Accessible Information System (for persons with print disability)

\*3: Disabled Peoples' International

## Mechanism of a CD Impact Created in the APCD Project

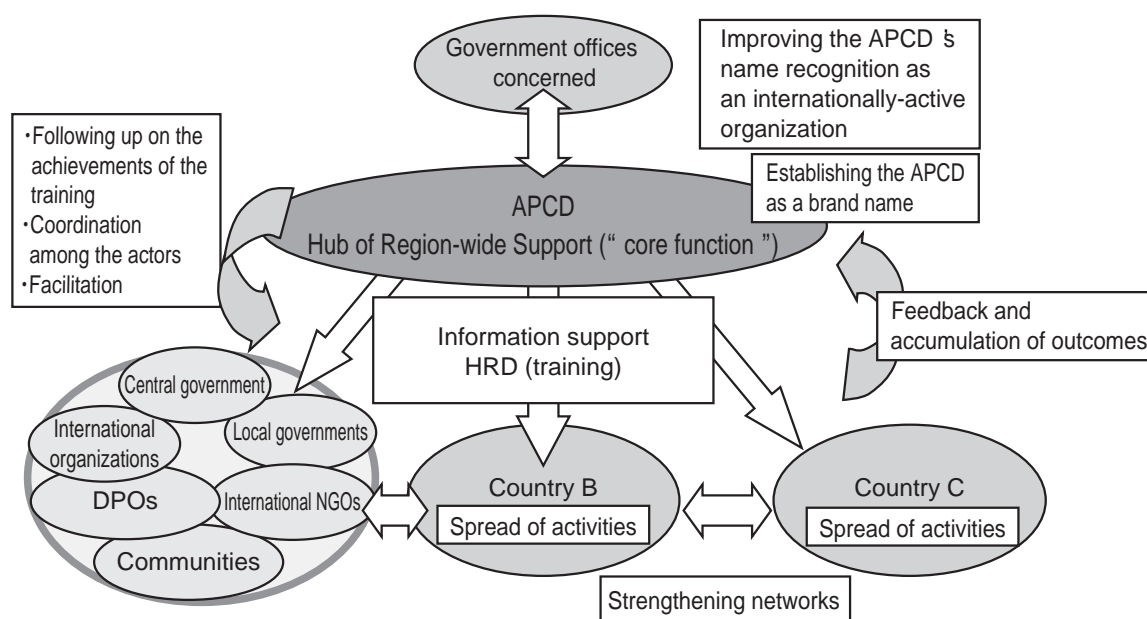
### (1) Facilitation of international networks as a major function of the regional hub

The APCD Project was designed to function as a “platform” for human resources development (HRD) and dynamic networking. Figure 3 shows how the APCD functions as a hub for region-wide support (“core function”).

The APCD trained government officials and leaders of PWDs and facilitated the activities that they implemented in their countries. It also strengthened networks through information sharing and effective use of international resources.

A virtuous cycle was created when outcomes and lessons learned from these activities in many countries were shared with their partners, the APCD, which in turn developed its facilitating function. In this cycle, the APCD enhanced the strength of its reputation and improved its recognition as an internationalized organization. This promoted CD that supports the sustainability of the APCD as a regional hub.

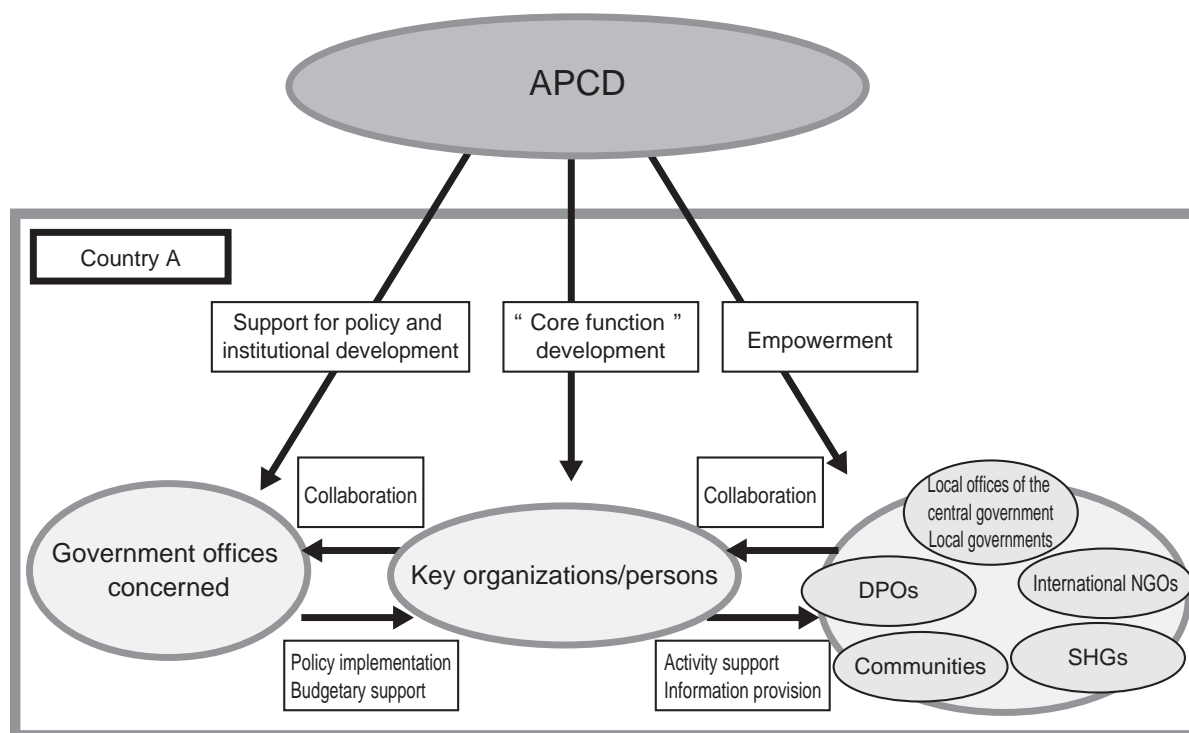
**Figure 3 The Asia-Pacific Development Center on Disability (APCD) as a Hub of Region-wide Support**



### (2) Facilitating the networking of domestic actors

The APCD Project is a technical cooperation project aimed at strengthening the APCD as a regional hub. In reality, however, the project is not confined to human resources development and networking among the organizations concerned in the target countries. It also followed up on resource persons who have gained skills through APCD’s training and are working in their home countries to create a barrier-free society. Figure 4 illustrates how the APCD facilitates interaction among different actors so that a CD impact will be created at the national level.

**Figure 4 Approach to Creating Diverse CD Effects**



The entry point for assistance depends on the country or theme. Regardless of where the entry point is, the APCD Project has created a CD impact by aligning different levels of actors with one another. The characteristics of the facilitation at each level are described below. The bottom line is, however, that these three types of facilitation are interrelated. Without a linkage between them, a CD impact may not be created.

**1) Supporting key persons/organization**

The unique feature of the APCD is that it involves resource persons in relevant organizations and countries in anticipation of its activities in the countries concerned. Participants in its training program are encouraged to develop their own activity plans while the APCD follows up on their activities.

The key here is to select persons with a long-term commitment as resource persons. Many persons with disabilities who were willing to devote their life to disability and development became resource persons.

**2) Empowering actors at the local/community level**

The APCD supports the empowerment of PWDs at the local/community level by following up on the activities of resource persons described in 1) above. The focus is to facilitate their activities through various kinds of networking and collaboration, including collaboration between DPOs and local governments, networking among DPOs, and collaboration between DPOs and SHGs. The APCD serves as a facilitator of interaction among these different actors.

**3) Policy formulation and institutional development**

The APCD offers opportunities for the representatives of governments to share their experiences



and information in the region and thus become aware of the need to improve the situation of PWDs in their respective countries by inviting them to a south-to-south cooperation seminar, CBSHOD, and other types of training. Such endogenous awareness encourages high-ranking officials to become more committed to improving the situation, which might otherwise concern national dignity.

### **(3) Toward the establishment of the functions of the APCD as an internationalized center**

The purpose of the APCD Project is to establish the APCD as a center that promotes the empowerment of PWDs and a barrier-free society. For the APCD to be self-sustainable as such a center, it is necessary to examine the CD effects of the project in terms of the purpose and management of the APCD.

Although it is still too early for the APCD to serve as an internationalized organization without any assistance from JICA, the APCD is making preparations with the prospect of becoming an independent entity.

Based on the concept of placing PWDs at the center of its activities, the APCD Project employs PWDs as its staff, in addition to working with government officials who are counterparts of the JICA experts. When the APCD assumes the status of an internationalized organization, it will need to establish a management structure independent of the Thai government. For this reason, the project employs persons with a long-term commitment as the APCD staff and invites them to participate in training that JICA provides in Japan and elsewhere.

For the APCD to facilitate regional cooperation as an internationalized organization, the status of the APCD as an autonomous internationalized entity should officially be guaranteed. Such an institutional transformation has been considered among the Thai government, NGOs and other project stakeholders. The stance of the Japanese side towards this issue is to create an environment where the parties responsible for the management of the APCD will be able to make their own decisions. For the Japanese side, it is important to explore an optimal exit strategy for its assistance.

### **(4) Facilitating the role and activities of the APCD as a CD supporter**

The APCD finds and supports “champions” or key persons who serve as agents of change throughout the whole process, from organizing training and recruiting participants to following up on their subsequent activities. In the following up phase, the APCD makes timely arrangements so that ex-participants can collaborate with a whole range of stakeholders, including community members, and local and central governments, and offers advice on how to work with them. The key to eliciting their commitment in these processes is to provide a forum where different actors can speak their minds despite their different stances, rather than hiding their agendas, put their differences aside, and even share weakness.

## **Implications for Future Technical Cooperation from a CD Perspective**

### **(1) Integrated support centering on key persons: a focus on the endogeneity of CD**

A successful capacity development (CD) project depends largely on key persons. It is necessary to identify potential key persons with a likely long-term commitment among various stakeholders and secure and support them to maximize their potential from the project formulation phase. This process is likely to invite more commitment from a wider range of stakeholders, which may in turn enhance the endogenous CD of the partner country in the long run.

Training and follow-up should not stand alone. They should be integrated into a larger effort to identify and support key persons. Building such an integrated framework for support is the key to a successful CD project.

## **(2) Linking key persons with different stakeholders: a focus on the complexity and multi-layeredness of CD**

Again, successful CD would not be possible without providing opportunities to build a network that will involve various organizations and individuals at different levels. In addition, facilitating cooperation among these stakeholders in the process of identifying key persons and providing sustained support for them will result in CD having an impact. These stakeholders should not be limited to governmental and international organizations. Involving NGOs, the private sector and other organizations and individuals as well will better help them have a far-reaching impact—from the policy, institutional to community levels and from the central to local governments.

## **(3) Utilizing regional resources by taking advantage of regional networks: lessons from regional cooperation**

Providing a “platform” for sharing information at the regional level will make representatives consider their own countries in relation to other countries. This may in turn provide opportunities for endogenous learning and further incentives for change.

Another benefit unique to regional cooperation is the shared use of regional resources. To solve problems in individual countries, the more efficient use of the network should be built in the course of region-wide assistance.

Yet a region-wide project should not be designed to require conformity from the participating countries. Rather it should be flexible in accordance with the conditions and development levels in each country. This may ultimately result in better outcomes for such a project as a whole.

## **(4) A strategy to ensure the sustainability of the APCD as a regional hub: lessons for CD support of the “core function development” type**

The APCD needs to establish itself as a regional hub. To this end, the APCD should serve the target beneficiaries well, so that it will gain their trust as well as that of the potential users.

The APCD also needs to be a sustainable organization. This entails a number of requirements. These include adequate budgetary and personnel allocation to support the APCD’s activities. Another requirement is that the APCD should acquire sufficient technical and management skills so that it will be able to continue its activities without the help of external experts. These requirements cannot be addressed overnight. Arrangements should be made to meet them during the project implementation phase in anticipation of the post-project phase.

The establishment of the APCD as a sustainable organization and a regional hub is a time- and effort-consuming process, since ownership by the partner country should essentially be respected. Continuous efforts should therefore be made to demonstrate the value of the project outputs and thus seek proactive involvement of a wide range of stakeholders as early as the project implementation phase. Winning the confidence of these stakeholders through project activities, coupled with efforts toward operational sustainability, will pave the way for CD at the policy and institutional levels.

## **(5) Facilitation as a CD supporter**

Again, a successful CD project requires linking committed key persons with various stakeholders at the institutional or societal level for effective cooperation between them. Donor agencies should play a major role in facilitating, or otherwise providing opportunities for, such cooperation. This could not be possible with international experts alone. It will be possible only when donor agencies work together as a whole, involving the headquarters and relevant overseas offices as well.

An individual project is limited in what it can do to have a far-reaching impact—from the policy, institutional to community levels and from the central to local governments. To compensate for this limitation, it is advisable to create a framework for information sharing, and possibly mutual follow-up, with JICA overseas offices and other technical cooperation projects and individual experts from the viewpoint of a program-based approach. This approach will help maximize the outcomes of CD as a whole.

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## Introduction

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### 1. Background and Purposes of the Case Study

Since the 1990s, the international donor community has been placing an increasing emphasis on capacity development (CD) in its efforts to enhance the effectiveness of aid or development, based on their observation that aid has not always led to sustainable development in the recipient countries or illustrated successful development outcomes.

JICA defines CD as “the ongoing process of enhancing the problem-solving abilities of developing countries by taking into account all the factors at the individual, organizational, and societal levels.”<sup>2</sup> The idea is to encourage the proactive and endogenous efforts of developing countries to enhance their capacity—a complex of different elements including institutions, policies, and social systems.

The Asia Pacific Development Center on Disability (APCD) Project, launched in 2002, is aimed at encouraging persons with disabilities (PWDs) to empower themselves through networking that involves governments and NGOs in the region. The Project places PWDs at the center of the project activities, thus supporting their proactive and endogenous efforts toward their own empowerment. It also provides a bridge between PWDs and the government and private sectors (non-disabled persons) toward a non-handicapping environment or a barrier-free society.

As a CD support undertaking, the APCD Project is characterized by its **wide-ranging impact at different levels from the policy and institutional level to the societal, as a result of involving not only individual PWDs but also disabled persons’ organizations (DPOs), NGOs, high-ranking government officials, and the private sector.** As a broadbased undertaking covering the Asia-Pacific region, the project is also characterized by its CD impact in many countries, not only in a single country.

In other words, the APCD Project has demonstrated positive outcomes from region-wide CD support through the networking of relevant organizations beyond national borders with the APCD at its core, or utilizing the “core function development” aspect as an entry point.<sup>3</sup>

Focusing on this unique experience, this case study aims to analyze the mechanism of the CD effects being created and to identify lessons learned and new insights gained for CD support.

The study also aims to compile suggestions as to what cooperation approaches should be taken when collaborating with PWDs. JICA is now looking into mainstreaming “support for PWDs” or “consideration for PWDs” since human security is one of JICA’s guiding principles.

### 2. The Framework and Process of the Case Study

The CD Case Study Group drew on the findings of a review of the existing literature, interviews, and field studies conducted by contracted consultants. It also consulted the Social Security Team of the Human Development Department, JICA, and the Governance Team of JICA Tokyo. The Research Group of the Institute for International Cooperation, JICA served as the secretariat of the study group.

Mr. Hideki KAWADA of the Graduate School of International Corporate Strategy, Hitotsubashi University, provided valuable advice from the perspective of knowledge management theory. He worked for

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<sup>2</sup> JICA, Institute for International Cooperation (2006)

<sup>3</sup> For different types of entry points for CD assistance, see JICA, Institute for International Cooperation (2006) pp. 94-98 (p.4 in the English summary version).

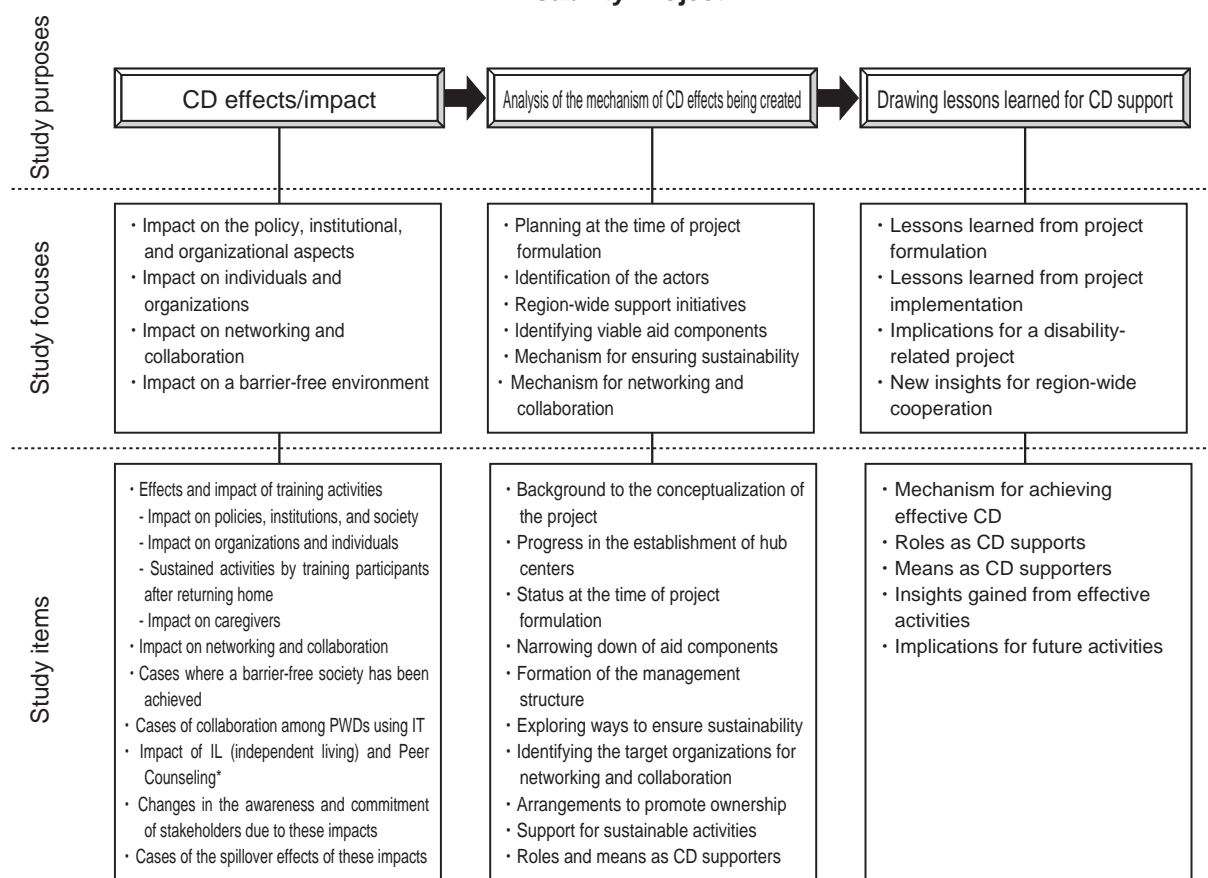
the Project so that it would be aligned with the work for developing a “Case Study Seminars on Creating a New Methodology for the Knowledge Society” provided by JICA Tokyo.

The study group consists of the following members:

Miyoko TAWA	Director, Social Security Team, Group II, Human Development Department, JICA
Mariko KINOSHITA	Social Security Team, Group II, Human Development Department, JICA (until September 2007) JICA Thailand Office (from October 2007)
Kaoru OCHI	Social Security Team, Group II, Human Development Department, JICA
Sachiko IMOTO	Governance Team, JICA Tokyo
Yoichiro KIMATA	Aid Strategy Team, Research Group, Institute for International Cooperation, JICA
Mai YOKOYAMA	Aid Effectiveness Team, Research Group, Institute for International Cooperation, JICA (Researcher, Japan International Cooperation Center)
Noriyo AOKI	Consultant, IC Net, Ltd.

The analytical framework for this case study is shown below:

**Figure 0-1 Framework for the Case Study on the Asia-Pacific Development Center on Disability Project**



\*: “Peer Counseling” is a process in which the counselor, who has a disability, listens to persons with disabilities, understands their concerns and empathizes with their pain and distress on the basis of strict confidentiality and based on a relationship of trust between them. The peer counselors refrain from providing advice or criticizing the persons with disabilities who are their clients. The persons with disabilities may come to express their hardships and anguish that they may not have dared to tell even to their family and may gain a sense of self-worth and self-esteem as a result.

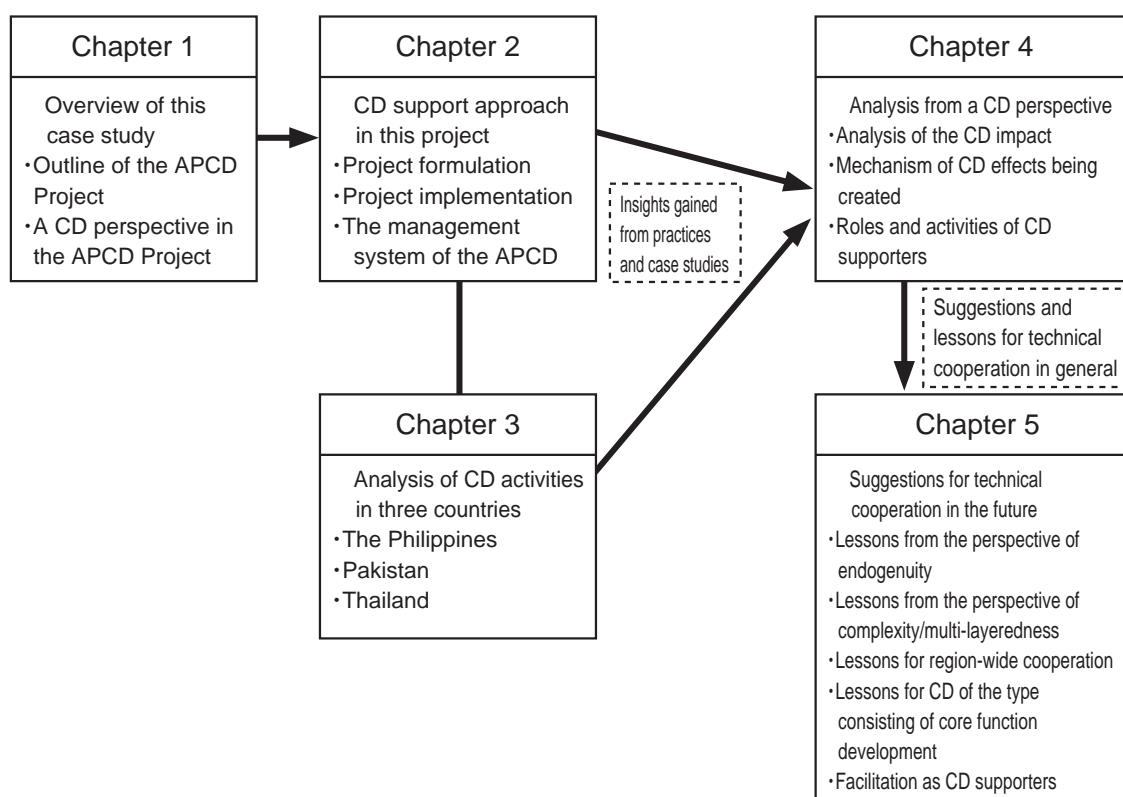
This case study has reviewed and analyzed the Project with the following three focuses and drawn lessons for CD support:

- 1) What are the effects and CD impact on individuals, organizations, societies, institutions, and policies in each country?
- 2) How was the mechanism for creating the above effects and CD impact formed? How did the mechanism serve to further the effects of CD impact as a result of the involvement of the different stakeholders and organizations concerned?
- 3) What role did the experts from Japan play in implementing the Project as CD supporters? How did the JICA staff involve themselves through the Project?

### 3. Organization of this Report

This study report consists of five chapters. Chapter 1 provides an overview of the APCD Project. Chapter 2 reviews and describes the project formulation process and project activities. Chapter 3 summarizes the development and impact of CD activities in the Philippines, Pakistan, and Thailand that were prompted by JICA's assistance for the Project. Chapter 4 analyzes the practices and case studies described in Chapters 2 and 3 and studies how CD effects were created. Finally, Chapter 5 provides suggestions for future technical cooperation from a CD perspective.

**Figure 0-2 Organization of this Report**



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## Chapter 1 Overview of this Case Study

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### 1-1 Outline of the APCD Project

#### 1-1-1 Background

The international community began to pay increased attention to the issues and conditions surrounding persons with disabilities (PWDs) after the United Nations proclaimed 1981 as the International Year of Disabled Persons, and the years 1983 to 1992 as the UN Decade of Disabled Persons. In 1992, the General Assembly of the UN Economic and Social Commission for Asia and the Pacific (ESCAP) adopted the resolution that the period from 1993 to 2002 should be declared as the Asian and Pacific Decade of Disabled Persons and that ESCAP should adopt the Proclamation on the Full Participation and Equality of People with Disabilities in the Asian and Pacific Region and the Agenda for Action for the Asian and Pacific Decade of Disabled Persons.<sup>4</sup> This move attracted more and more attention to the issue of disability in the region, increasing calls for international action to address the issue. As a co-sponsor of these resolutions, Japan was expected to take a leadership role in this sector.

In line with the idea that although NGOs have so far played a central role in protecting and advocating the human rights of PWDs and mounting relevant information campaigns, networking not only among non-government entities but also between the non-government and government sectors is crucial for the activities of the APCD. The APCD Project also illustrates that the traditional approach of providing services from non-disabled persons to PWDs should give way to a “from PWDs to PWDs” approach.

Around the time of the Mid-point Review of the Asian and Pacific Decade of Disabled Persons, there were growing calls for the establishment of a center for supporting PWDs in the region. The Japanese and Thai governments took these calls seriously into consideration. In 2002, the Thai government requested the Japanese government to provide technical cooperation for supporting such a center. This request resulted in the launch of the APCD Project as a technical cooperation project of JICA. The APCD Project was designed to achieve social participation and equality for PWDs through the empowerment<sup>5</sup> of PWDs in the Asia-Pacific region. The overall goal of the APCD Project was to strongly promote the empowerment of persons with disabilities and a barrier-free society in developing countries in the Asia-Pacific region.”

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<sup>4</sup> ESCAP adopted the Agenda for Action at its 48th General Assembly, which was held at the Beijing Conference in December 1992. The Agenda for Action identified 12 areas for action: (i) establishment of a national coordination committee on disability matters; (ii) enactment of legislation for PWDs; (iii) collection and analysis of data on the disability situation, and facilitation of access to information; (iv) public awareness building; (v) guarantee of access to built environments and communications; (vi) guarantee of integrated education for children with disabilities; (vii) vocational training and employment of PWDs; (viii) prevention of causes of disability; (ix) expansion and improvement of rehabilitation services; (x) production and supply of assistive devices; (xi) promotion of self-help organizations of PWDs; and (xii) regional cooperation through networking.

<sup>5</sup> Empowerment in the context of disability support represents the principle that support should focus on the advantages and capabilities of socially disadvantaged persons, rather than on their handicaps and disadvantages so that they will be able to recognize their advantages and capabilities, have self-esteem, and motivate themselves to meet their needs. See Foundation for Advanced Studies on International Development (2005) p. 149.



### Box 1-1 Project Summary

**(1) Project title:**

The Asia-Pacific Development Center on Disability

**(2) Project duration:**

August 2002 - July 2007

**(3) Partner Country’s Implementing Organization:**

Ministry of Social Development and Human Security of Thailand (MSDHS) <sup>6</sup>

**(4) Project objectives and outputs**

Overall goal:	Empowerment of persons with disabilities and a barrier-free society will be strongly promoted in developing countries in the Asia-Pacific region
Project purpose:	The Center will be established to promote empowerment of persons with disabilities and a barrier-free society in developing countries in the Asia-Pacific region.
Output 1	Networking and Collaboration among focal points/ associate organizations will be facilitated by the Center.
Output 2	The accessible information support will be provided by the Center for focal points/ associate organizations, relevant organizations and people concerning disability issues.
Output 3	Disability-related human resource development for focal points/ associate organizations will be promoted by the Center.
Output 4	Operation and management system of the Center will be developed.

**(5) Inputs from Japan**

Long-term experts (four experts: a chief advisor, an expert on disability-related human resources development training, an expert on ICT accessibility, and a project coordinator)

Short-term experts (about ten experts per year: experts on independent living, CBR, ICT, barrier-free environments, etc.)

Source: Project Summary

### 1-1-2 Outputs and Activities of the APCD Project

The expected outputs of the APCD Project are promoting networking and collaboration among relevant agencies in developing countries in the Asia-Pacific region, providing information support, developing human resources, and establishing a management system to ensure the sustainability of the APCD. The Project Summary in Box 1-1 sets out four expected outcomes, which represent the major focuses of the project activities. In Figure 1-1, however, Output 1 regarding networking and collaboration is divided into two aspects: networking among governments and organizations at the regional level and collaboration among government and NGOs at the national level.

Phase I of the APCD Project spanned five years, from August 2002 to July 2007. The Bangkok-based APCD<sup>7</sup> invited representatives of the government and NGOs from 32 countries in the Asia-Pacific region for training, which covered many subjects, including disability and human rights, independent living and peer counseling<sup>8</sup>, promotion of a non-handicapping environment (improved accessibility), promotion of self-help organizations, training of leaders with disabilities, information technology for visually-impaired

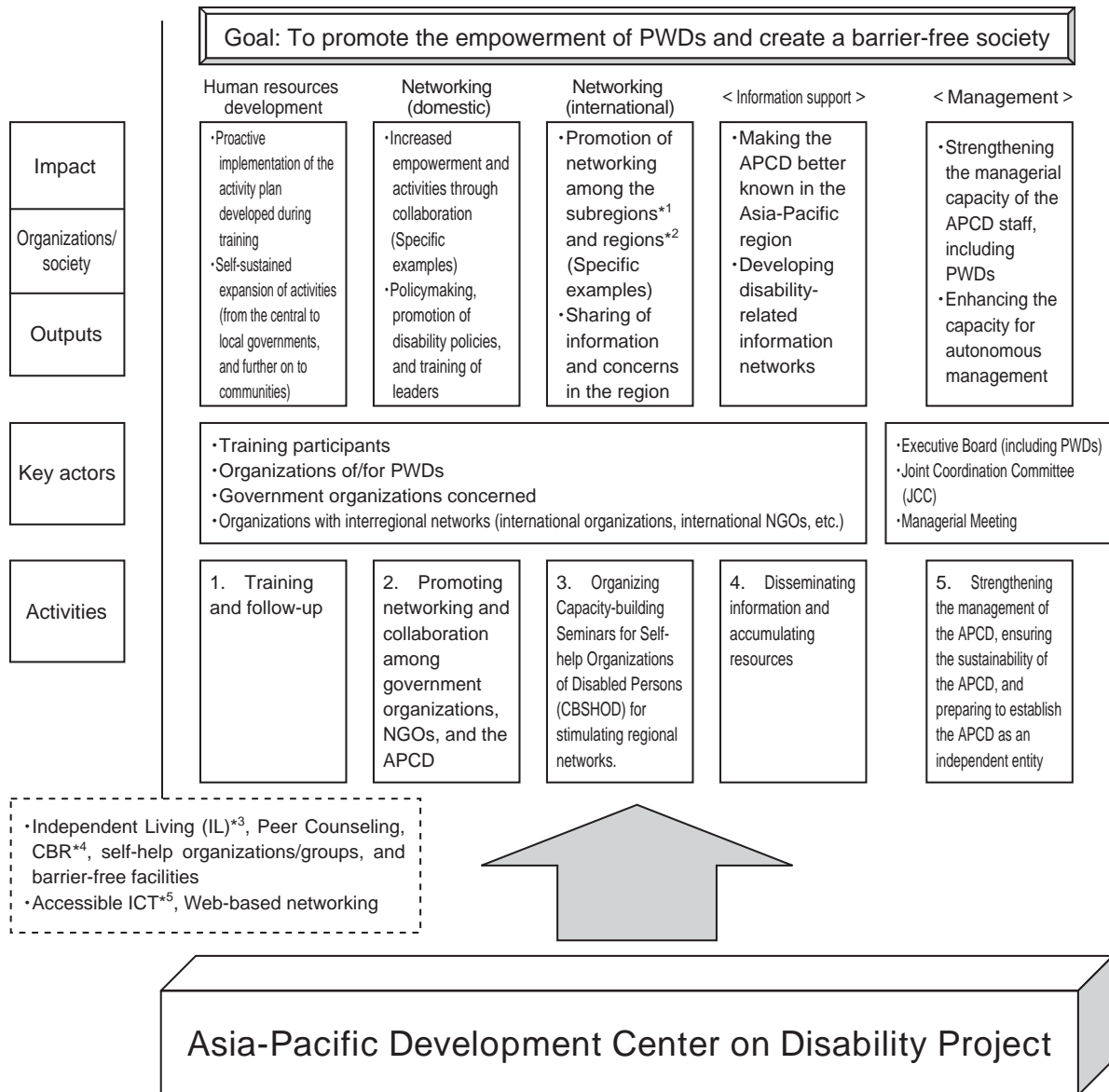
<sup>6</sup> In October 2002, the Ministry of Labour and Social Welfare was reorganized into the Ministry of Social Development and Human Security.

<sup>7</sup> The APCD facilities were constructed in July 2005 with funds coming from the Japan grant aid.

<sup>8</sup> Peer counseling is a process in which a disabled person serves as a counselor for another PWD to unleash their potential and support them in achieving what they want to achieve.



Figure 1-1 Outline of the Activities of the Asia-Pacific Development Center on Disability Project



\*1: The subregions represent Southeast Asia, Central Asia, Northeast Asia, South Asia, and Oceania.

\*2: Regions include Asia-Pacific, Africa, Middle East, and Latin America.

\*3: Independent Living is the act of each PWD to live independently in their community.

\*4: Community-based rehabilitation is the act of PWDs to rehabilitate themselves in their community. This may include disability information campaigns and peer support activities as well as rehabilitation activities in the community.

\*5: Information and Communication Technology

persons, and accessible web design.<sup>9</sup>

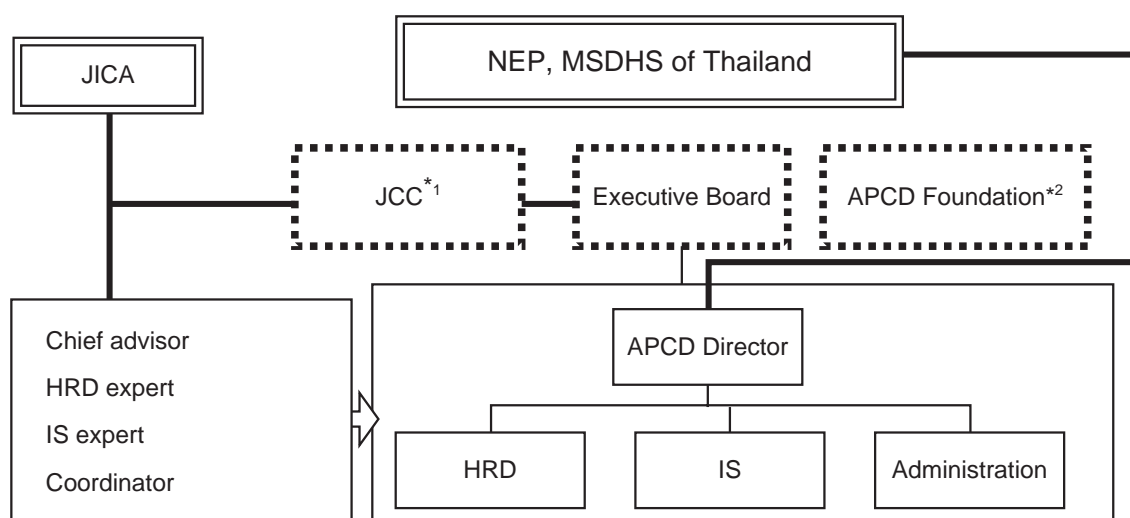
After returning home, participants of the training sessions began to make effective use of the available resources and existing networks and implement the activity plans that they made during the training.

For information support, the APCD published and distributed a quarterly newsletter among the organizations concerned, in addition to information dissemination using its website. These activities greatly made the APCD and its activities widely known.

### 1-1-3 Project Implementation Structure

The project implementation structure of the APCD Project includes the National Office for the Empowerment of Persons with Disabilities (NEP), Ministry of Social Development and Human Security of Thailand (MSDHS) as the counterpart organization, the director of NEP as the project director, who assumes the overall responsibility of the project, and the director of the APCD as the project manager. Under the APCD Director were three sections: administration, human resources development (HRD), and information support (IS). NEP staff and people employed for the Project are assigned to these three sections (see Figure 1-2).

**Figure 1-2 Implementation Structure of the APCD Project**



\*1: Joint Coordination Committee

\*2: The APCD Foundation was established to finance sustainable APCD activities after Her Royal Highness Princess Sirindhorn donated the 50,000 dollars she received in 2001 as the Franklin D. Roosevelt International Disability Award. The establishment of the foundation was registered in November 2004.

## 1-2 The CD Perspective in the APCD Project

### 1-2-1 Focus on the “Endogeneity of Capacity”

The APCD Project regards PWDs as individuals who pursue the best way to live in the society or the community (dignity and human rights), rather than persons receiving medical care and treatment. In fact, this is designated as a model project that embodies the principles of human security.<sup>10</sup>

<sup>9</sup> The training participants totaled some 630 people from 26 countries.

<sup>10</sup> To help achieve the principles of human security, Japan’s Medium-Term Policy on Official Development Assistance, announced in February 2004, sets out a number of approaches, including (i) people-centered aid that effectively reaches them; (ii) aid that emphasizes the empowerment of people, regarding them not just as recipients of aid but also as “agents of development”; and (iii) aid that reaches the socially vulnerable and people whose lives, livelihoods or dignity are being threatened.

The APCD Project considers it important for PWDs to make their own decisions, take responsibility, and make their voices heard in order to live much the same way as non-disabled persons do. Disability is perceived in a positive light in the APCD Project, emphasizing that PWDs have unique roles to play in society because of their disabilities.

Challenging the persistent prejudice that PWDs are incompetent, the APCD Project stresses the endogeneity of the capacity of PWDs, which encourages them to lead an independent life and to exert an influence on their community or society. In fact, the APCD Project is changing the traditional approach to disability support.

### 1-2-2 Characteristics of the Project in Terms of the Complexity of Capacity

The overall goal of the Project is to strongly promote the empowerment of PWDs and a barrier-free society in developing countries in the Asia-Pacific region. The target areas are therefore diverse, and so are target organizations and individuals. It is thus necessary to look at the complexity of capacity.<sup>11</sup>

Table 1-1 shows what aspects of capacity the APCD Project addresses at three different levels: individual, organizational, and institutional/societal.

**Table 1-1 Aspects of Capacity to be Addressed at Three Levels**

Institutional/societal level	The capacity to make and execute laws and regulations; the social capacity to guarantee and accommodate the views and opinions of residents and communities; the capacity of public and private organizations to assume social responsibilities; the capacity to make and promote decisions in response to misconduct; the capacity to manage social conflicts; government capacity to meet public needs; the capacity to incorporate public needs into government policies; the capacity of residents and communities to help each other; the capacity to respect human rights.
Organizational level	The sharing of concerns, visions, and missions with an organization; planning and implementation capacity; leadership exercised by leaders; the capacity to support leaders; the capacity to manage human resources; the capacity to promptly cope with emergencies; the decision-making system within an organizations; the capacity to make effective use of available resources; self-financing capacity; the capacity to accumulate and utilize experience and expertise; the capacity to build networks with other organizations
Individual level	The positive attitude of PWDs toward their own disabilities; the motivation to become independent spiritually, socially or economically; intention and ability to set goals and get things done; the capacity to work together with others; knowledge, expertise and skills necessary to achieve goals; persistent commitment and a sense of duty; the capacity to inform and influence diverse stakeholders; the capacity to solve problems on their own initiative; the capacity to continue to have visions even in a difficult situation; respect for the human rights of PWDs by non-disabled persons; and non-disabled persons' intention to support PWDs.

These capacities will be developed in a mutually-reinforcing manner across different levels, rather than independently at each level. For example, when PWDs have strong commitment and a sense of duty at the individual level, their leadership at the organizational level will increase. Likewise, informing and influencing diverse stakeholders will likely make a difference at the policy or institutional level. Such an enabling environment will create a virtuous cycle in which the empowerment of PWDs will be reinforced.

### 1-2-3 Characteristics of the Project in Terms of the Multi-layeredness of Capacity

This case study focuses not only on the complexity of capacity involving individuals, organizations, and institutions/society, but also on the multi-layeredness of capacity,<sup>12</sup> spanning central government

<sup>11</sup> JICA, Institute for International Cooperation (2006) p.3. (p.2 in the English version)

<sup>12</sup> *Ibid.*

organizations, local governments, disability-related organizations, and local communities.

Table 1-2 shows the multi-layeredness of capacity in the APCD Project and typical organizations at each level. With an eye on PWDs in local communities, the Project supported disability-related organizations to promote mutual empowerment among PWDs. It also reinforced nodal points between local governments and communities to help remove physical and non-physical barriers for PWDs. Moreover, the Project encouraged central government organizations to make and improve policies and institutions in such a way as to ensure the sustainability of these efforts.

The APCD Project thus involved stakeholders at these different levels and encouraged them to form relationships with one another, creating synergy and therefore a greater impact.

The multi-layeredness of capacity here also implies the geographical expansion of capacity development since the APCD Project covered 32 countries in the Asia-Pacific region. In fact, this geographical expansion characterizes the Project, making it possible, for example, to take advantage of resource persons beyond national borders and organize international seminars involving central government organizations from many countries for analyzing the possible effects on their policies and institutions.

**Table 1-2 Multi-layeredness of Capacity**

Level	Organizations
Central government organizations	Government organizations concerned C/P organizations
Disability-related organizations	Disability and self-help organizations concerned
Local governments	Provinces, counties, districts, cities and other local authorities
Local communities	Peer support groups <sup>13</sup> , self-help groups, etc.

The APCD Project has created a significant impact on CD by taking a multiple approach covering the complexity, endogeneity, and multi-layeredness of capacity.

Then how did the Project combine these three aspects of capacity? The following chapters review how the project activities progressed in Thailand and developed in other countries in order to identify major factors for this combination.

**UNESCAP-APCD High-level Stakeholders' Workshop on Empowerment of People with Disabilities and a Barrier-free Society through Networking and Collaboration**



Participants in the UNESCAP-APCD High-level Stakeholders' Workshop (After reporting on the achievements of their networking and collaboration efforts)

<sup>13</sup> Groups in which PWDs support one another.

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## Chapter 2 CD Support Approach of the APCD Project

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### 2-1 Project Formulation

#### 2-1-1 Involvement of Persons with Disabilities

Around the time of the Mid-point Review of the Asian and Pacific Decade of Disabled Persons, disability-related NGOs in this sector were developing their networks and increasing their activities.<sup>14</sup> As part of this international trend, there were growing calls for the establishment of a center for supporting PWDs in the Asia-Pacific region. This prompted the Japanese and Thai governments to formulate a cooperation project in the sector of disability support.

For project formulation, JICA conducted a project formulation study for the welfare of persons with disabilities in Thailand and Indonesia in 1998. This study called for a project that focused on services for PWDs by non-disabled experts. It defined the overall goal of the project as deepened knowledge and improved skills of disability-related workers in the Asia-Pacific region and better services for PWDs. In other words, the main purpose was to allow disability-related technicians and experts to gain necessary knowledge and skills. This study was conducted by a group of experts in prosthetics, medical rehabilitation, and other disability-related fields, not including a single person with disabilities.

In 1999, when JICA Headquarters was considering specific project components with reference to the findings of the project formulation study, an event occurred that would greatly change the nature of the project.

PWDs who had been staging an independent living movement visited JICA Headquarters in wheelchairs. They noted that JICA's assistance so far had been centered on service provision by disability-related experts, regarding PWDs as service recipients. They pointed out that JICA's aid had not placed PWDs at the center of its activities.

This event turned the conceived project into a PWD-centered one that would benefit each one of the persons with disabilities.

#### 2-1-2 Accessing the Needs

In 1999, JICA sent a project formulation advisor to Thailand to formulate this project, who collected information and conducted a needs analysis. Thailand was well ahead of many other countries in the region in such aspects as disability-related policies<sup>15</sup>, the legal framework<sup>16</sup>, and the organizing of activities by NGOs and DPOs. Many international NGOs as well as UN organizations had a branch office covering the Asia-Pacific region.<sup>17</sup> In Thailand, many PWDs were highly educated. They were involved in developing disability-related policies and promoting disability support. The project formulation advisor reported that

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<sup>14</sup> The International Year of Disabled Persons and the UN Decade of Disabled Persons had a great impact on the sector of disability support, playing an important role in organizing and revitalizing disability support activities in the non-governmental sector. Disabled persons' organizations (DPOs) active at the international level include Disabled People's International (DPI), World Blind Union (WBU), World Federation of the Deaf (WFD) and Inclusion International (II).

<sup>15</sup> The Eighth National Economic and Social Development Plan, Chapter 6, section 3, and the National Rehabilitation Plan for Disabled People (1997-2002, the first plan for disabled people).

<sup>16</sup> The Rehabilitation of Disabled Persons Act (1991), the registration system for persons with disabilities (1994), the employment allocation system for persons with disabilities (1994), and others.

<sup>17</sup> JICA, Project Formulation Study Department (1999) p.77 and JICA, Planning and Evaluation Department (2000) pp.44-51.

such PWDs had high potential as resource persons for JICA's third-country training program and for other occasions and that Thailand was an optimal place for the conceived regional center on disability.

Apart from Thailand, the project formulation advisor also visited Cambodia, Laos, Myanmar, and Viet Nam (CLMV) for information gathering and a needs analysis. She mainly visited government organizations and disabled persons' organizations (DPOs) for interviews and the collection of information on DPOs in Indochina. The preparatory study also assessed the needs for disability support and for a regional center in these neighboring countries. It was found that demand was high for a number of aspects, including the training of leaders of PWDs, the strengthening of DPOs, improved accessibility to the built environment, guarantee of access to communications, and regional cooperation of DPOs in the Asia-Pacific region through networking.

In Thailand, the then Department of Public Welfare (DPW) of the Ministry of Labour and Social Welfare set up a task force in January 1999. The task force was formally known as the Sub-committee for the Asia-Pacific Development Center on Disability, placed under the Office of the Committee for the Rehabilitation of Disabled Persons of the DPW. This sub-committee included experts with disabilities, accommodating the needs of PWDs.<sup>18</sup>

Utmost importance was attached to the idea that the project should be implemented by PWDs themselves. Thai members with disabilities, also members of the APCD establishment committee, called for a barrier-free society<sup>19</sup> and empowerment of PWDs as a means of preventing their marginalization and promoting their integration into society under the concept of achieving "full participation and equality of persons with disabilities."

At the community level, it was regarded as important to promote independent living and the relevant skills of PWDs and support community-based rehabilitation (CBR). The project was required to benefit PWDs in their communities.

### **2-1-3 Identifying the Principles and Concepts of the Establishment of the Center<sup>20</sup>**

In October 2000, the Thai government submitted to the Japanese counterpart a concept paper (a project proposal) and asked for a technical cooperation project and grant aid. This concept paper set out the policy for the establishment of the Asia Pacific Development Center on Disability, empowering PWDs<sup>21</sup> in the region through human resources development, information support, and networking and collaboration, and thus promoting "full participation and equality" of PWDs. After accepting the proposal, the Japanese side

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<sup>18</sup> They were Mr. Wiriya Namsiriphongphan, Assistant Professor, Faculty of Law, Thammasat University, and Former President, Council of Disabled People of Thailand; The late Mr. Topong Kulkhanchit, Former Regional Development Officer, Asia-Pacific Regional Office, DPI; Monthian Buntan, Vice Director, Ratchasuda College, Mahidol University; and Mr. Surasak Jittasettakul, National Association of the Deaf in Thailand. Some of them now sit on the Executive Board of the APCD. In addition, Mr. Supornnum Mongkolsawadi, Principal, Redemptorist Vocational School for the Disabled, participated in the consultations on the implementation of the ex-ante evaluation study.

<sup>19</sup> The term "barrier-free" originally means "without barriers that would prevent PWDs from leading a normal social life" in construction terminology. Now "barrier" in the term refers to all four types of barriers: (i) mental barriers—people's lack of understanding or consideration or their misconception about persons with disabilities; (ii) institutional barriers—disqualification clauses and other restrictions on formal qualifications and exemptions; (iii) information barriers—inadequate information literacy and restrictions on employment and education; and (iv) physical barriers—barriers related to installations, housing, and other buildings, those related to products and equipment, and limited accessibility to transport (Prime Minister's Office. *Shogaisha Hakusho 2000* [annual report on government measures for persons with disabilities 2000]).

<sup>20</sup> JICA (2000a)

<sup>21</sup> It is understood that among the enabling factors for the empowerment of PWDs are PWDs and their families gaining the self-determining and self-selecting capacity and creating social conditions that embrace PWDs to work towards the goal of "full participation and equality." This concept paper equates empowering PWDs with improving their social status.



assigned an “individual expert” to the Department of Public Welfare (DPW) of the Ministry of Labour and Social Welfare of Thailand in April 2001.

In parallel with these moves, JICA conducted three rounds of ex-ante evaluation studies, starting in August 2001, with a view to formulating a technical cooperation project. Among the members of the teams that carried out these studies were severely disabled persons. The unprecedented participation of these persons had a tremendous impact on the project formulation process. It was also a great encouragement for PWDs in Thailand when other PWDs gave lectures there.

No less important was the strong commitment shown by PWDs in Thailand during the ex-ante evaluation studies. For example, Mr. Supornnum Mongkolsawadi, principal of the Redemptorist Vocational School for the Disabled said to a Japanese study team:

*“For us, disability is life itself, our way of living. If the APCD is for persons with disabilities, what can we do for this project?”*

This statement strongly impressed on project stakeholders the prospect that this project would be for PWDs and by PWDs.

In the ex-ante evaluation, a workshop on project cycle management (PCM) was held for three days with the participation of PWDs as well as non-disabled persons. Going through the three-day workshop was harder than expected for these PWDs. Yet this workshop raised their awareness that they should develop the project as their own, resulting in the involvement of PWDs in the project.

Through the ex-ante evaluation study, the principles and concepts were largely identified as follows:

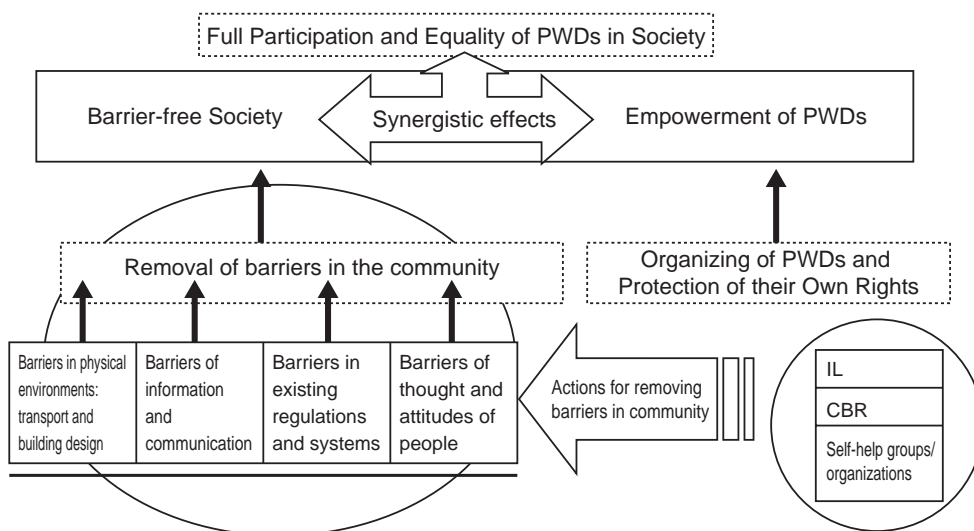
- Management of the Center with the voluntary participation of PWDs
- Networking involving disability-related organizations in the Asia-Pacific region
- Development of leaders of PWDs
- Effective use of IT for information support
- Education and mutual understanding for coexistence between PWDs and non-disabled persons
- Comprehensive approach regardless of the type of disability

Project stakeholders with disabilities themselves have proposed the project objectives of “the empowerment of PWDs” and “a barrier-free society.”

They have emphasized the need to support the independent living (IL) of each PWD in their communities. They have also stressed that to this end, it is necessary to support community-based rehabilitation (CBR), encouraging PWDs to rehabilitate themselves in their communities. These activities will not only empower PWDs but also help make the entire community barrier-free. Barriers in society include barriers in built environments, barriers related to information and communication; institutional barriers, and mental barriers. PWDs as well as non-disabled persons should address these kinds of barriers of their own accord. Progress toward a barrier-free society and the empowerment of PWDs are mutually supportive.

Figure 2-1 provides a concept chart that illustrates such mutually-supportive relationships. This is used as an important tool when explaining the objectives of the establishment and activities of the APCD. In fact, the APCD Project is largely designed to put the concept into practice.

**Figure 2-1 Concept Chart Regarding the Empowerment of PWDs and a Barrier-free Society**

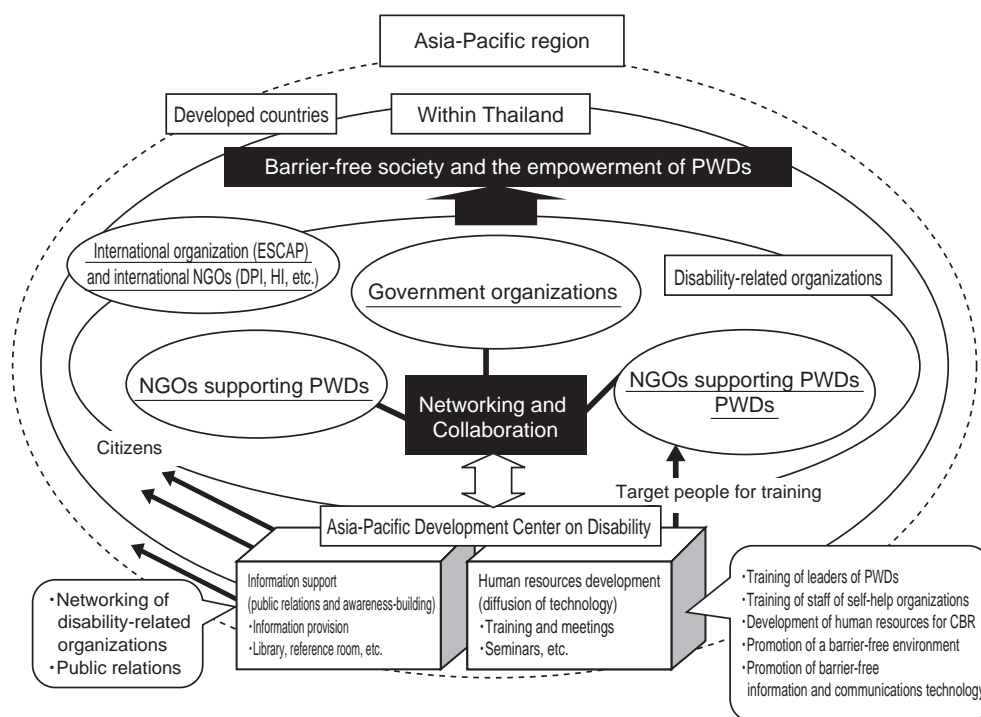


Source: JICA (2000a)

Figure 2-2 shows the APCD initiative proposed based on this concept chart.

One of the activities designed within the APCD is to provide training to resource persons representing PWDs and NGOs in order to develop human resources who will serve as leaders of PWDs or support them. It is also designed to offer information support to government organizations and NGOs supporting PWDs. Through these activities, the APCD is aimed at building networks involving individuals and organizations in collaboration with governments and international organizations to achieve a barrier-free society and empowering PWDs.

**Figure 2-2 Proposed Initiative of the Asia-Pacific Development Center on Disability**



Source: Compiled from the conceptual chart for the establishment of the APCD drawn by the project formulation advisor



**Box 2-1 Philosophy behind the Concept Chart (Figure 2-1): Why Support the Leaders of PWDs?**

What JICA had done for the support of PWDs until then was never wrong; however, it had always placed a priority on professional training and started from there. It was considered that if one professional could be trained, that trained professional would support PWDs. For example, in order to train a rehabilitation professional, higher education was provided to a non-disabled college graduate who was able to write and was easily trained. This approach might bring success, but I had doubts. In a certain country, a fair amount of money was invested on one person in order to enable this person to study in the United States and become a physiotherapist; however, this person never returned to their own country. There was another example where a person was trained as a professional, but had never visited people at the grassroots level to support PWDs. Of course, there are persons without disabilities who can empathize with the inner pain of PWDs. However, this cannot be compared with the empathy of a person with a disability towards other PWDs who have been neglected.

PWDs, who must have gone through hard and distressing times but solved problems on their own, have a “commitment” deep in their hearts and have an extremely deep “empathy.” These two elements have tremendous potential. Knowledge matters, but it alone is not sufficient to change society at the community level. I think a strong commitment and the empathy of PWDs holds the key.

With these elements, PWDs, who are considered a socially vulnerable group, will be able to empower and organize themselves and eventually gain social recognition. By achieving public recognition, PWDs will make it possible to involve non-disabled citizens in reducing barriers at the provincial and national levels.

(A statement by Naoko Ito, JICA Expert in charge of the APCD)

Source: Nonaka and Kawada (2007), Nonaka (2007)

**2-1-4 Preparing Conditions for PWD-led Activities**

During the project formulation phase, diverse activities were carried out to maximize the feasibility of PWDs-led activities.

Under its Community Empowerment Program, JICA conducted an independent living (IL) project with the Redemptorist Vocational School for the Disabled (RVSD) as the implementing organization. Likewise, a CBR project was carried out with the Foundation for Handicapped Children of Thailand as the implementing organization. JICA also carried out a pilot project for training in information and communications technology (ICT) with RVSD being the implementing organization. UN-ESCAP’s training on non-handicapping environments was also provided in cooperation with the then Department of Public Welfare of the Ministry of Labour and Social Welfare of Thailand. All these pilot activities were aimed at assessing the feasibility and effectiveness of the APCD Project.

**Box 2-2 Empowerment of Persons with Disabilities: Agents of Change  
–Practice by the late Mr. Topong Kulkhanchit–**

Mr. Topong Kulkhanchit was a member of the Thai Royal Army. When he was on guard on the Thai-Malaysian border, Mr. Topong injured his cervical spine in a traffic accident, which resulted in the need to use a wheelchair. A turning point came when he was leading a carefree hospital life as a lieutenant colonel in an air-conditioned private room of a military hospital in Bangkok. He was invited to a marathon event in Nagoya, Japan and met a severely disabled person. Mr. Topong was impressed by this Japanese person, who drove a car himself, lived in the local community, worked for PWDs utilizing community support.

After returning home, Mr. Topong terminated his hospital life. He began to live in a local community and called out to PWDs in Bangkok and later the whole country, saying that there is nothing PWDs cannot do. His ardent appeal moved many PWDs. The Association of the Physically Handicapped of Thailand, headed by Mr. Topong, eventually grew from a small group in Bangkok to a national organization. In 1991, Mr. Topong visited a center of the independent living (IL) movement in the United States. This experience made him an IL activist. He lobbied the government for the enactment of the Rehabilitation of Disabled Persons Act in 1991. He was seen among every group of wheelchair people who were calling for better accessibility to the Skytrain or the new airport. In an APCD-sponsored seminar on

accessibility in relation to earthquake disaster reconstruction in Pakistan, Mr. Topong introduced Thai cases in which reconstruction efforts following the Thai tsunami had resulted in better access to public facilities. He stressed that without applying pressure to the government at the early stages of reconstruction, accessible construction design would not be possible.

Mr. Topong put forward the idea of peer empowerment by which empowered PWDs should empower other PWDs for the establishment of the APCD, as a disabled man whose empowerment by a peer had changed his life completely. This idea was incorporated into the Project Purpose, or the central theme, of the APCD Project. As a resource person for the APCD Project, Mr. Topong found every opportunity to speak out on the potential of PWDs. He had an open mind and listened attentively to others. The kind-hearted Mr. Topong touched the hearts of persons with any kind of disability. He was a genuine leader among PWDs not only in Thailand but throughout Asia-Pacific region. He practiced his belief that a leader should work even when his subordinates are tired or take a rest.

After participating in a workshop for PWDs in South Asia held in Bangladesh, Mr. Topong had a fatal high fever, putting an end to his passionate activities as a leader of PWDs that had lasted more than twenty years. But his spirit as an agent of change continues to live in the hearts and minds of many PWDs in the Asia-Pacific region.

Source: Compiled by the author based on information from Shoji Nakanishi at the Asia-Pacific Regional Office, DPI.

## **2-1-5 Promoting Understanding of the Establishment of the APCD**

### **(1) International Organizations and International NGOs**

At that time, the Thematic Working Group on Disability-related Concerns (TWGDC)<sup>22</sup> of UN-ESCAP offered a forum where representatives of the ESCAP member countries, international organizations including International Labour Organization (ILO), United Nations Children's Fund (UNICEF), United Nations Educational, Scientific, and Cultural Organization (UNESCO), World Health Organization (WHO), and Food and Agriculture Organization of the United Nations (FAO), and international NGOs discussed and develop common ground for disability-related concerns. At the TWGDC, the JICA expert for project formulation worked to promote their understanding regarding the establishment of the APCD.

At the RNN<sup>23</sup> Campaign 2001, some participants emphasized the importance of learning from each other by sharing experiences in the region and exchanging information at the closing of the Asian and Pacific Decade of Disabled Persons. They also stressed that the APCD would serve as an important regional hub. Others maintained that the APCD should train leaders of PWDs and accommodate the needs of PWDs as a top priority.

### **(2) Promoting the Understanding of Grant Aid as a Regional Undertaking**

When the Thai government had requested grant aid in addition to technical cooperation, the Japanese side said the request would be acceptable on condition that the proposed project would be designed to benefit the neighboring developing countries as well because Thailand had "graduated" from grand aid. This stance was not challenged by the Thai side during the preparatory study.<sup>24</sup> In fact, it was understood that this technical cooperation would be formulated as a project in collaboration with ESCAP. This grant aid was considered valid as an exceptional case.

JICA, on the other hand, established a JICA Headquarters program team made up of the Second Southeast Asia Division, Regional Department I; the First Technical Cooperation Division, Social Development Department; the Global Issues Division, Planning and Evaluation Department; the Planning

<sup>22</sup> TWGDC was abolished in 2005 as part of the organizational reform of ESCAP.

<sup>23</sup> Regional NGO Network for the Promotion of the Asian and Pacific Decade of Disabled Persons

<sup>24</sup> JICA, Social Development Cooperation Department (2002) Ch. 3-1, p.67. The then Department of Technical and Economic Cooperation of Thailand or DTEC (now TICA or Thailand International Development Cooperation Agency), which was in charge of bilateral cooperation, stated that it would formally recognized the project as a regional one if JICA prepared separate records of discussions specifying the benefits to Thailand and the neighboring countries, respectively.

Division, Grant Aid Management Department; and the Secretariat of Japan Overseas Cooperation Volunteers (JOCV). It was decided that the First Technical Cooperation Division would assume responsibility for the management of the team for the time being. Separately, the thematic advisory committee on disability of JICA, made up of external academics and disability-related NGOs, also studied the proposed project. For further study, the committee set up a sub-committee on the Asia-Pacific Development Center on Disability Project.

### **2-1-6 Obtaining Official Understanding Concerning the APCD at the ESCAP High-level Intergovernmental Meeting<sup>25</sup>**

Japan was able to conclude an international agreement regarding the proposed project with Thailand, but not with other countries in the Asia-Pacific region. To ensure the region-wide nature of the activities of the APCD, Japan tried to obtain official understanding regarding the APCD at the ESCAP High-level Intergovernmental Meeting in 2002 and the ESCAP Commission Session in 2003. At these meetings, Japan based its argument on Strategy 13 of the Biwako Millennium Framework: “Governments, the United Nations system, civil society organizations and the private sector should collaborate, support and take advantage of the training and communication capabilities of the Center in the field of disability in the region. Capacity-building of persons with disabilities in the Pacific should be also clearly addressed by the Center.”

## **2-2 Project Implementation**

The APCD conducted a number of project activities. First, it built a cooperative relationship with governmental agencies and associate organizations and invited appropriate people from these organizations for training. To promote understanding regarding its activities, the APCD opened a quality website and sent newsletters to these organizations. For further networking, the APCD invited people from these organizations for regional seminars, including the Capacity-building Seminars for Self-help Organizations of Disabled Persons (CBSHOD) and Seminars for South-to-South Cooperation for the Decades of People with Disabilities. This section discusses these activities in detail.

### **2-2-1 Networking and Collaboration with Governmental Agencies and Associated Organizations**













For networking and collaboration, the APCD sought focal points and associated organizations. To this end, information on government organizations in charge of disability-related policies, disability-related NGOs, and above all, disabled persons’ organizations (DPOs) in the countries concerned was collected. In consideration of relevant information, the APCD selected candidate focal point organizations from government agencies in charge of disability. The APCD representatives visited these candidate agencies for consultations. Memorandums of understanding between the APCD and those who agreed to promote and support the APCD activities were concluded. A different approach was taken to associate organizations. Based on information from government organizations and international NGOs, the APCD examined the organizational structure, budget and activities of disability-related NGOs and sent a questionnaire on these aspects to these NGOs. Qualified NGOs were encouraged to apply for the position of an associate organization. The APCD examined their applications and determined successful applicants at the Managerial Meeting. For a period of five years, 32 governments concluded a memorandum of understanding with the APCD, and 148 NGOs become associate organizations.

<sup>25</sup> ESCAP High-level Intergovernmental Meeting in 2002.

## 2-2-2 Human Resources Development

The APCD formulated strategies for human resources development (HRD) for the initial five years and beyond as shown in Table 2-1.

**Table 2-1 APCD Project HRD Strategies**

	APCD Project HRD strategy (August 2002 - July 2007)	1st year	2nd year	3rd year	4th year	5th year	Beyond
1. Sowing phase	<ul style="list-style-type: none"> <li>Learning from the effective models available</li> <li>Developing an effective HRD system in the APCD</li> <li>Qualified training for staff at HRD Section</li> </ul>						
2. Germination promotion phase	<ul style="list-style-type: none"> <li>Offering pilot training courses</li> <li>Identifying resource persons in developing countries</li> </ul>						
3. Seedling nurturing phase	<ul style="list-style-type: none"> <li>Strategically selecting people with a strong commitment in the relevant fields</li> <li>Training the participants so that they will be leaders when they return to their countries</li> </ul>						
4. Seedling planting phase	<ul style="list-style-type: none"> <li>Encouraging the training participants to share what they have learned and start to take action in their home countries</li> </ul>						
5. Fruiting phase	<ul style="list-style-type: none"> <li>Monitoring the activities of the training participants in their home countries and providing any necessary follow-up</li> </ul>						
6. Transplanting phase	<ul style="list-style-type: none"> <li>Introducing good practices to other countries for application</li> </ul>						

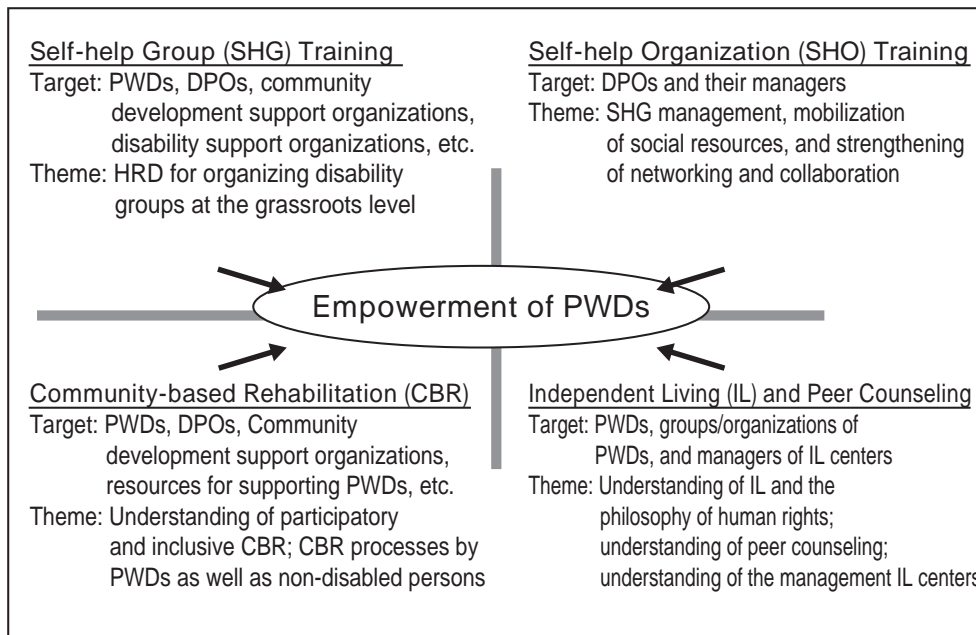
Source: Compiled from information provided by Thai staff in charge of training, experts from Japan, and translations of the presentations on APCD's HRD Strategies 2005.

### (1) System development: sowing phase

For the first two years, the APCD developed a training system for HRD within the APCD for the training of the training staff. For this purpose, the APCD learned from effective models available or similar disability-related activities in the past.

The APCD's training program offered diverse courses concerning the project objectives of empowering PWDs and promoting a barrier-free society. Figure 2-3 shows the goal or theme and target audience of the training courses for the empowerment of PWDs. The course titles ranged from Self-help Group (SHG), Self-help Organizations (SHO), Community-based Rehabilitation (CBR), and Independent Living (IL) and Peer Counseling.

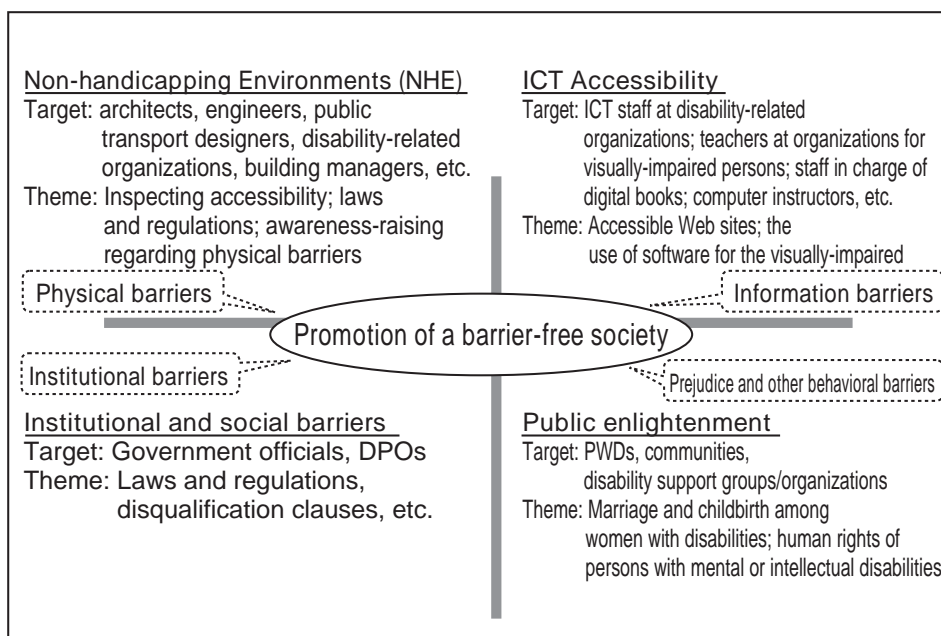
**Figure 2-3 Training Courses for the Empowerment of PWDs**



Source: Compiled from information provided by Thai staff in charge of training, experts from Japan, and translations of the presentations on APCD’s HRD Strategies 2005.

Figure 2-4 shows the goal or theme and target audience of training courses for the promotion of a barrier-free society. They covered such fields as a Non-handicapping Environments (NHE), ICT Accessibility, awareness-raising for removing social and institutional barriers, and public enlightenment to transform mental barriers regarding PWDs.

**Figure 2-4 Training Courses for the Promotion of a Barrier-free Society**



Source: Compiled from information provided by Thai staff in charge of training, experts from Japan, and translations of the presentations on APCD’s HRD Strategies 2005.

Details of these training courses are determined by the task force made up of experts with disabilities, experts from Japan, and HRD staff at the APCD.

## **(2) Recruiting trainers and training participants (germination promotion phase)**

For training, the APCD invites trainers (resource persons) and participants from governmental agencies and associate organizations. The task force selects trainers from among skillful and experienced persons in the light of the training objectives. The participants are recruited, screened, and invited for training, and the training is provided according to the technical cooperation frameworks of the APCD and the Thai government.

These official routes for recruiting trainers and participants are complemented by other routes that take advantage of the APCD's human and organizational networks. The idea is to ensure that the most appropriate persons for achieving the training objectives are selected for training for maximum outcomes. For these complementary routes, the APCD usually contacts organizations that are most appropriate with respect to the theme of the training after being introduced to these organizations through participants in workshops organized by other institutions such as ESCAP and visitors to the APCD from abroad. The APCD may also put persons who have directly contacted it on the list of candidate trainers or participants. In any case, when the APCD receives information on prospective trainers/participants, the APCD dispatches its staff to visit them in their country. The APCD then contacts the organizations that they belong to, communicates the objectives, content, and application procedures in details, and recruits the most appropriate persons.

While these governments wanted to select training participants mainly from among government officials, the APCD wanted motivated persons at DPOs who have the potential for long-term commitment. In addition to the motivation and capacity of the applicants, the APCD now places a high value on the potential of their organizations and their relationship with the government, which also has an impact on their capacity and commitment, and eventually capacity development.

Remuneration given to trainers is kept low based on the consensus within the APCD on support for self-help or sustainability.

### **Box 2-3 Finding Resource Persons - The Case of Mr. Jaimie Silba of the United Architects of the Philippines -**

Mr. Silba of the United Architects of the Philippines (UAP) works to help create an accessible environment for PWDs. He lost his sight after becoming an architect. Mr. Silba found every opportunity to tell training staff at the APCD about his background and experience, showing his strong commitment to making the Philippines barrier-free.

The APCD showed strong interest in Mr. Silba and invited him for a training course in Non-handicapping Environments (NHE) in 2004. During the course, he made excellent presentations and outstanding statements in group discussions. As the course progressed, the APCD confirmed his high potential.

After the training was completed, Mr. Akiie Ninomiya, the chief advisor to APCD, interviewed Mr. Silba on his follow-up study mission. Mr. Silba brought with him a ten centimeter-thick file containing his track record in NHE activities. Mr. Ninomiya reviewed the first ten to 20 pages and found that Mr. Silba had succeeded in equipping the entrances of many restaurants and other facilities with a ramp for wheelchairs and making rest rooms accessible for PWDs.

Mr. Ninomiya was very surprised and asked, "How could you do that?...I mean how could you persuade the restaurant operators, for example?" Mr. Silba answered: "I used to stage demonstrations or protest activities calling on the government and the private sector to improve accessibility, but that didn't work. The most important thing I learned from the APCD is how best to collaborate with the government or the private sector. After I completed the NHE training course, I worked with the National Council for the Welfare of Disabled Persons (NCWDP) and the UAP. And accessibility began to be improved."



Mr. Silba's passion and wholehearted dedication to improved access moved Mr. Ninomiya. Mr. Ninomiya offered an opportunity for sharing Mr. Silba's passion and ideas with key persons by inviting the undersecretary of the Department of Social Welfare and Development (DSWD), the resident representative of the JICA Philippine Office, the executive director of the NCWDP, and Mr. Silba and his company for a meal. Mr. Ninomiya floated the idea of offering accessibility training through cooperation and collaboration between the government, DPOs, national associations of architects, and JICA. Every one agreed to this idea. The next day, Mr. Ninomiya and Mr. Silba visited the NCWDP and jointly drafted a proposal for accessibility training. The proposal was submitted from the NCWDP to JICA Philippines Office.

Later, the JICA Philippines Office held consultations with the NCWDP and Mr. Silba. Then national accessibility training was launched with Mr. Silba being the chief resource person. The APCD assigned international resource persons to this training. Mr. Silba's leadership motivated the representatives of DPOs across the country, local governments, and architects who participated in the training.

One of the participants in national accessibility training, the President of the Provincial Federation of PWD of Nueva Vizcaya, Inc., planned accessibility training at the provincial level. Mr. Silba, the JICA Philippines Office, and Mr. Ninomiya took part in this provincial training.

Mr. Silba's leadership impressed many training participants. At the end of the training, the chairperson of the provincial assembly made a commitment to make provincial buildings accessible, and this commitment was fulfilled. This promoted Mr. Silba to work with NCWDP and launched access training in provinces across the country.

In 2006 and 2007, the APCD invited Mr. Silba to serve as a trainer for NHE training. He made a great contribution to the successful training. In this way, Mr. Silba became renowned international resource person through the APCD training.

Finding and supporting resource persons constitute a basis for the APCD Project. Mr. Ninomiya accurately described this idea when he said:

*"By joining forces, Mr. Silba and I became comrades with the same goal of creating a barrier-free society. Working with comrades with disabilities made the project go. In the process, Mr. Silba and I motivated each other."*

### **(3) Providing training (seedling nurturing phase)**

With the participatory approach, the training was designed to provide opportunities to learn from good practices. SHG training and CBR training focused on nurturing facilitators for community development and organizing groups. On the first day of the training, participants were divided into groups and given the "country review" assignment. In this assignment, each group summarized the impressive and beneficial points regarding what they learned the previous day and presented their summary in 30 minutes. This assignment encouraged participants from government offices and NGOs to work together more closely.

At the end of the training, the participants prepared an activity plan that would serve as a guideline for activities back home. To prevent these plans from becoming just a formality, it was emphasized that they would be used in monitoring the participants' activities. During the training, the participants observed and assessed the relationships between the participating organizations and groups. When collaboration seemed feasible, the activity plan embraced collaboration between government and NGOs.

Some PWDs who served as trainers lacked the technical background required for trainers. Professionals and Japanese experts helped these trainers to improve their instruction skills by providing them with feedback on the teaching content and methods during and after the training courses. The APCD conducted questionnaire surveys on the participants after the training as part of efforts to improve the training content. These processes allowed the trainers (resource persons) as well as the training participants to improve their capacity.

#### **(4) Following up on the training and monitoring (seedling planting and fruiting phases)**

##### **1) Monitoring**

Training monitoring activities started two to three years after the APCD Project was launched. The monitoring process includes interviewing the training ex-participants and trainers and reviewing their activities that had been planned during the training.

Specifically, the monitoring sheet shown in Table 2-2 is used. It is important to assess the ex-participants' potential to become a resource person with the table provided in Table 2-3.

**Table 2-2 Post-training Status (Monitoring Sheet Actually Used in the APCD Project)**

Post-training status	Grade
What has been learned from the APCD is shared with the organizations concerned	1
What has been learned from the APCD is used to lead or strengthen appropriate activities or make necessary improvements.	2
Sustained activity has a social impact.	3
No activity	0
Not monitored; or adequate information not available	Nil

Source: Compiled from sources provided by the HRD expert assigned to the APCD from JICA

**Table 2-3 Potential to Become a Resource Person (Monitoring Sheet Actually Used in the APCD Project)**

Potential to become a resource person	Grade
Having sufficient experience and knowledge to become a domestic resource person in a field covered by the APCD training	D
Having enough experience and knowledge to serve as an international resource person for APCD training	I
Not monitored; or adequate information not available	Nil

Source: Compiled from sources provided by the HRD expert assigned to the APCD from JICA

Active ex-participants may be judged as having the potential for successful collaboration and be invited to serve as an assistant resource persons or trainers (resource person) for the next training course, seminar or workshop in their area of expertise.

##### **2) Following-up approach**

Once the resource persons are found, the APCD invites them as trainers for the next training and supports the follow-up on post-training activities in their home countries. Placing resource persons at the center of these activities, finding common ground with DPOs, the central government, local governments, and the private sector depending on the theme of activity, and joining forces all allow the APCD Project to have an institutional/societal impact.

Following-up is not the end in itself in the APCD Project. It is placed in the integrated process that covers everything from finding resource persons who have the potential for long-term commitment to developing post-training activity plans during the training and monitoring the implementation of these plans. This makes the APCD Project different from other projects. In this respect, following-up can be considered the main activity for achieving CD effects in the participating countries. If so, training is a crucial stepping stone to this main activity.

Specific cases where follow-up resulted in CD in the Philippines, Pakistan, and Thailand are reviewed in Chapter 3.



### 2-2-3 Information Support

The APCD developed human resources for information support by providing ICT training to partner organizations. Soon after the APCD Project was launched,<sup>26</sup> the APCD developed a promotional DVD to help dispatched staff provide an overview of the Project. To share disability-related information in developing countries in Asia-Pacific region, the APCD posted relevant information, country profiles on disability,<sup>27</sup> and useful links.<sup>28</sup> It also published a quarterly newsletter and distributed it among the organizations concerned.<sup>29</sup> The newsletter, called “APCD Newsletter,” includes news on APCD activities, case studies, regional news, information on training courses, and reports on APCD missions.

The expert in information support from JICA on a long-term assignment provided training in three fields: Web-based information networks accessible by PWDs; ICT for PWDs; and Digital Accessible Information Systems or DAISY (for persons with print disabilities).

### 2-2-4 Promoting Activities in the Subregions<sup>30</sup>

The APCD Project and DPI<sup>31</sup> have recently co-organized CBSHOD in Viet Nam, Pakistan, and Papua New Guinea. Earlier, JICA sponsored a DPI training seminar for 16 years from 1986 to 2003. The annual seminar was held in one of the target countries, including South Korea, Pakistan, Thailand, Fiji, and Singapore. In 2004, this seminar came to be organized as CBSHOD within the framework of the APCD Project.<sup>32</sup>

CBSHOD aims to raise awareness about international trends and challenges for disability in the Asia-Pacific region and promotes disability-related networking at the subregional level.

In CBSHOD, the APCD mission has promoted cooperation and collaboration among self-help organizations (SHOs) of PWDs and encouraged them to achieve collaboration with the government. CBSHOD is usually organized by the host country’s ministry in charge of disability, in collaboration with SHOs. First, the ministry sets up a CBSHOD organizing committee. During the one-year preparatory period, personnel from the APCD and the Asia-Pacific Regional Office of DPI visit the host country as the APCD mission and assess progress in the preparation activities. The APCD mission provides a valuable opportunity for the host country to report progress on its disability policy and for grassroots SHGs/SHOs to present their case studies. It also provides a useful forum for dialogue between policymakers and DPOs.

CBSHOD has succeeded in involving the policymakers at the highest level; it has been organized by the competent minister or even prime minister of the host countries. CBSHOD has also prompted international organizations and international NGOs concerned to improve their understanding about major developments at the subregional level. Moreover, CBSHOD has had an impact on the decision-making process and capacity building of SHOs in the host country. In Pakistan, for example, hosting CBSHOD resulted in a significantly increased commitment from the government officials concerned. This in turn led to a strengthened relationship between the Pakistan government and DPOs in the subsequent process of earthquake disaster reconstruction.

<sup>26</sup> October 2002.

<sup>27</sup> A total of 43 organizations in 17 countries provided the APCD with country profiles on disability and other disability-related information.

<sup>28</sup> Links with 71 websites.

<sup>29</sup> A total of 20 issues have been published over five years. They are distributed among some 800 organizations, including governmental agencies, disability-related organizations, and donors.

<sup>30</sup> The subregions in the APCD Project represent Southeast Asia, Central Asia, Northeast Asia, South Asia, and Oceania.

<sup>31</sup> Disabled People’s International (DPI) is an international NGO that supports self-help activities at the grassroots levels as a cross-disability organization. DPI promoted the UN Decade of Disabled Persons (1983-1992) and the Asian and Pacific Decade of Disabled Persons (1993-2002) as an advisory organization on disability to the UN. Its Asia-Pacific Regional Office is based in Bangkok.

<sup>32</sup> Material for third-country group training “DPI seminars for leaders of persons with disabilities.” October 2002.

**Table 2-4 Activities of the APCD Project for Human Resources Development and Information Support**

		Human resources development and information support
2002	Oct.	Training course: Independent Living
	Oct.	Setting up the APCD website; developing a promotional video on the APCD; and publishing the first newsletter.
	Nov.-Dec.	Training course: Non-handicapped Environments (NHE)
2003	Jan.	Training course: Independent Living
	Feb.-Mar.	Training course: Non-handicapped Environments (NHE)
	Jun.	Training course: CBR
	Jul.-Aug.	Training course: ICT/Web
	Aug.	Training course: Non-handicapped Environments (NHE)
	Sep.	Training course: Capacity building of self-help organizations
	Nov.	Training course: Non-handicapped Environments (NHE) (for Thais only)
	Dec.	Training course: Rights of Persons with Disabilities
2004	Jan.	Training course: Independent Living
	Feb.	Training course: CBR
	Mar.-Apr.	Training course: ICT regarding disability policy
	Jun.	Training course: ICT/Web
	Jul.	Training course: For initiators of self-help groups
	Aug.	Training course: Capacity building of self-help organizations
	Nov.-Dec.	Training course: ICT for visually impaired persons
	Dec.	Training course: Capacity building of self-help organizations
2005	Feb.	Training course: ICT for all
	Mar.	Training courses: Peer Counseling (for Thais only); Peer Counseling (refresher); IL center management
	Jul.	Training course: ICT/Web
	Aug.	Training course: Capacity building of self-help groups
	Oct.-Nov.	Training course: Strengthening CBR
	Nov.-Dec.	Training course: ICT for Visually Impaired Persons
2006	Jan.	Regional workshop: ICT for all
	Feb.-Mar.	Training course: CBR (refresher)
	Jun.	Training course: Non-handicapped Environments (NHE)
	Jul.	Training course: Self-help groups (refresher)
	Aug.	Training course: ICT for Visually Impaired Persons
	Oct.-Nov.	Training course: ICT/Web (refresher)
	Dec.	Training course: IL (refresher)
2007	Jan.-Feb.	Training course: ICT for all
	Mar.	Training course: CBR (refresher)
	Jun.	Training courses: Non-handicapped Environments (NHE) (for Thais only); Disability Equality Training (DET) Training of Trainers (TOT) (for Thais only)
	Jul.	Training course: Disability Equality Training (DET) (for Thais only)

Source: Compiled by the author from the APCD (2002-2007)

**Table 2-5 Capacity-building Seminar for Self-help Organizations of Disabled Persons (CBSHOD)**

Year Duration	Objectives Content	Resource persons invited Participating institutions and organizations
1st CBSHOD Viet Nam December 2004 5 days	<ul style="list-style-type: none"> <li>• Introducing the Biwako Millennium Framework for Action (BMF) and the APCD</li> <li>• Sharing information on the Convention on the Rights of Persons with Disabilities</li> <li>• Presenting case studies on the management of cross-disability SHOs</li> <li>• Financial management of SHOs</li> </ul>	<ul style="list-style-type: none"> <li>• 60 participants from 21 countries, 21 resource persons from 7 countries, plus SHOs from Viet Nam.</li> <li>• DPI World President, President of the Thailand Association of the Blind, representatives from SHOs from Pakistan, and the director of the competent government office of Pakistan.</li> </ul>
2nd CBSHOD Pakistan September 2005 5 days (Opening ceremony by the Prime Minister)	<ul style="list-style-type: none"> <li>• Introducing 7 priority areas of ESCAP's BMF</li> <li>• Presenting case studies on the promotion, management, and resource mobilization of SHOs</li> <li>• Introducing activities of SHOs from Pakistan and elsewhere</li> </ul>	<ul style="list-style-type: none"> <li>• 40 participants from 21 countries, in addition to the participation of 40 people from Pakistan, including those from SHOs and PWDs</li> <li>• Advisor on Disability and Development of the World Bank; Chairperson of the Disabled People's Association of Singapore; representatives of DPOs from the Philippines; Chairperson of the National Human Rights Commission of India; and President of the National Federation of the Disabled Nepal.</li> </ul>
3rd CBSHOD Papua New Guinea February 2007 5 days (Opening ceremony by the Prime Minister)	<ul style="list-style-type: none"> <li>• Reporting on subregional networking in the South Pacific Islands</li> <li>• Awareness building regarding the Biwako Millennium Framework for Action and the Convention on the Rights of Persons with Disabilities</li> </ul>	<ul style="list-style-type: none"> <li>• Resource persons and representatives of organizations from 13 countries attended.</li> <li>• Ambassador of Japan to Papua New Guinea: Minister of Community Development; Chairperson of the Asia-Pacific Regional Office, DPI; disability officer of the Pacific Islands Forum (PIF)</li> </ul>

Source: Compiled by the author from APCD (2006), Study on Networking and Collaboration-Pakistan

### 2-2-5 Activities between Regions<sup>33</sup>

The APCD and ESCAP have cosponsored the Seminar for South-to-South Cooperation for the Decades of People with Disabilities every year since 2003. The annual seminar lasts only one to two days, shorter than the period of CBSHOD. The main target audience consists of high-ranking government officials of the participating countries. The first and second seminars for south-to-south cooperation invited representatives from countries in the Asia-Pacific region mainly to introduce the APCD activities. Starting with the third seminar, the focus has been placed on case studies of activities of ex-participants in APCD training, case studies of policymaking and legislation by government officials in charge of disability issues, and an introduction to the activities of DPOs. The third seminar for south-to-south cooperation invited regional representatives from Africa, Middle East, Latin America and elsewhere and offered the opportunity for sharing experiences in the Asian and Pacific Decade of Disabled Persons, promoting understanding concerning the APCD activities, and presenting case studies demonstrating the far-reaching impact of the activities of governments and DPOs over the Asia-Pacific region.

The APCD sometimes transcends the borders of the Asia-Pacific region. In 2005, for example, it organized training for PWDs in South Africa (after sending a mission there in 2004) and training for youths with disabilities in collaboration with the Inter-American Development Bank (IDB). The APCD's response to the high expectations for its support functions from all over the world are further reinforcing the functions of the APCD as an international hub center.

<sup>33</sup> Regions here include Asia-Pacific, Africa, Middle East, and Latin America.

**Table 2-6 Seminar for South-to-South Cooperation for the Decades of People with Disabilities**

	Year	Duration	Objectives	Resource persons invited
First seminar for south-to-south cooperation	December 2003	1 day	<ul style="list-style-type: none"> <li>• Introducing the APCD</li> <li>• Introducing the disability-related activities of the United Nations</li> <li>• Introducing the activities of disability-related organizations</li> </ul>	<ul style="list-style-type: none"> <li>• ESCAP official in charge of disability</li> <li>• Minister of the Ministry of Martyrs and Disabled of Afghanistan; Commissioner for Disabled Welfare, Government of Andhra Pradesh, India</li> <li>• African countries, Afghanistan, the Philippines, Indonesia, Nepal, Sri Lanka, etc.</li> </ul>
Second seminar for south-to-south cooperation	August 2004	1 day	<ul style="list-style-type: none"> <li>• Introducing the APCD</li> <li>• ESCAP disability program</li> <li>• Sharing experiences and achievements in the International Convention on the Rights of Persons with Disabilities and the first and second Asian and Pacific Decade of Disabled Persons</li> </ul>	<ul style="list-style-type: none"> <li>• ESCAP officer</li> <li>• Resident Representative, JICA Thailand Office</li> <li>• South African countries, Bhutan, Cook Islands, Kyrgyzstan, Maldives, Pakistan, Papua New Guinea, Samoa, Solomon Islands, Lebanon, etc.</li> </ul>
Third seminar for south-to-south cooperation	July 2005	2 days	<ul style="list-style-type: none"> <li>• Promoting the understanding of the second Asian and Pacific Decade of Disabled Persons and APCD activities, and strengthening collaborative relationships with other regions</li> <li>• Sharing experiences and achievements in the first Asian and Pacific Decade of Disabled Persons</li> <li>• Reporting on major developments in other regions, including Africa, Middle East, and Latin America during the decade of disabled persons</li> </ul>	<ul style="list-style-type: none"> <li>• Deputy executive secretary and disability officer of ESCAP</li> <li>• Resident Representative, JICA Thailand Office</li> <li>• Chief of the Japan Programme of the Inter-American Development Bank (IDB)</li> <li>• Representatives from other regions, including Africa, Middle East, and Latin America</li> </ul>
Fourth seminar for south-to-south cooperation	September 2006	1 day	<ul style="list-style-type: none"> <li>• Sharing the achievements of the activities of government agencies and disability-related organizations</li> <li>• Expanding the network of stakeholders involved in APCD activities</li> <li>• Discussing future directions of the APCD</li> </ul>	<ul style="list-style-type: none"> <li>• Deputy executive secretary and disability officer of ESCAP</li> <li>• APCD Foundation Board Member</li> <li>• Disability Advisor for East Asia and the Pacific, the World Bank</li> <li>• Assistant Director of the Office of the Status of Disabled Persons, South Africa</li> <li>• Officials at governmental agencies and disability-related organizations (in Bangladesh, Cambodia, Fiji, Indonesia, Laos, Pakistan, Thailand, Vanuatu, the Philippines, Viet Nam)</li> </ul>

Source: Compiled by the author from APCD (2002-2007) Empowerment APCD Newsletter, Volume 1-19

## **2-3 Management System**

### **2-3-1 Decision-making System**

The decision-making body of the APCD is the Executive Board, chaired by the Permanent Secretary of the Ministry of Social Development and Human Security (MSDHS). The members include the director-general of the Department of Public Welfare, experts from JICA, Thai government officials, representatives of DPOs in Thailand, a member of the Japanese Embassy, and the Resident Representative of the JICA Thailand Office. The Executive Board meets twice a year to decide on the management policy of the APCD. The Joint Coordination Committee (JCC) monitors and administers the APCD Project. Decisions concerning day-to-day management and activities are made by the Managerial Meeting, made up of the director, section chiefs, an HRD advisor and experts from JICA. This weekly meeting discusses activity plans, progress, problems, and solutions and makes any necessary decisions. The Task Force, comprising experts with disabilities, is responsible for planning, delivery, monitoring, evaluation, and follow-up concerning training. The Executive Board, JCC, and the Task Force involve PWDs so that their needs are reflected in the APCD activities.

### **2-3-2 Employment of PWDs and Sustainable HRD Development**

In the APCD Project, JICA sent persons with disabilities (PWDs) to Thailand as short-term experts. JICA also involved project stakeholders with disabilities as well as counterparts (C/P) at Thai government offices in training in Japan.

Furthermore, aiming at placing PWDs at the center of the APCD Project, third-party experts with disabilities were included as C/P in addition to the common practice of appointing government officials as C/P in the record of discussions (R/D) between the Japanese and Thai sides.

As part of efforts to ensure its sustainability, the APCD Project made every effort to employ PWDs, who could continue working even after the APCD becomes an independent entity. JICA employed four people for the project and three of them were PWDs. One of them was a former resource person and a local staff member at Handicap International (HI) in charge of CBR and is now a staff member of the APCD Project. In this way, the APCD Project employed persons with vast experience in the field to improve the quality of training. As part of this HRD policy, the APCD Project successfully included staff members with disabilities in its international missions after negotiating with Thai government officials.

### **2-3-3 Establishment of the Board of Trustees of the APCD Foundation**

To ensure the sustainable development of the APCD, the Thai side set up the Board of Trustees of the APCD Foundation prior to the completion of the project buildings in spring 2005 at the initiative of Her Royal Highness Princess Sirindhorn, who supports the empowerment of PWDs. The Board is chaired by Former Prime Minister Tanin Kraivixien, an eminent member of the Royal Privy Council, and is made up of representatives from the government and the private sector.

Earlier, Princess Sirindhorn had presented to the APCD Foundation the 50,000 dollars she received from the Franklin Delano Roosevelt (FDR) International Disability Award Prize awarded to Thailand. As of 2007, the Foundation had some 35,000,000 baht in donations.

Mr. Topong, a member of the APCD Executive Board, made a direct petition to Princess Sirindhorn, requesting that the Board of Trustees be chaired by a person strongly committed to helping PWDs rather than a high-ranking official.

As a result, Mr. Tanin assumed the post of the chairperson, and the post of vice-chairperson was

assigned to the former director of Ratchasuda College, Mahidol University, a disability-related school directed by Princess Sirindhorn.

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## Chapter 3 Case Studies of CD Activities in Selected Countries

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This chapter provides case studies of capacity development (CD) in the APCD Project in three countries: (i) activities toward non-handicapping environments in the Philippines; (ii) CBSHOD and support for accessibility in earthquake reconstruction and independent living (IL) of persons with disabilities (PWDs) in Pakistan; and (iii) support for IL and community-based rehabilitation (CBR) in Thailand.

In these three cases, PWDs with a strong commitment took a common course of action: participating in the APCD training and developing post-training activity plans; raising funds and making the maximum use of the resources available in their countries; consulting with government officials and winning their understanding and support; and then expanding their activities. In this process, the APCD Project provided opportunities for prospective stakeholders to initiate their activities. Specifically it invited them to its training program, encouraged them to develop their own post-training activity plans, and offered advice on their activities. The APCD Project also worked with overseas offices of JICA to organize workshops in a timely manner to breathe new life into their activities.

### 3-1 Case of the Philippines

#### 3-1-1 The Beginning of Collaboration

Between 2002 and 2004, the APCD Project invited five members of the National Council for the Welfare of Disabled Persons (NCWDP)<sup>34</sup> and two architects of the United Architects of the Philippines (UAP) to the training course on Non-handicapping Environments (NHE), which focused on making buildings and transport barrier-free.

Before participating in the training, the two architects from UAP demonstrated their strong commitment to making the Philippines barrier-free. Based on the information from ex-training participants from NCWDP, they approached APCD training staff and communicated their background and track record of their activities in the relevant field via the Internet. The APCD Project recognized their great potential and recruited them for the APCD training (see Box 2-3).

#### 3-1-2 Voluntary Activities by Ex-Training Participants in the Philippines

The participants in the APCD training from NCWDP and UAP began to work together to carry out their activity plans for barrier-free environments.

These ex-participants organized a total of 26 seminars on accessibility titled “Access Talkshop/ Access Audit” in 2004 using NCWDP’s resources and UAP’s funds. The target audience was people in the finance, housing development, and retail industries and those in rehabilitation organizations. The purpose was awareness-raising or awareness-building concerning the accessibility act<sup>35</sup> and non-handicapping environments. The accessibility items checked included ramps, restrooms accessible in a wheelchair, signs, and parking spaces for vehicles for PWDs. These seminars were made up largely from the APCD training components that had been modified to accommodate the situation in the Philippines.

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<sup>34</sup> NCWDP is under the jurisdiction of the Department of Social Welfare Development (DSWD).

<sup>35</sup> An Act to Enhance the Mobility of Disabled Persons by Requiring Certain Buildings, Institutions, Establishments and Public Utilities to Install Facilities and Other Devices, or better known as B.P.344 in the Philippines.



These accessibility seminars were held for a total of 32 days in 2005 and 22 days in 2006 with the participation of disabled persons' organizations (DPOs) and local governments. They were held in remote areas as well, including Palawan, Leyte, and Davao.

Moreover, the NCWDP and the architects conducted a questionnaire survey on accessibility, asking financial institutions to what extent they complied with the accessibility act. Although this survey was originally aimed at assessing compliance, it also helped to raise the awareness of these institutions about accessibility. Financial institutions began to consider ways to make their automated-teller machines (ATMs) more accessible, including developing voice-guided ATMs as well as equipping ATM stations with a ramp for persons in a wheelchair.

### **3-1-3 Collaboration between the APCD Project and the JICA Philippines Office to Support Post-training Activities**

The APCD Project contacted the Department of Social Welfare Development (DSWD), which supervises the NCWDP and made an appointment with a high-ranking official at the DSWD. The JICA Philippines Office wondered how the APCD Project was able to contact such a high ranking official who could not have been reached through the regular channels of JICA, which indicated the strong interest in the activities of the APCD Project. The resident representative and an assistant resident representative of the JICA Philippines Office had a meal with the APCD staff, a member of the NCWDP, the two architects, and the DSWD official. These people came to understand one another and agreed on the importance of collaboration. It turned out that the APCD Project, the JICA Philippines Office, and the DSWD had already begun to support the activities of the ex-participants in the APCD training.

In March 2005, the NCWDP, the UAP, the APCD Project, and the JICA Philippines Office organized a national workshop titled "Training of Trainers (TOT) on the Promotion of a Non-handicapping Environment (NHE) for Persons with Disabilities" with the participation of high-ranking government officials, architects at the UAP, and representatives from DPOs and 49 provinces. The trainers or resource persons in the four-day workshop included an architect from Hong Kong, and another architect from the UAP Committee on Accessibility. The workshop reviewed the accessibility of existing buildings and other structures, including universities, public transport facilities, shopping malls, hotels, government buildings, recreation facilities, parks, and airports. The workshop participants discussed the findings of this review. They also prepared action plans and presented them at the closing session of the workshop.

In March of the same year, the Access Workshop was held in Nueva Vizcaya Province<sup>36</sup> at the suggestion and initiative of an ex-participant in APCD training and the female leader of the Provincial Federation of PWDs. Support came from the NCWDP, the Union of Architects, the APCD Project, the JICA Philippines Office, and the Provincial Social Welfare and Development Office. The participants included representatives from the provincial government, municipal officials, building contractors, provincial and municipal DPOs, as well as persons with different disabilities. They reviewed and reported on the accessibility of government buildings.

The March workshop was followed by the National Consultative Workshop on the Promotion of a Non-handicapping Environment for Persons with Disabilities, which was held in June in collaboration with the JICA Philippines Office, APCD, UAP, NCWDP, KAMPI (Katipunam ng Maykapansana sa Philipinas, Inc.), and the Department of Public Works and Highways (DPWH). The workshop was aimed at training resource persons and achieving a barrier-free environment at the local level.

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<sup>36</sup> Located in the northeastern part of Luzon Island or Region II.

### 3-1-4 Impact of a Series of APCD Activities

#### (1) Expansion into other central departments and local governments

All the activities described above influenced other central government departments and local governments. For example, the Department of Public Works and Highways (DPWH) prepared a checklist for evaluating the accessibility of facilities under its jurisdiction. At the prodding of ex-participants in the APCD training and other people, the DPWH held an advisory meeting involving private transport companies operating LRT and MRT. The meeting discussed the opportunities for improving accessibility and came up with an improvement plan. It also set aside a special budget for ensuring the accessibility of the buildings used by primary schools, middle and high schools, and universities.

The Department of Interior and Local Government (DILG) showed its understanding concerning the importance of accessible services by local governments. The DILG encouraged officials at Local Government Units (LGUs) to attend these accessibility seminars.

The DPWH and NCWDP co-organized training on Assisting Disabled and Elderly People Who Travel (ADEPT). This training used the Guidebook on ADEPT, a manual developed by PWDs and the government office concerned.

Nueva Vizcaya Provincial Office, which had no accessible restrooms, was equipped with accessible restrooms, including associated ramps, after the Access Workshop. Before the workshop, officials had little knowledge about accessibility legislation. The workshop helped raise their awareness of the needs of PWDs and accessibility. Accessibility was also improved at the municipal level, especially at government offices in charge of social welfare.

#### (2) Spillover effects on the private sector

At the prodding of an architect with disabilities who participated in the APCD training, a major shopping mall company whose business also ranges from banking, financing to real estate development, made its facilities accessible.<sup>37</sup> This company, which puts the benefit of customers before anything else, was looking to make its facilities accessible for elderly and disabled people when this architect informed and influenced the chairman of the company. As a result, its shopping malls across the country were made barrier-free. This initiative did not stop there. For better service for its customers, the company provided its 250,000 employees with training on barrier-free built environments and its guards and parking lot attendants with training in attending PWDs.

This shopping mall company won a prize awarded to organizations that have made outstanding contribution to a non-handicapping environment and support for PWDs,<sup>38</sup> serving as a good model for other companies in terms of corporate social responsibility (CSR). Other retailers and commercial malls followed suit. More and more companies and people became aware that accessibility is a human right that concerns the mobility of everyone. This illustrates that the activities of the ex-participants had a significant impact.

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<sup>37</sup> SM Shopping Mall has 29 malls throughout the country. Efforts toward a non-handicapping environment are being made at all these malls. One of them, the Asia Mall in Manila, which houses some 700 stores/shops, is a case in point. This mall is committed to making its facilities fully accessible for the disabled, the elderly, and families with infants or small children. It is thus doing everything it can to accommodate the needs of its customers and taking its corporate social responsibility (CSR) very seriously. On Saturdays and holidays, from a half to one million people visits the mall. The mall organizes various kinds of events, including those for PWDs. On the White Cane Day or the day for the visually-impaired, these people stroll around the mall. A few tenants with disabilities offer massage services.

<sup>38</sup> Apolinario Mabini Prize

### **(3) Development of self-help groups at the municipal and Barangay (village) levels**

An assembly on creating a non-handicapping built environment in cities prompted PWDs to organize self-help groups at the municipal and Barangay levels. At the municipal levels, an architect who participated in the APCD training set up the Makati union of persons with disabilities in his community in Manila. At the Barangay (village) level, representatives of the committee for disabled persons hold an assembly. Self-help groups (SHGs) of persons with different disabilities discuss or exchange views on such topics as non-handicapping environments, issues involving PWDs (self-help functions), and the welfare and lives of PWDs. In short, these SHGs contribute to better support for PWDs at the community level by, for example, submitting written requests to competent government offices. These assemblies are also attended by officials at the departments in charge of social welfare at the local level, highlighting public-private partnership.

### **(4) Project formulation at the JICA Philippines Office**

Given the satisfactory achievements of their accessibility activities in cities, the UAP and NCWDP submitted to the JICA Philippines Office a request for a technical cooperation project for creating a non-handicapping environment in rural areas. As a result, JICA is planning to implement a pilot project aimed at improving the accessibility of the buildings of health centers, primary schools, the welfare bureau, and public wells in rural areas in five model provinces and will expand its scope to cover other provinces.

The JICA Philippines Office appreciates the fact that the ex-training participants are taking advantage of the collaborative and networking functions of the APCD and contributing to its project formulation process as resource persons. Capitalizing on the APCD's network is likely to enhance project effectiveness since it contributes to the smooth launch of activities and the effective use of resource persons.

### **3-1-5 Analysis of the Philippine Case**

Figure 3-1 and Figure 3-2 illustrate (i) major factors that allowed the activities of the APCD Project to contribute to capacity development (CD) at the individual, organizational, and societal levels, (ii) the roles APCD played and their results; and (iii) the capacity being developed in the Philippines.

What were these activities to be so effective and sustainable in the case of the Philippines? For one thing, capacity development was effectively promoted. Another factor was that the APCD Project played a **catalytic role<sup>39</sup>, motivating promising individuals and organizations to unleash their potential**. The APCD offered training for accessibility activities and **provided a “platform” for matchmaking between different actors** as part of its post-training follow-up. It also encouraged training participants to develop their own post-training activity plans, **offered necessary advice, and provided a vision for their activities**. Communication was always an essential tool for the APCD to watch the development of their voluntary and self-sustaining activities.

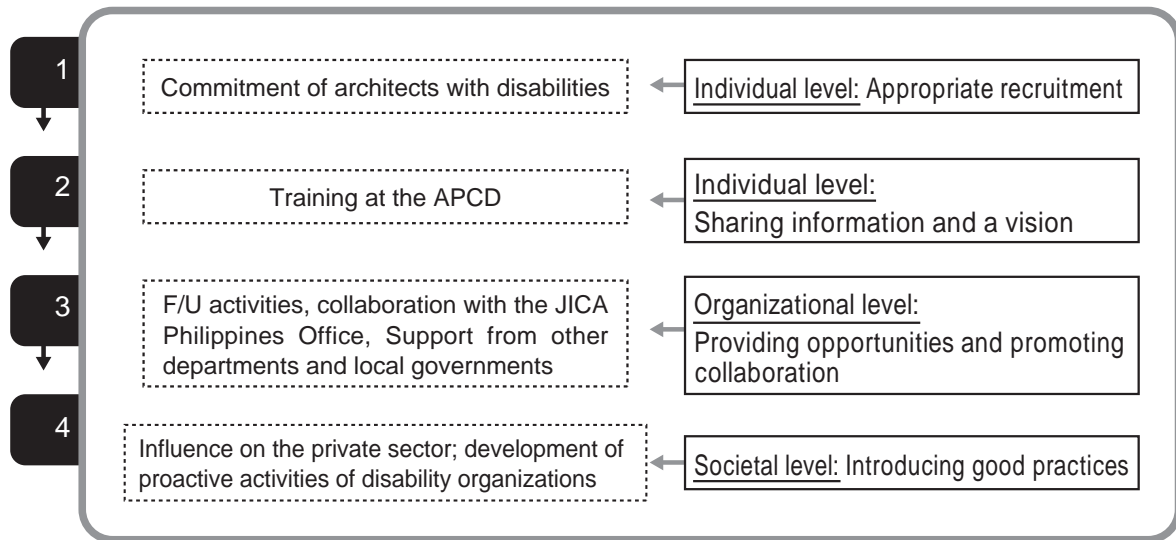
At the same time, the APCD elicited support from key stakeholders, including high-ranking officials at the department in charge of disability, the resident representative and staff-in-charge of the JICA Philippines Office, and promoted collaborative relationships with and among them. In relations with the private sector, it **appreciated the commitment of private companies to the CSR and invited them to present their good practices at a UN conference and on other occasions**, so that these practices would spread throughout the Asia-Pacific region, ensuring a CD impact at the societal level.

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<sup>39</sup> In chemistry, a catalyst refers to a substance that promotes a chemical reaction without being changed itself. It is used to achieve a quicker or more effective reaction than in the case of a spontaneous reaction. In the context of capacity development, a catalyst means an entity that intervenes with organizations or individuals and promotes a change in them or interaction between them.

Although their entry point for intervention was a non-handicapping built environment, these accessibility activities produced many outcomes, including the raised public awareness associated with increased opportunities for PWDs to go out, a heightened level of activity of PWDs as exemplified by more SHGs, and closer attention to accessibility by government and private organizations. The spread of the idea that to remove barriers is to respect the human rights of people from all walks of life was part of the CD impact at the societal level.

**Figure 3-1 APCD Activities and Their Involvement of Individual, Organization and Society in the Philippines**



Training participants' activities toward non-handicapping environments in the Philippines  
 SM Shopping Mall's initiative to make its facilities accessible for all  
 Training all its employees in attending and guiding customers with disabilities

**Figure 3-2 Capacity Development by APCD Activities at the Individual, Organizational, and Societal Levels The case of philippines: Non-handicapping Environments**

Level	Enabling factor	Role of the APCD	CD effects created by APCD
Individual	Architects at the United Architects of the Philippines had a <u>strong interest</u> in a barrier-free environment even before the training. <u>Appropriate recruitment</u> before the training <u>Sincere commitment to APCD activities</u> that was deepened during the training Regular <u>communication</u> with the APCD via e-mail	<ul style="list-style-type: none"> <li>• A <u>catalytic role</u> that promotes and vitalizes the interest and commitment of the individual</li> <li>• Introducing people who have great potential and share the same vision</li> </ul>	<ul style="list-style-type: none"> <li>• A <u>clear vision</u> for promoting a barrier-free society and the empowerment of persons with disabilities (PWDs)</li> <li>• <u>Consistent management</u> that drive the organization</li> <li>• <u>The spirit of teamwork that facilitates collaboration with other organizations and individuals</u></li> <li>• <u>Capacity to secure the budget</u> by persuading the government and other organizations concerned</li> <li>• Sustained <u>commitment to the future</u></li> </ul>
	<p>Collaboration with the National Council for the Welfare of Disabled Persons (NCWDP) <u>developed through the training</u> <u>Strong approaches</u> to central government offices by ex-participants of the training JICA Philippines Office's understanding toward APCD activities and support for the activities of ex-participants Development of the NCWDP's activities with strong ownership <u>Prompt action</u> <u>Use of appropriate channels when making approaches to the organizations concerned</u> Allocation of roles to government offices concerned and <u>partnership</u> with them <u>Encouraging local governments and private organizations to participate in accessibility workshops</u> <u>Approaches to local governments by disabled persons' organizations (DPOs)</u> <u>Follow-up activities</u> by the APCD</p>	<ul style="list-style-type: none"> <li>• <u>Matchmaking</u> between organizations for collaboration</li> <li>• <u>Advice on activity planning</u></li> <li>• <u>Indirect support</u> in the form of introducing and providing individuals for the APCD activities</li> <li>• <u>Suggesting a vision</u> for the next step</li> </ul>	
Societal	Activities aimed at improving accessibility were launched during the 1990s but ground to a halt. <u>There were strong calls for improved accessibility.</u> There was <u>little involvement of DPOs</u> in the planning process.	<ul style="list-style-type: none"> <li>• Encouraging the involvement of private organizations</li> </ul>	<ul style="list-style-type: none"> <li>• <u>Increase awareness</u> of stakeholders who have participated in workshops about accessibility and relevant legislation</li> <li>• Both the government sector and the private sector including commercial, financial and transport industries have become more committed to improving accessibility <u>from the perspective of the users.</u></li> <li>• <u>The public are increasing aware</u> of the need for a non-handicapping environment as more and <u>more PWDs are seen in public places</u> as a result of more ramps, information signs, and accessible restrooms.</li> </ul>

Source: Compiled by the author from the findings of the field study



## 3-2 Case of Pakistan

### 3-2-1 Preparing the Capacity-building Seminar for Self-help Organizations of Disabled Persons (CBSHOD)

The APCD Project in 2004 recruited two organizations and invited their members to participate in independent living (IL) training. These two organizations were the Special Talent Exchange Program (STEP), an Islamabad-based DPO; and the Lahore-based MILESTONE Society for Special Persons (MILESTONE). These two organizations were recruited because they are proactive organizations of persons with different disabilities and are willing to engage in international activities.

Later in 2004, the APCD invited representatives of STEP and MILESTONE and the Director General of the Directorate General of Special Education, the Ministry of Social Welfare and Special Education to CBSHOD in Viet Nam as the first step of its activity in Pakistan. The director-general consulted with these representatives and showed his understanding about new trends surrounding disability issues and the importance of promoting self-help organizations (SHOs). At the end of the seminar, he made a commitment to hold the next CBSHOD in Pakistan.

#### **Box 3-1 Approach to Decision-makers**

##### **- Ask the prime minister to attend if you want to a state minister to attend -**

The APCD Project often asks the chief of the appropriate bureau of the competent ministry or the minister to attend its seminar for south-to-south cooperation or CBSHOD. In that case, it asked an official one rank higher than the official it really wanted to attend. If the project wants the state minister to attend, it asks the prime minister. Likewise, it asks the state minister, if it wants the highest-ranking chief of the competent bureau. This is the approach the APCD Project takes. With the state minister or the bureau chief in attendance, it is more likely that the government in question will understand the APCD activities as a whole and develop new policies that better accommodates the moves by PWDs in the Asia-Pacific region. It is easier to ask such high-ranking officials if the meeting is a seminar co-organized by ESCAP or other international institutions. The connection with these officials and ministers facilitates the APCD activities, especially with regard to advocacy on disability policies and the organizing of workshops for regional cooperation.

Source: Compiled by the author based on the findings of the field study

The APCD set up the CBSHOD Organizing Committee in collaboration with the Pakistani government and DPOs. It invited the representatives of DPOs from across the country, including STEP and MILESTONES to the first meeting of the committee in Islamabad. It took one year for the committee to iron out differences among experienced SHGs of the PWDs based in many parts of the country, including Islamabad, Lahore, and Karachi. Different languages, prejudice and misunderstandings associated with ethnicity created antagonism and criticism. This prompted the DPI and APCD to send a mission to Pakistan to ease the tension.

In September 2005, the APCD, the DPI, the World Bank, and Handicap International (HI) co-organized CBSHOD in the Pakistani capital of Islamabad. The participants announced the Islamabad Declaration.

The CBSHOD Organizing Committee organized a national congress of disabled persons' organizations (DPOs). The congress developed into the country's first national organization of PWDs to promote collaboration toward their common goals.

### **Box 3-2 Islamabad Declaration at the Regional Training Seminar on Capacity Building for Self-help Organizations of Persons with Disabilities in Pakistan (September 2005)**

We, the participants with disabilities from 21 countries of Asia and the Pacific region including 40 participants from all over Pakistan of the Regional Training Seminar on Capacity Building for Self-help Organizations of Persons with Disabilities (CBSHOD) convened from 22 to 26 September 2005 in Islamabad, Pakistan, hereby appreciate the initiative taken by the Ministry of Social Welfare and Special Education (MSWSE) of the Islamic Republic of Pakistan and the Asia-Pacific Development Center on Disability (APCD) with the cooperation of JICA, the Thai government and World Bank, strongly urge and encourage all governments of the Asia and Pacific region to;

- Support the UN Convention on Human Rights of Persons with Disabilities;
- Empower and develop National Cross-Disabilities Self-help Organizations to collaborate with their respective government to ensure the implementation of a national and international policy framework on disability;
- Develop a mechanism with the representatives of Self-help Organizations to advocate to the government for the inclusion of Persons with Disabilities at all levels of decision-making;
- Ensure equal opportunities for Women with Disabilities through their participation in decision-making processes and the repeal of existing legislation that discriminates against them;
- Ensure that accessibility, inclusive education, sign language, information technology and employment opportunities are promoted through the implementation of the existing legal framework or by the enactment of legislation in countries where this does not exist;
- Enable the Self-help Organizations working in rural areas to promote the improvement in the quality of life and ensuring equal opportunities for the Persons with Disabilities.

We the participants of CBSHOD encourage APCD to strengthen the regional collaboration of APCD activities endorsed by UN-ESCAP.

We finally appeal to all the governments of the Asia and Pacific region, Self-help Organizations and development partners, including the World Bank and JICA, to implement this Declaration by formulating an appropriate Plan of Action.

Source: APCD, Story on Networking and Collaboration-Pakistan-. 2006

### **3-2-2 Earthquake Reconstruction and Accessibility in Pakistan**

In October 2005, one and a half months after CBSHOD, a major earthquake measuring 7.6 on the Richter scale hit northeastern Pakistan. Participants in APCD's IL training rushed to the devastated area for relief activities. The quake made many people disabled, including women who suffered spinal injuries due to the falling of stone blocks from the houses. The Pakistani government planned to build new public facilities with the support of donors, but it did not consider the needs of PWDs or the perspective of accessibility.

The APCD Project wasted no time in preparing an assistance plan for the earthquake disaster. It organized an "Accessible Environment Seminar: Towards a Barrier-free Society for All in the Post-Earthquake Areas in Pakistan" in Islamabad one month after the quake, in collaboration with the JICA Pakistan Office, the Ministry of Social Welfare and Special Education (MSWSE), and DPOs. The seminar was attended by more than 100 people, including MSWSE officials and representatives from DPOs, NGOs, and international relief organizations. A Thai participant with disabilities<sup>40</sup> introduced a case of reconstruction efforts following the Thai tsunami. He stressed the importance of intervening with the government for accessible construction design at the early stages of reconstruction. With the attendance of representatives from the devastated areas of AJK<sup>41</sup> and the North-West Frontier Province, the seminar was more like a forum for devising a basic accessibility policy for earthquake reconstruction. JICA considered accessibility in its plan to assist earthquake reconstruction efforts in collaboration with the APCD. The involvement of PWDs in the reconstruction process attracted local media attention.

<sup>40</sup> Representative, DPI-Thailand.

<sup>41</sup> Azad Jammu Kashmir, an area of the Pakistani part of Kashmir.



**Table 3-1 The Case of Pakistan: Activities of the APCD, the Government, and Disabled Persons' Organizations**

	APCD activities	Stakeholders' activities and major events in Pakistan
2003	<ul style="list-style-type: none"> <li>Recruiting promising disabled persons' organizations (DPOs)</li> </ul>	
2004	<ul style="list-style-type: none"> <li>APCD sent a mission to establish a CBSHOD organizing committee.</li> <li>It took one year to make preparations for the CBSHOD.</li> </ul>	<ul style="list-style-type: none"> <li>APCD invited the Director General, Directorate General of Special Education at the MSWSE and three representatives of DPOs to CBSHOD in Viet Nam. The Director General understood the importance of promoting SHOs of PWDs. He made a commitment to hold CBSHOD in Pakistan.</li> <li>The government and DPOs worked together to establish the CBSHOD Organizing Committee. The establishment process promoted collaboration and networking.</li> </ul>
2005	<ul style="list-style-type: none"> <li>In September, the APCD mission visited Pakistan to organize CBSHOD.</li> <li>In October, the APCD developed a plan to assist in reconstruction following the October earthquake.</li> <li>In November, the APCD mission went to Pakistan for a study on earthquake reconstruction assistance.</li> <li>In December, the APCD mission went to Pakistan to hold a seminar.</li> </ul>	<ul style="list-style-type: none"> <li>In September, the MSWSE, the APCD, and the World Bank co-organized CBSHOD in Pakistan. PWDs from Thailand attended.</li> <li>In October, a major earthquake hit northwestern Pakistan, killing 86,000 and inflicting disabilities on 100,000 people (of whom, 15% were injured in the spine, the limbs, or the cervical spine). Three out of every four victims were women. Participant in the APCD's IL training rushed to the devastated area to organize relief activities.</li> <li>In September, the JICA Pakistan Office, the MSWSE, and the APCD co-organized the "Accessible Environment Seminar: Towards a Barrier-free Society for All in the Post-Earthquake Areas in Pakistan." The seminar was attended by more than 100 people, including representatives from the central government, local governments (the AJK and North-West Frontier Province, which was hit by the quake), DPOs, NGOs, and international relief organizations. Thailand's reconstruction efforts following the Thai tsunami were introduced. The seminar was more like a forum for devising a basic accessibility policy for earthquake reconstruction.</li> </ul>
2006	<ul style="list-style-type: none"> <li>In March, the APCD invited four female leaders with disabilities from STEP to its training in IL and peer counseling.</li> <li>In April, the APCD mission visited Pakistan.</li> <li>In July, the APCD mission visited Pakistan.</li> <li>In December, the APCD provided training for the establishment and management of the center.</li> </ul>	<ul style="list-style-type: none"> <li>In January, the Japan Social Development Fund (JSDF) of the World Bank showed its understanding concerning the APCD activities, secured funds for disability support, of which about 80 million yen was earmarked for IL and 300 million yen for CBR. A DPO established by ex-participants in the APCD's IL training decided to conduct IL activities using part of these funds.</li> <li>In January, the Pakistan Council on Independent Living Centers (PCIL) was established in Lahore.</li> <li>In April, stakeholders from DPOs participated in the accessible environment seminar: barrier-free reconstruction of AJK Province in Pakistan as resource persons. The seminar was co-organized by the AJK provincial department of social welfare and special education, DPOs in AJK, and the APCD.</li> <li>In April, HI and STEP organized a national consultative workshop on accessibility. The participants adopted an Islamabad declaration on accessibility. A legal void concerning accessibility was filled.</li> <li>In July, a Special Session Seminar on IL was organized by STEP, the MSWSE, and the APCD.</li> <li>In December, the MSWSE, JICA and the APCD organized peer counseling for female victims by inviting a JICA short-term expert (a severely disabled person) from Japan.</li> <li>In December, an ex-participant in the APCD training started her activities as an employee at a IL center newly set up in Islamabad.</li> </ul>
2007	<ul style="list-style-type: none"> <li>In June, representatives from Pakistan (those of the government and two DPOs) reported at the ESCAP-APCD High-level Stakeholders' Workshop.</li> </ul>	<ul style="list-style-type: none"> <li>Ex-participants in APCD training organized a seminar on disability and women in Lahore on women's day on March 8 and introduced peer counseling they learned from the training.</li> </ul>

Source: Compiled from the findings of the field study and interviews with selected stakeholders

### **Box 3-3 Women Who Suffered Spinal Injuries in the Earthquake: A Report from a Reception Center - Supporting Women in Despair -**

The major earthquake in October 2004 killed 86,000 people and injured more than 69,000. The total number of victims of collapsed buildings and other causes was estimated at 3.5 million. Some 100,000 people out of the 3.5 million newly suffered disabilities, of which three fourths were women.

Many men from northeastern Pakistan are migrant workers working outside the region. When the quake occurred early in the morning, many women were inside their homes made of stone bricks. They were buried in the rubble and injured in the spine and other parts of the body.

Soon after the earthquake hit the region, ex-participants in the APCD's IL training, who have disabilities themselves, rushed to the devastated area. Their arrival before the military relief teams and their prompt relief activities attracted national media attention. The sight of persons with disabilities jumping into cars and helping newly disabled persons impressed relief workers who were at a loss as to how they should help the victims.

Many mothers who suffered disabilities were in despair, thinking that they should be replaced by new mothers because they were a burden on their families. An ex-participant provided guidance to such mothers in a reception center with a word of encouragement: "Disability is not something to be despised. It makes your life meaningful." A wheelchair-bound mother heard this encouragement, regained her hopes for the future, found meaning in life as a mother to her children and a member of her family, and returned to her community.

Meanwhile, it was reported that seven women who suffered spinal injuries and stayed in a reception center committed suicide, apparently out of despair. According to the report, this center provided no guidance for persons with disabilities. This report shocked the afflicted area.

Source: Compiled by the author from information obtained from local NGOs and other sources

### **3-2-3 Supporting Women Who Suffered Disabilities in the Earthquake**

A disabled persons' organization (DPO) that operates an independent living (IL) center in Lahore began to help the quake victims in north Pakistan immediately after the temblor hit the region. Six persons with disabilities at this organization already had sufficient knowledge concerning IL and skills in peer counseling through the APCD's IL training and began their relief activities at a mobile IL center in a tent. These activities by the PWDs for the PWDs were reported in the media and became known throughout the country. They were highly evaluated by emergency relief teams from abroad who were at a loss as to how to support PWDs.

Later in March 2006, the APCD invited four PWDs at Islamabad-based DPOs to its training courses in IL and peer counseling that were designed to train female leaders of PWDs. This invitation was part of its efforts to promote independent living activities in Pakistan.

In April 2006, the "accessible environment seminar: barrier-free reconstruction of the AJK Province in Pakistan" was organized by the AJK provincial department of social welfare and special education, DPOs in AJK, and the APCD. Female leaders of PWDs and others started their relief activities in the afflicted area. In July, DPOs, the MSWSE, and the APCD organized a Special Session Seminar on IL. The Japan Social Development Fund (JSDF) of the World Bank showed its understanding concerning these activities and secured funds for disability support, of which about 80 million yen was earmarked for IL and 300 million yen for CBR.

### **3-2-4 Impact of a Series of APCD Activities**

#### **(1) Impact on policymaking and legislative processes and the society as a whole**

The effects of all these activities described above at the policymaking level included revisions in 2002 of the disability policy with an emphasis on the concept of an inclusive society. A new law concerning accessibility was enacted. Barrier-free design was adopted in reconstruction support plans.

Earlier, there was a deep-rooted idea that PWDs are beneficiaries of services. The relief activities by the PWDs for PWDs in the wake of the quake, however, changed that. The public came to understand the potential of PWDs, regarding them also as providers of services. The government and DPOs strengthened their cooperative relationships.

## (2) Promotion of associated activities

The 2004 CBSHOD in Pakistan resulted in collaboration among DPOs in the country, which had rarely worked for a common cause. The DPOs also developed a closer relationship with the government. In the earthquake in 2005, DPOs formed a network of collaboration and worked attentively for the victims, highlighting the impact that the APCD activities had on the relationships among these organizations.

Collaboration created by the APCD activities was not confined to within Pakistan. A Pakistani with disabilities who learned about the independent living movement in Japan received training in technical applications in an IL center in Thailand and applied these skills in Pakistan.

The seminar that the APCD and JICA Pakistan Office organized soon after the earthquake resulted in a national consultative workshop on accessibility that was organized in April 2006 by Handicap International (HI), an international NGO, and Islamabad-based DPOs. The declaration on accessibility adopted in this workshop made a significant contribution to policymaking on accessibility in Pakistan.

As these examples show, collaboration between regions and between the public and private sectors in Pakistan, collaboration between Pakistan and other countries, and collaboration between domestic actors and international NGOs and institutions all provided an impetus to the APCD activities.

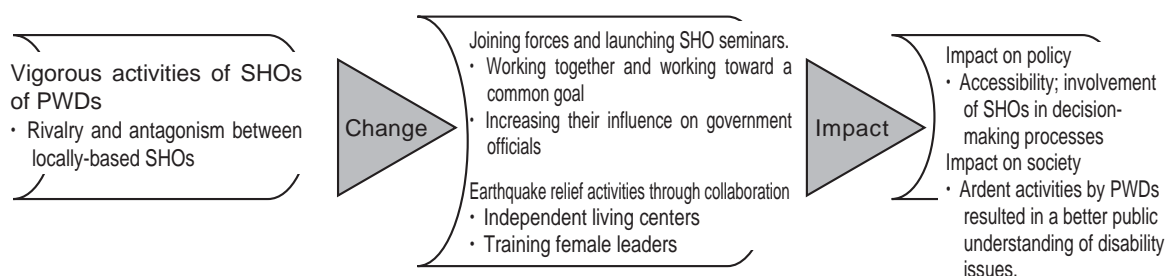
## (3) Impact on a wide range of stakeholders

Closer collaboration between the government and PWDs had a tremendous impact as highlighted by that fact that the prime minister addressed the opening ceremony of CBSHOD in Pakistan. The Director General of the Directorate General of Special Education, the Ministry of Social Welfare and Special Education (MSWSE), and other officials in charge of policy or legislation had an impact on the policymaking and law drafting processes. Earlier, even government facilities were not accessible for PWDs. Now they are more accessible and government officials are more understandable towards PWDs.

When the 2005 earthquake occurred, PWDs wasted no time in launching their own relief activities. These activities were a great encouragement for people who suffered disabilities in the quake. They learned the importance of living with disabilities and living with an independent mind. In other words, relief activities by the PWDs provided a clue for them to start a new life as PWDs.

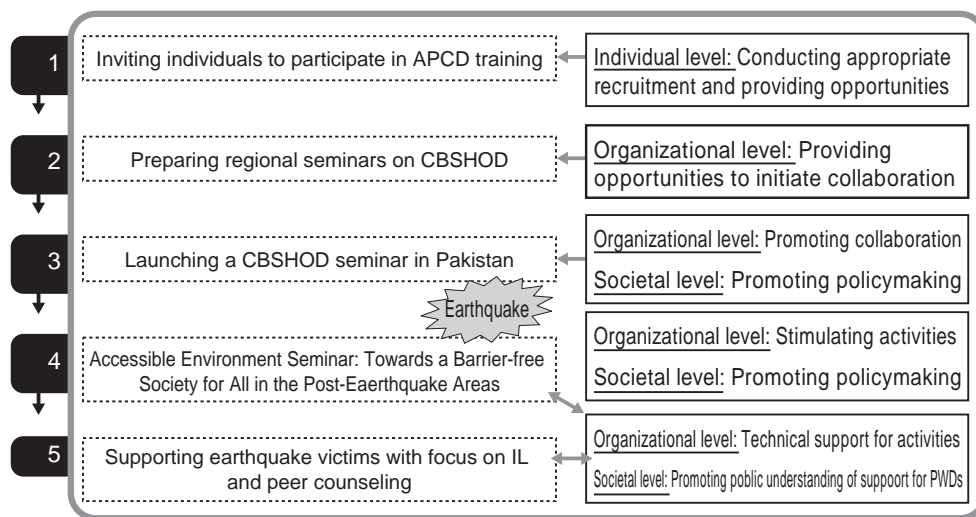
As these examples demonstrate, the APCD activities had a great impact on a wide range of stakeholders, which in turn had a significant impact on policy and at the institutional/societal levels.

**Figure 3-3 Progress of APCD Activities and Capacity Development in Pakistan**



Source: Compiled by the author from the findings of the field study

**Figure 3-4 APCD Activities and Their Involvement of Individual, Organization, and Society in Pakistan**



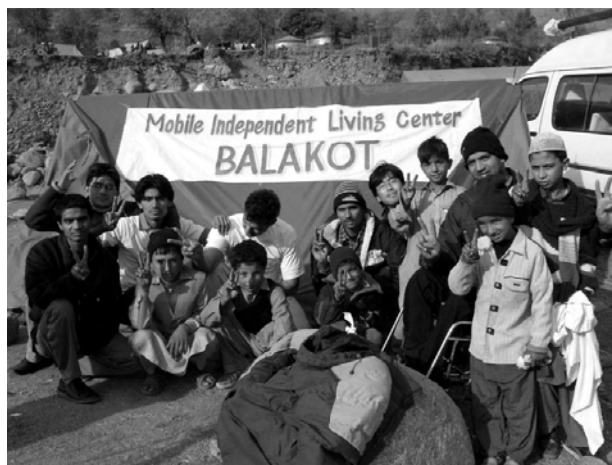
### 3-2-5 Analysis of the Pakistan Case

The APCD activities for Pakistan started with two concurrent steps: (i) approaching the competent ministry and bureau chief for their understanding and support; and (ii) recruiting representatives of two DPOs and inviting them to its training program. These steps resulted in **meetings between the government and PWDs and subsequent cooperation toward a common goal.**

In the reconstruction process after the unexpected earthquake, **these networks proved effective and had a social impact as highlighted by the fact that voluntary activities by the PWDs for PWDs impressed the public.**

Disability-related organizations across Pakistan, which were in rivalry rather than on good terms with no national umbrella organization, then formed a network and started to work together towards a common goal. **Government officials have now a better understanding of disability issues, and more accommodative policies were developed.**

As this case of Pakistan demonstrates, the APCD Project provided opportunities for closer collaboration conducive to the initiative of PWDs. It also trained female leaders of PWDs and provided technical assistance to meet the needs of the earthquake reconstruction efforts. Moreover, the APCD strengthened its relationships with different levels of the Pakistani government, DPOs, international institutions, and international NGOs.



Activities of a mobile independent living (IL) center of an APCD associate organization (a DPO)

**Figure 3-5 Capacity Development resulting from the APCD Activities at the Individual, Organizational, and Societal Levels**  
**The Case of Pakistan: Capacity-building Seminar for Self-help Organizations of Disabled Persons (CBSHOD), IL Activities, and Accessibility in Earthquake Reconstruction Support**

Level	Situation before intervention	APCD activities and their roles (A hub, facilitator, etc.)	CD effects created by the APCD
Individual	With no cooperative relationship between disabled persons' organizations (DPOs) and government organizations, <u>PWDs found it difficult to enter the offices of government institutions.</u> Many PWDs took their disabilities <u>negatively.</u>	<ul style="list-style-type: none"> <li>The APCD invited the Director General of the Directorate General of Special Education, the Ministry of Social Welfare and Special Education (MSWSE) and representatives of PWDs to the CBSHOD in Viet Nam.</li> <li>The APCD provided training in IL and peer counseling, stressing <u>the proactive roles of PWDs</u> (in an APCD training course in Bangkok and another training course in Pakistan).</li> </ul>	<ul style="list-style-type: none"> <li>Government officials in charge of disability came to understand that <u>the perspective of PWDs is crucial</u> to disability support.</li> <li>Peer counseling allows PWDs to <u>regain self-esteem.</u> PWDs came to understand that disability is <u>not something to be ashamed of,</u> but has a <u>social value.</u></li> </ul>
Organizational	<p>&lt; DPOs &gt;            There was <u>no unified action</u> by DPOs at the national level. <u>There was no cooperative relationship between DPOs and government organizations.</u></p> <p>&lt; IL &gt;  <u>Some problems stood in the way of applying the Japanese IL approach to Pakistan.</u></p> <p>&lt; Accessibility &gt;  <u>A few DPOs were carrying out accessibility activities.</u></p>	<p>&lt; DPOs &gt;  <ul style="list-style-type: none"> <li>The APCD recruited <u>promising DPOs,</u> invited their members to its training, and <u>encouraged these DPOs to serve as a base for its activities in Pakistan.</u></li> </ul> <p>&lt; IL &gt;  <ul style="list-style-type: none"> <li>The APCD did not focus on a single organization but <u>covered other organizations in other areas in promoting IL activities (promoting spillover effects)</u></li> <li><u>Provided a series of training courses on the establishment and operation of IL centers.</u></li> <li>The APCD <u>prepared an assistance plan for earthquake reconstruction.</u></li> <li>A Thai with disabilities <u>shared his country's experience in reconstruction efforts in tsunami-afflicted areas at a seminar, stressing the importance of the accessibility concept in earthquake reconstruction support.</u></li> <li>The APCD <u>suggested a number of seminars, eliciting the understanding and support of the JICA Pakistan Office.</u></li> </ul> </p> </p>	<p>&lt; DPOs &gt;  <ul style="list-style-type: none"> <li><u>Collaboration among DPOs was promoted,</u> which in turn <u>provided an impetus to activities for earthquake reconstruction.</u></li> </ul> <p>&lt; IL &gt;  <ul style="list-style-type: none"> <li>IL projects in collaboration with international relief organizations were encouraged</li> <li>A female leader of a DPO in the AJK area (a quake-afflicted area) <u>started IL activities on her own initiative.</u></li> </ul> <p>&lt; Accessibility &gt;  <ul style="list-style-type: none"> <li>The seminar on a non-handicapping environment in December 2005 prompted associate organizations of the APCD to <u>organize a national consultative workshop on accessibility</u> in April 2006. The seminar participants <u>adopted the Islamabad declaration on accessibility, increasing the social impact.</u></li> </ul> </p> </p></p>
Societal (including the policy/institutional level)	Government officials <u>had inadequate understanding of DPOs that were newly organized</u> in the 1990s and 2000s. PWDs were regarded as <u>beneficiaries of government services.</u> The idea of <u>activities by PWDs for PWDs</u> was beyond almost anybody's imagination. There were <u>no government policies or laws on accessibility.</u> Government officials did <u>not conduct an information campaign on accessibility.</u>	<ul style="list-style-type: none"> <li>The <u>CBSHOD held in Islamabad,</u> whose opening ceremony was attended by the prime minister, <u>helped raise public awareness of disability issues.</u></li> <li><u>Activities of innovative DPOs were revitalized.</u></li> <li><u>Women with disabilities were put under the spotlight, contributing to the training of female leaders of PWDs.</u></li> </ul>	<p>&lt; DPOs &gt;  <ul style="list-style-type: none"> <li><u>The disability policy was revised so as to involve DPOs in decision-making processes.</u></li> </ul> <p>&lt; IL &gt;  <ul style="list-style-type: none"> <li>Ex-participants in IL training joined forces to carry out relief activities in the wake of the 2005 earthquake. This attracted national media attention, and <u>ardent activities by PWDs impressed the public.</u></li> <li>Ex-participants in APCD training organized a seminar on <u>disability and women</u> and introduced peer counseling they learned from the training. <u>The media extensively covered this event, arousing great interest among the public.</u></li> </ul> <p>&lt; Accessibility &gt;  <ul style="list-style-type: none"> <li>People involved in earthquake reconstruction efforts came to understand that <u>the concept of accessibility is crucial for earthquake reconstruction support.</u></li> <li>The concept of accessibility was <u>reflected in the disability policy. A law on accessibility was drafted.</u></li> </ul> </p> </p></p>

Source: Compiled by the author from the findings of the field study



### **3-3 Case of Thailand**

#### **3-3-1 Independent Living Centers (ILCs) Applied to Thailand**

Before introducing the independent living program, the stakeholders earnestly discussed what independent living (IL) really means. Persons with disabilities (PWDs) may not even be able to wash their face without support from someone. Yet they can make judgments unless their brain is damaged. The stakeholders concluded that this “self-determination” is the core of IL and that as long as “self-determination” is respected, receiving support from someone is nothing to be ashamed of.

In the first year of the IL program, all the efforts were concentrated on communicating this concept to bed-ridden PWDs in communities. PWDs dispatched from Japan as short-term JICA experts advocated the IL concept based on their experience and transferred peer counseling skills.

In the second year of the program, PWDs organized themselves into a few groups to start IL and practiced peer counseling within these groups. The APCD provided these groups with training in peer counseling to support their activities at the community level.

In the third year, there were moves to set up IL centers in Thailand, and training was provided regarding the management of such centers. As a result, an IL center was established in each of three provinces: Nonthaburi, Nakhonpathom, and Chonburi. The Community Empowerment Program of JICA provided financial support to the activities of these three centers. Each IL center also received support from the Tambon Sub-District Administrative office (SAO) with respect to its IL activities.

The Nakhonpathom IL center is fully self-financed. It is financed by funds raised through the livelihood income of its users with disabilities.

#### **3-3-2 Impact of IL Activities**

##### **(1) A Change of Life for PWDs**

Peer counseling often brings about a change of the life among PWDs who were thinking of nothing but killing themselves because they regarded themselves as a burden on their families. PWDs who received peer counseling may experience a gradual change in themselves. They may come to say to themselves: “if that person can do that despite his disabilities, why not me?” This is creating a chain reaction in which a PWD makes another PWD their role model and changes their own life. A change in the mind of each PWD as a result of (role modeling) peer counseling is a driving force that also changes people around them, their communities, and even local and central governments. Some of the ex-participants in the APCD training who have been leaders of peer counselors support self-help groups (SHGs) called “peer support groups” in nearby villages.

The IL centers that also provide training for caregivers have the effect of empowering caregivers as well.

For about one year after its opening, the Nonthaburi IL center was regarded as a center that provides care 24 hours a day. The center had difficulty in communicating its idea that PWDs should lead an independent life with their families. It was also difficult for the center to convince the families of PWDs that the role of caregivers is to help PWDs only with what they cannot do by themselves. Staff at the center visited the families of PWDs many times and gradually won their understanding.

### Box 3-4 Peer Counseling by Persons with Disabilities

Do you know which one am I afraid of most? Ants or mosquitoes?

Mosquitoes come individually and eat my blood and go. That is not scary since my skin has no sensations. However, ants come like one, two, three,...100, and 1000. One night I woke up and found that ants were all over me, I was covered with ants. They were not biting but eating me. Such kind of feeling cannot be shared with non-disabled persons.

In peer counseling, we listen to each other about our own deep grief and problems –peer to peer– as well as our pleasures. Those have tacit knowledge cannot share it except with those with severe disabilities. On the other hand, the most important thing about peer counseling is confidentiality-not to tell others what we hear. Mutual trust can be built from there. We believe that persons with severe disabilities have considerable potential energy inside, but it is shut in by their own inner barriers. Once these internal barriers are removed through peer counseling, the PWDs will start to realize their own potential. Such internal energy will be discharged like an atomic reaction.

Source: Excerpts from a speech by the late Mr. Topong Kulkhanchit, Former APCD Executive Board Member and Representative of DPI-AP.

## (2) Collaboration with local governments and communities

These low-profile and persistent activities by the Nonthaburi IL center came to the notice of the Nonthaburi city hall when it was conducting a survey on pensions for PWDs. A city hall official, who was convinced that PWDs were isolated from society and leading a quiet life at home, was greatly shocked to see PWDs working in a lively fashion as staff at the Nonthaburi IL center in the community. It was just when the city hall received a request for financial support from the IL center. City hall officials appreciated the center's clear goals and plans that would change the conventional wisdom about PWDs and decided to provide 100,000 baht (approximately 350,000 yen).

Following these developments, the Nonthaburi IL center is looking to register as an association or foundation as of writing (in 2007).

The Nonthaburi IL center is receiving assistance at the village level as well. A village head who participated in a training course organized by the center play a catalytic role in supporting the center. The village head said:

*Until I participated in the activities of Nonthaburi IL center, I had no idea about disabilities. I had no disabled person among my immediate family or relatives. Since the non-disabled personal assistant (PA) training, I began to understand the concept of IL and PA as well as the needs of PWDs. It was the first time for me to get to know that PWDs, like others, would like to live independently. In my village, there are 750 households, I began to realize the existence of PWDs among them. I believe it is my mission as a community leader to support all local citizens.*

Meanwhile, the Nakhonpathom IL center had more difficult times. In 2002, it submitted a request for financial support, along with a management plan, to the provincial government, but received no response. The center realized that the difficulty in promoting IL activities was associated with the community's perception of PWDs. Some of the non-disabled persons who believe in "Karma" consider the disabilities of disabled persons as the result of their bad deeds in a previous life. To dispel this misconception, the center began to publish a newsletter and have a dialogue with community members in person. These activities made community members more aware of such concepts as IL and the social participation of PWDs.

The provincial government began to support the center in earnest. Its support allowed the center to begin offering a course designed to train leaders of PWDs in 2007. A total of 60 PWDs from 12 Tambon



Sub-District Administrative Offices (SAOs) in Nakhonpathom Province participated in this course. As a result, a disability club was organized in these SAOs.

The Chonburi IL center is making preparations for IL activities with three other IL groups. Collaboration among some local authorities resulted in support from the provincial government. Of the ten districts in Chonburi Province, Sattahip and Si Racha have an IL peer counseling group, which are requesting budget allocations from their respective SAOs.

### **(3) Social impact**

The Nonthaburi IL center has advocated the rights of PWDs and promoted improved accessibility (equipping administration offices, temples and schools with ramps; making restrooms accessible for PWDs; securing parking space for vehicles for PWDs; and setting up information signs). A PWD at the IL center ran for election, demonstrating a role model of social participation.

In Nakhonpathom, some PWDs have an occupation, earning their living by, for example, breeding fighting cocks. The sight of a person with no arms drawing a picture using his mouth is encouraging for the public at large.

The Chonburi IL center called for a non-handicapping environment when the City of Pattaya hosted an international game for disabled persons. As a result, some restaurants were made accessible for PWDs.

### **3-3-3 The Case of a CBR that Makes the Maximum Use of Community Resources**

#### **(1) Development of CBR activities**

A project of community-based rehabilitation (CBR) was launched in 2004 in Khon Kaen Province, Northeast Thailand after project stakeholders interested in community-based rehabilitation participated in the APCD training in CBR. A group of 14 CBR volunteers<sup>42</sup> including PWDs trained at the APCD, SAO staff in charge of social welfare, members of a parent's group of children with disabilities, and community members, make home visits to PWDs. The objectives of home visits are to provide encouragement to PWDs, assess their needs, and record their condition. The CBR volunteer group also encourages PWDs to register their disabilities, and explains welfare schemes for PWDs, including allowances and exemptions from medical charges. The APCD supports this project by providing and sharing information on how to proceed with CBR activities, with reference to good practices in other countries.

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<sup>42</sup> All these people work without remuneration.

**Table 3-2 Practice of CBR in Khon Kaen Province, Thailand**

	CBR practiced by the Khon Kaen team	Roles of the APCD
When and how did it start?	<ul style="list-style-type: none"> <li>• 2004</li> <li>• Participation in the APCD training</li> </ul>	<ul style="list-style-type: none"> <li>• Inviting to its CBR training SAO employees, PWDs, and a lecturer at the faculty of physical therapy, Khon Kaen University.</li> </ul>
Who conducts the project?	<ul style="list-style-type: none"> <li>• A group of 14 CBR volunteers (without pay), plus other supporters. The group comprises training PWDs, SAO employees, members of a parent's group of children with disabilities, and community members.</li> </ul>	<ul style="list-style-type: none"> <li>• Providing CBR training in ways to respect the initiative of the group of CBR volunteers and take advantage of resources available locally</li> <li>• Promoting collaboration</li> </ul>
What does the project do?	<ul style="list-style-type: none"> <li>• Home visits (Encouragement, needs assessment, recording, etc.)</li> <li>• Promotion of disability registration; explanation of welfare schemes for PWDs, including allowances and exemptions from medical charges</li> </ul>	<ul style="list-style-type: none"> <li>• Providing a forum for sharing information on good CBR practices in other countries</li> <li>• Providing information on how to proceed with CBR activities</li> </ul>
How is the project conducted?	<ul style="list-style-type: none"> <li>• Conducting CBR activities mainly on Saturday according to the yearly schedule using the Tambon Administrative Organization's (TAO's) vehicles</li> </ul>	
What does the project cover?	<ul style="list-style-type: none"> <li>• 102 adults and children with disabilities in the SAO (population 7,984, 14 villages)</li> <li>• All kinds of disabilities</li> </ul>	

Source: Compiled by the author from the findings of the field study

## (2) Characteristics of CBR

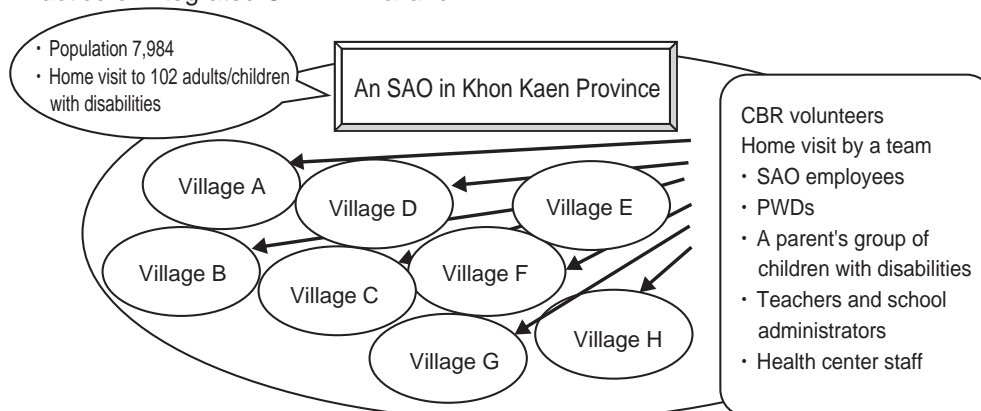
CBR in Khon Kaen is best characterized by the maximum use of resources available in the community.

The inclusion of members of a parents group of children with disabilities in the volunteer group makes it easier to encourage disabled children to attend nearby schools and promote other activities for disabled children. Another characteristic is that PWDs and non-disabled persons team up to pay a home visit.

Yet another characteristic is the involvement of the SAO, a local authority. An SAO is the lowest unit of local government that is most important for community welfare. An SAO may be given budget allocations for this purpose. In this case of CBR in Khon Kaen, SAO employees in charge of social welfare play a central role in delivering integrated CBR services, including health care, education, livelihood improvement, awareness-building, and empowerment of PWDs and their families and caregivers.

**Figure 3-6 Integrated CBR in Khon Kaen Province**

Practice of integrated CBR in Thailand



Source: Compiled by the author from the findings of the field study

### 3-3-4 Impact of CBR Activities

The impact of CBR Activities in Khon Kaen is shown Table 3-3.

PWDs themselves serve as volunteers, giving confidence to peer PWDs in the community. They also team up with non-disabled persons to work in and for the community, increasing joint undertakings between disabled and non-disabled persons. These activities are highly meaningful in the context of promoting the social participation of PWDs and the understanding of non-disabled persons concerning PWDs.

In fact, these activities attracted local attention. They were introduced on a radio program and awarded a commendation. Such a reputation in turn attracted more attention from neighboring areas. Officials interested in CBR and educators and education administrators in other SAOs paid visits for inspection and made inquiries to this CBR project, creating a social impact.

**Table 3-3 Impact of CBR activities in Khon Kaen at the Individual, Organizational, and Societal Levels**

Level	Impact
Individual	Participation in the APCD training has allowed PWDs to involve themselves in society with more confidence. PWDs have teamed up with non-disabled persons to practice CBR.
Organizational	Disabled and non-disabled persons have organized a livelihood improvement group, which is now implementing a project to grow mushrooms and grasshoppers from the eggs. The project is successful, contributing the livelihoods of the group members. PWDs trained at the APCD and other people have been promoting collaboration between disabled and non-disabled persons in the community, contributing to the smooth implementation of CBR activities.
Societal	The Khon Kaen team's CBR was introduced on radio programs (FM, AM) for 47 minutes in May 2007. The program was aired in Bangkok and Khon Kaen. The CBR project was given an award as the Best Health Innovation Project in Northeastern Thailand. More and more SAOs showed interest in CBR after learning about the CBR in Khon Kaen. Educators and education administrators who are promoting inclusive education also showed interest. The case of Khon Kaen serves as an effective model in that successfully takes advantage of community resources in Thailand.

Source: Compiled by the author from the findings of the field study

### 3-3-5 Analysis of the Thailand Case

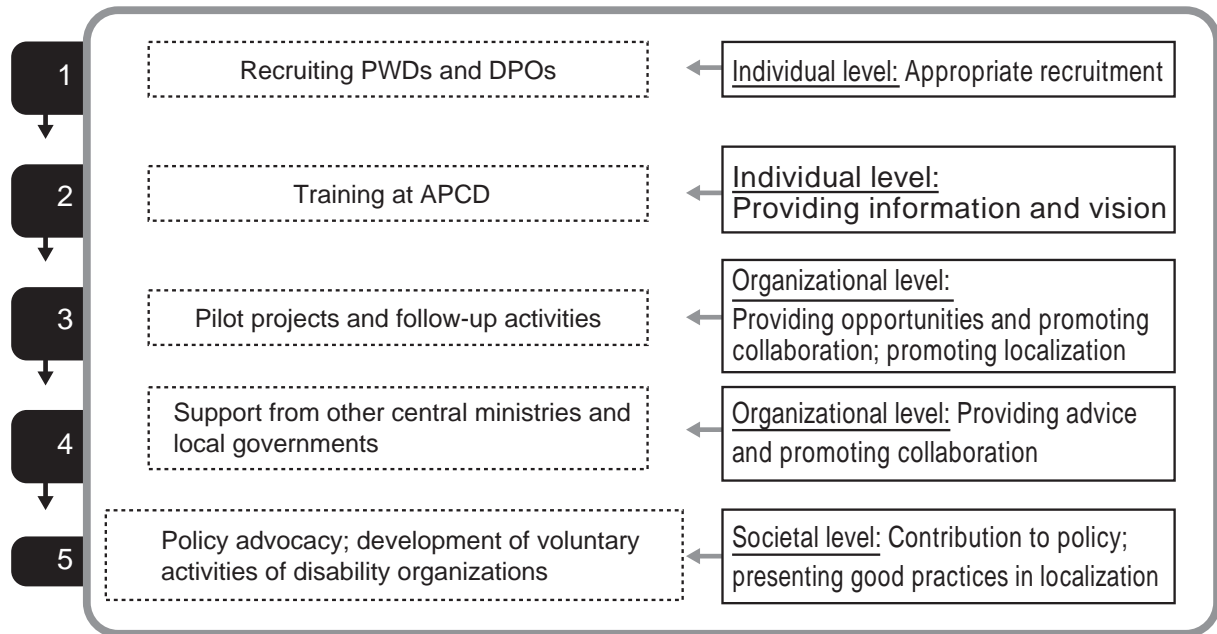
The APCD Project helps Thailand apply the APCD activities in the most appropriate form for the country. This is demonstrated by both the IL and CBR cases, which **made effective use of resources available at the community or neighborhood level.**

The case of IL activities has allowed PWDs to change their negative perception of disability to a positive one and increased their involvement in society, which in turn has had a great impact on their families and community. This case has created a bottom up impact as Individual PWDs joined or set up organizations, started activities as organizations, and **contributed to decision-making processes at the local level.**

CBR in Khon Kaen started as a small community project, but its activities have expanded due in large part to the support from local authorities. Disabled and non-disabled persons are now working together to provide integrated support to PWDs in the community, including awareness-building, education, and livelihood improvement.

The role of APCD is limited to direct support. Specifically, **APCD recruits appropriate groups and individuals for training, encourage them to put their initiatives into action, and provides “platforms” for collaboration with other actors.** It also evaluates their activities and invites them to training courses and seminars as resource persons who present and share their good practices.

Figure 3-7 APCD Activities and Their Involvement of Individual, Organization, and Society in Thailand



Nonthaburi Independent Living Center in suburban Bangkok, Thailand  
 Visited by representatives from Asia-Pacific countries



A hearing on support for PWDs held at a Tambon administrative office in Nonthaburi Supporting IL centers as well as efforts to improve accessibility at schools and other facilities

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## Chapter 4 Analysis from the Perspective of Capacity Development (CD)

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This chapter examines the CD impact that has been created by the APCD Project in light of the endogeneity of capacity discussed in Section 1-2 and based on the major points of the project activities and their application to selected countries, which have been identified in Chapters 2 and 3, respectively.

The mechanism of this CD impact being created and the roles of APCD staff as CD supporters are also analyzed later in this chapter.

### 4-1 Analysis of the CD Impact that has been created by the APCD Project

#### 4-1-1 CD Impact Seen from the Perspective of Endogeneity

The endogenous CD impact of the APCD Project originated from the psychological empowerment of persons with disabilities (PWDs). With PWDs serving as resource persons, peer counseling and other project activities have enabled PWDs to be given confidence and courage for life from their peer PWDs.

#### Box 4-1 CD Impact Originating from PWDs

##### (1) Psychological Empowerment of PWDs

The process of PWDs becoming empowered may start with peer counseling. PWDs may have a sense of helplessness resulting from their inability to go outside of their homes because of their disabilities, psychological scars associated with their disabilities, or a sense of self-denial that their life is worthless. For these PWDs, peer counseling, in which fellow PWDs listen to them, respect their feelings, and feel empathy toward them, may be a fresh experience. PWDs may meet a totally dependable peer counselor who listens to what they have not been able to say even to their family and recognizes them as a respected human being. They may be surprised to learn that the counselor, who has gone through similar hardships, is convinced of the social value of disability and dedicated to supporting fellow PWDs. The sight of a fellow PWD leading a positive life may be moving for PWDs whose capacity or potential has been denied by their family or society. Their gripes and complaints about their predicament for which they want to curse providence may disappear. Before their role model who has zest for life because of his or her disabilities, PWDs may gradually open their heart and become increasingly convinced that the hardships they have experienced can benefit fellow PWDs and the society as a whole. Once they come to accept their disabilities, PWDs may want to do things by themselves for which they previously had to turn to others, supported by their internal strengths. This is exactly the process of empowerment.

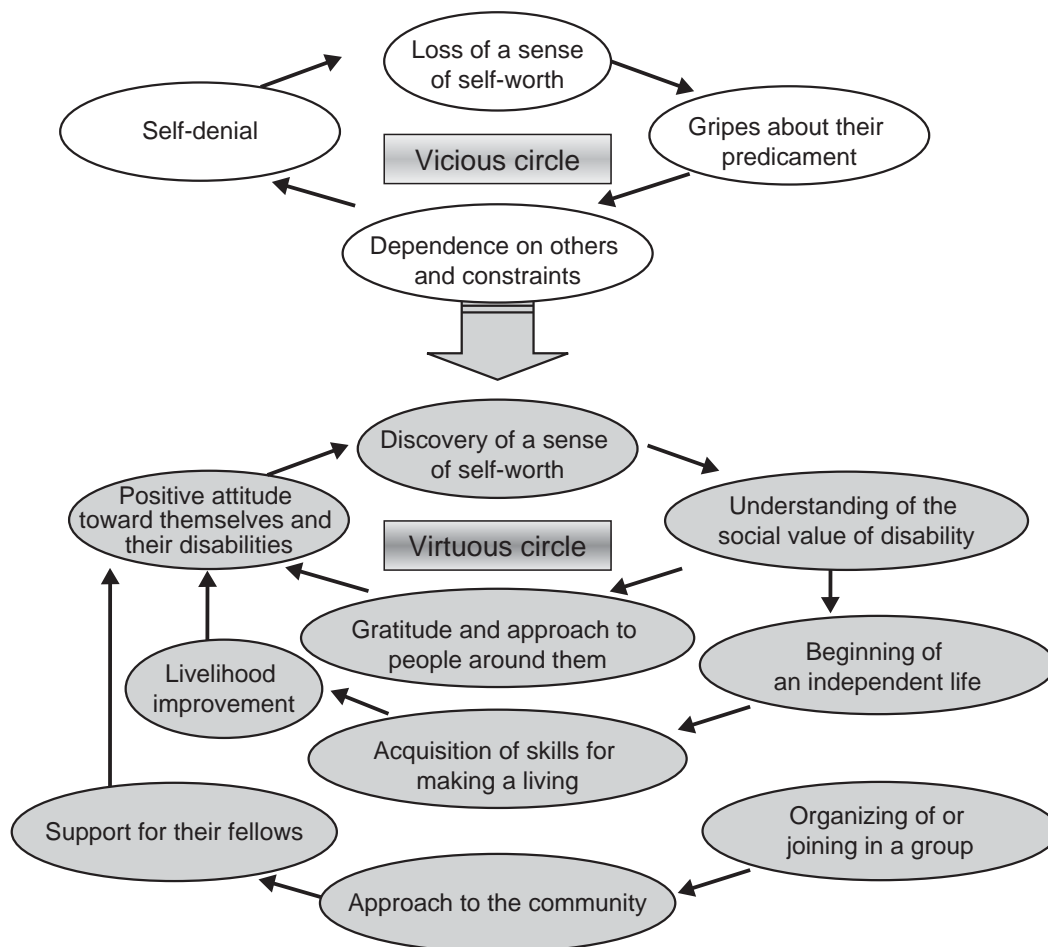
##### (2) Towards the independence of PWDs: Self-determination

PWDs who have little experience in making decisions on their own might have trouble in deciding even what to eat or how to spend the time. Once they acquire the habit of making such small decisions, they may develop independent thinking, acquire knowledge and skills necessary for their day life, and even make skillful arrangements on their own. This signifies a departure from total dependence. They may come to think of ways to earn a living and take action. Gradually, they may come to consider playing a more positive role in the community and help their fellow PWDs.

Source: Compiled by the author from the IL centers, reports by Hiroko Akiyama, a short-term expert of JICA, and other sources

Figure 4-1 illustrates the process in which PWDs who are trapped in a vicious circle driven by their negative attitude toward their disabilities or themselves experience an endogenous change and create a virtuous circle. The process starts with a positive attitude toward themselves and their disabilities. The next

**Figure 4-1 Empowerment of PWDs Driven by an Endogenous Change in Themselves**



Source: Compiled by the author

step is to improve their skills toward independent life and increase their involvement in the community. At the same time, they build up a circle of fellow PWDs and non-disabled persons. They regain a sense of self-worth while helping their fellows.

When PWDs involve themselves in the community and practice advocacy for a barrier-free society, they are creating a social impact on their families and community, local government officials, central government decision-makers, and other non-disabled persons. Such a social impact is clearly demonstrated in the Philippines case of creating a non-handicapping built environment and in the Thailand case of IL centers.

In short, an endogenous change in PWDs changed the awareness of fellow PWDs and non-disabled persons, which eventually achieved a barrier-free society.

#### **4-1-2 CD Impact Seen from the Perspective of Complexity/Multi-layeredness**

Table 4-1 shows the existing capacities that have been utilized by different individuals in different organizations and the new capacities that these individuals have acquired in the APCD Project.

The APCD Project deals directly with C/P staff and other stakeholders who manage APCD and APCD's member governments and NGOs. These actors are called direct actors (DA) in Table 4-1. Yet the project also makes approaches to indirect actors (IA), including organizations, communities, and self-help groups that work together with direct actors in their own countries.



**Table 4-1 Different Capacities depending on the Actor**

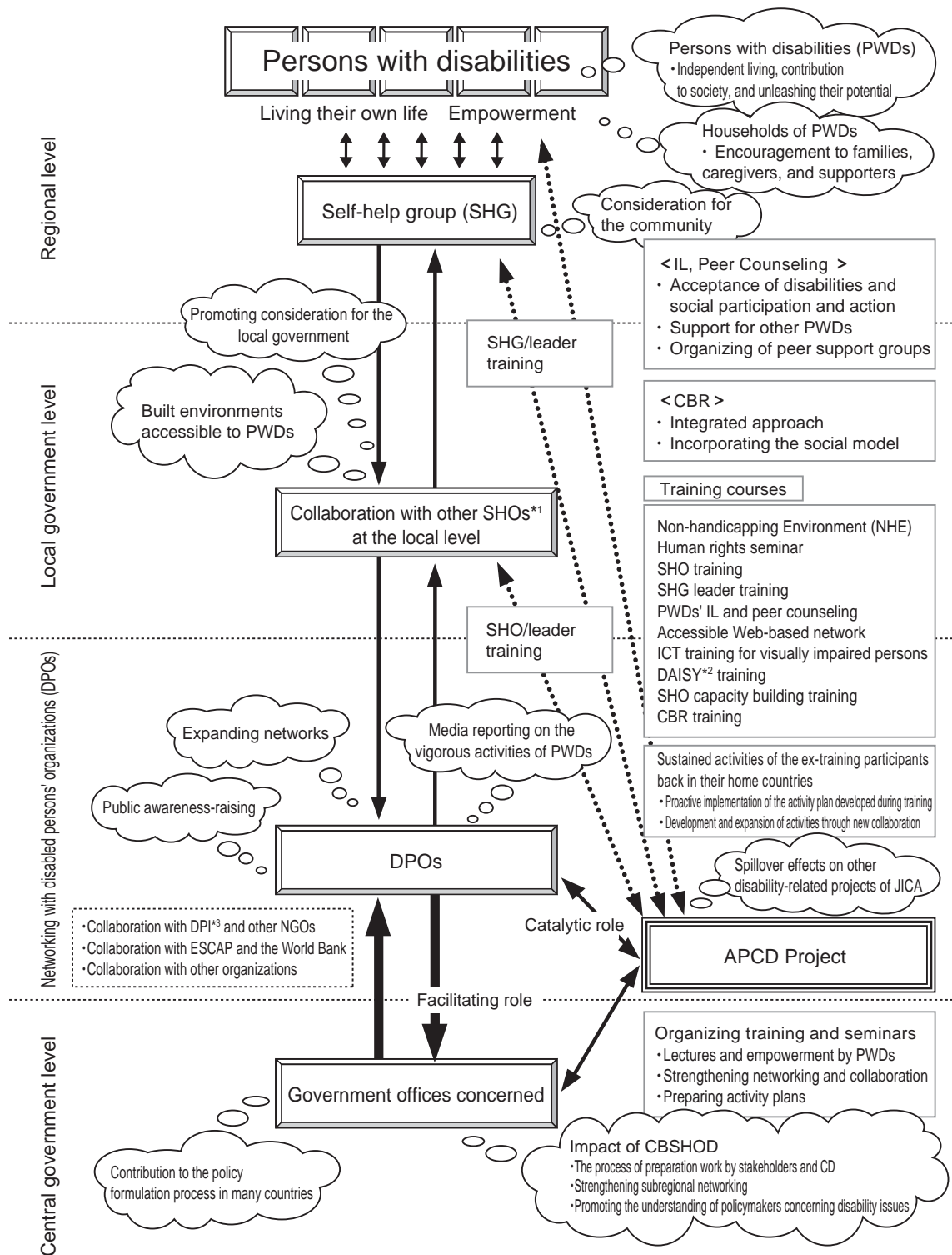
Attribute of the actor	Organization	Individual	Specific capacity
APCD Project implementing organizations	APCD	Project personnel (government officials)	Capacity to manage the APCD Capacity to manage human resources Accumulation of experience and expertise Planning and implementation capacity Project management capacity
	APCD Executive Board, associate organizations	Resource persons	Principles of the APCD Understanding of and support for PDM, expertise in international cooperation Commitment and a sense of duty Capacity to inform and influence existing authorities (seeking to build friendly relationships, exerting an influence)
Actors in the Asia-Pacific region who are potential partners	Central governments	Policy designers and planners	Policy-designing capacity Legislative capacity Capacity to manage human resources Accumulation of experience and expertise Planning and implementation capacity
	Disability and self-help organizations concerned	Leaders and managers	Planning and implementation capacity Networking capacity Self-financing capacity Accumulation of experience and expertise Capacity to apply good practices Capacity to manage human resources Capacity to promptly solve problems Capacity to inform and influence the private and government sectors
		PWDs concerned	Persistent commitment and a sense of duty Knowledge, expertise and skills gained through experience Capacity to support leaders Intention and ability to get things done
Actors who work with the above-mentioned government organizations and the disability organizations concerned	Government organizations concerned (including those at the local government level)	Policy makers and planners	Policy-designing capacity Sharing visions and missions within the organization Planning and implementation capacity Government capacity to meet public needs Capacity to coordinate with the central government, communities and others
	Communities	Leaders	Capacity to inform and influence the central government and local authorities Capacity to manage human resources Capacity to inform and influence existing authorities Capacity to accommodate the views and opinions of residents and communities
		People	Understanding of independent living (IL) of PWDs Capacity to respect diverse people and their personalities Mutual-help capacity Capacity to organize groups for public causes
		PWDs	Capacity to look for the positive aspects of disability Attitude to achieve spiritual and economic independence Determination to solve problems on their own Capacity to express their needs
	Self-help groups	Leaders and managers	Capacity to organize groups Networking capacity Sharing of concerns Accumulation of experience and expertise Capacity to inform and influence the central government and local authorities
PWDs concerned		Persistent commitment and a sense of duty Knowledge, expertise and skills gained through experience Capacity to support leaders Intention and ability to get things done	

Note: Director actor; Indirect actor

Source: Compiled by the author, with reference made to JICA, Institute for International Cooperation (2006)



Figure 4-2 APCD Project and its Multilayered CD Impact



\*1: Self-help Organization

\*2: Digital Accessible Information System (for persons with print disability)

\*3: Disabled Peoples' International

In fact, the APCD Project focuses on resource persons to create a CD impact in each country. Using these resource persons as key persons, the project makes proactive approaches to communities, local governments and other indirect actors. In other words, the APCD Project treats indirect actors as if they were direct actors in supporting collaborative activities.

In this sense, CD shown in Table 4-1 is not something that is achieved separately. It is rather achieved through mutually-reinforcing interaction between different actors.

Figure 4-2 shows how the actors in Table 4-1 are distributed among the central, local, and community levels and how actors at different levels interact with one another with support from the APCD.

CBSHOD and Seminars for South-to-South Cooperation are organized in the Asia-Pacific region by the APCD in collaboration with international institutions and international NGOs. These seminars reinforce networks in the region and in turn promote understanding by central government decision-makers in each country concerning disability-related issues. In that sense, these seminars contribute to decision-making processes in participating countries.

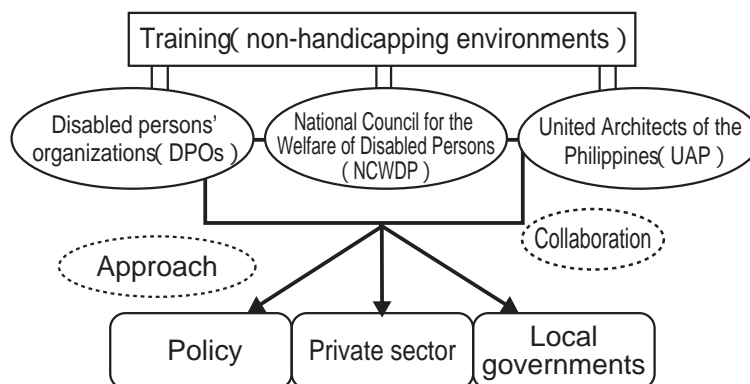
Promoting self-help organizations and training leader through APCD training constitutes a “platform” for empowering PWDs and creating barrier-free society in each country and region.

The APCD supports the empowerment of each PWD in the community by following up on the activities of resource persons (ex-participants in APCD training) and thus supporting their activities at the community level in collaboration with local governments and SHGs.

When the three cases of the Philippines, Pakistan, and Thailand reviewed in Chapter 3 are applied to Figure 4-2, the following characteristics emerge.

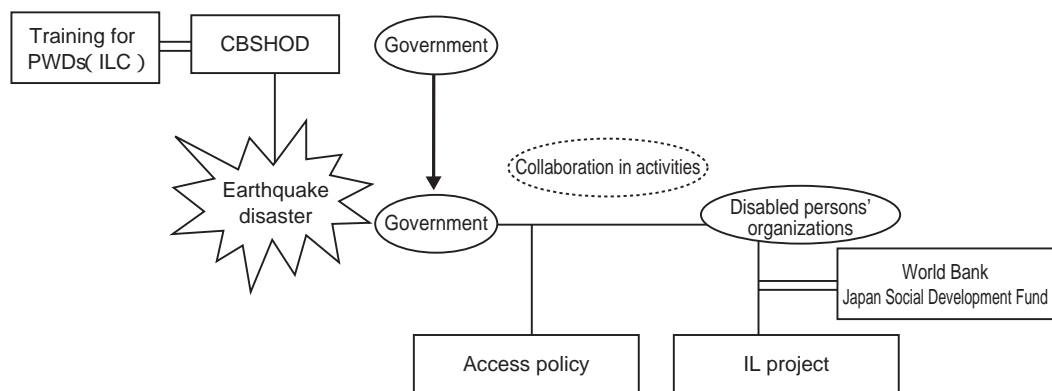
In the case of the Philippines, the APCD’s follow-up of the ex-participants in its training on Non-handicapping Environments (NHE) resulted in the formation of a point of contact between two organizations to which some ex-participants belonged: the National Council for the Welfare of Disabled Persons (NCWDP) and the United Architects of the Philippines (UAP). Later, the APCD and ex-participants developed friendly relationships with high-ranking officials at the Department of Social Welfare Development (DSWD), their competent agency. These three organizations organized a joint workshop, which prompted other departments and local governments to begin their own efforts toward a barrier-free society. One ex-participant, an architect with disabilities, came in contact with the president of a shopping mall company, who later made his malls barrier-free.

**Figure 4-3 Conceptual Description of the Philippines Case**



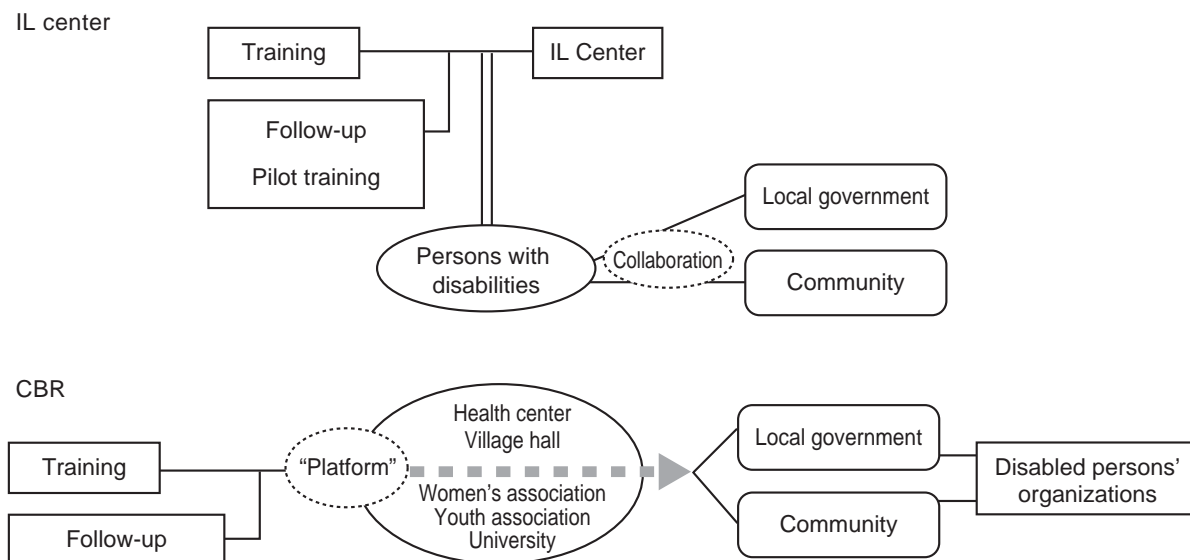
In the case of Pakistan, the relationships among ex-participants in the 2003 CBSHOD in Viet Nam resulted in the next CBSHOD being held in Pakistan. One ex-participant, the Director General of the Directorate General of Special Education, the Ministry of Social Welfare and Special Education (MSWSE), understood the importance of disability issues and the need for promoting self-help organizations of PWDs, and promised to organize CBSHOD in 2004. Hosting CBSHOD in Pakistan led to the establishment of national organizations of PWDs. In the wake of the earthquake that hit Pakistan in October 2005, the APCD organized a seminar for barrier-free reconstruction in cooperation with the MSWSE and DPOs. Later, the APCD worked with the MSWSE and DPOs to organize an IL seminar designed to train female leaders of PWDs as part of efforts to support women who had become disabled in the earthquake; three fourths of the disaster victims were women.

**Figure 4-4 Conceptual Description of the Pakistan Case**



In the case of Thailand, the APCD assisted three IL centers in its pilot project. As a follow-up on ex-participants in its training, the APCD supported CBR in Khon Kaen. These two cases of community-based support strengthened collaboration with local authorities and made maximum use of the resources locally available to cover a wider range of activities at the community level.

**Figure 4-5 Conceptual Description of the Thailand Case**



## 4-2 Mechanism of a CD Impact Being Created in the APCD Project

### 4-2-1 Facilitating International Networking as a Major Function of the Regional Hub

The APCD Project was designed to function as a “platform” for human resources development (HRD) and dynamic networking. Figure 4-6 shows how the APCD functions as a hub for region-wide support (“core function”).

The APCD first developed human resources by training government officials, PWDs from disability-related organizations, and the leaders of PWDs. It then played the role of a facilitator by offering advice and suggestions so that these trained people could implement their own activities in their home countries.

In the meantime, the APCD also strengthened international networks by making arrangements so that resources in one country could be used in another country, and by providing a forum to share experiences among the participating countries. .

A virtuous circle was created when outcomes and lessons learned from these activities in participating countries were fed back to APCD, which in turn enhanced its facilitating function. In this cycle, the APCD improved its reputation and **enhanced its recognition as an internationalized organization**. This promoted CD, which supports the sustainability of the APCD as a regional hub.

**Figure 4-6 The Asia Pacific Development Center on Disability (APCD) as a Hub of Region-wide Support**

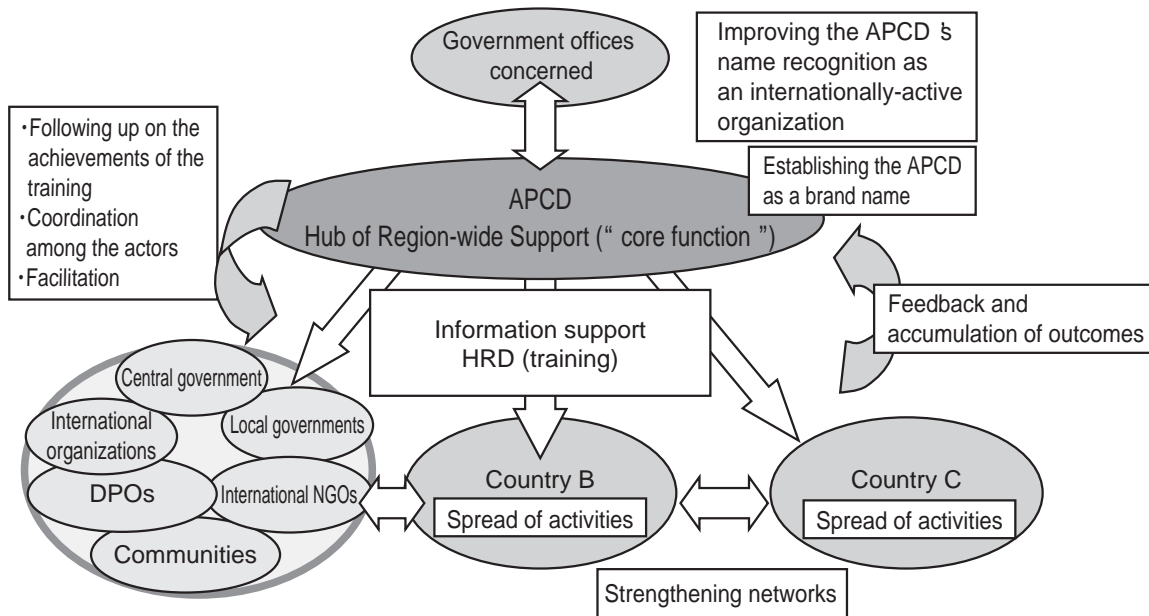
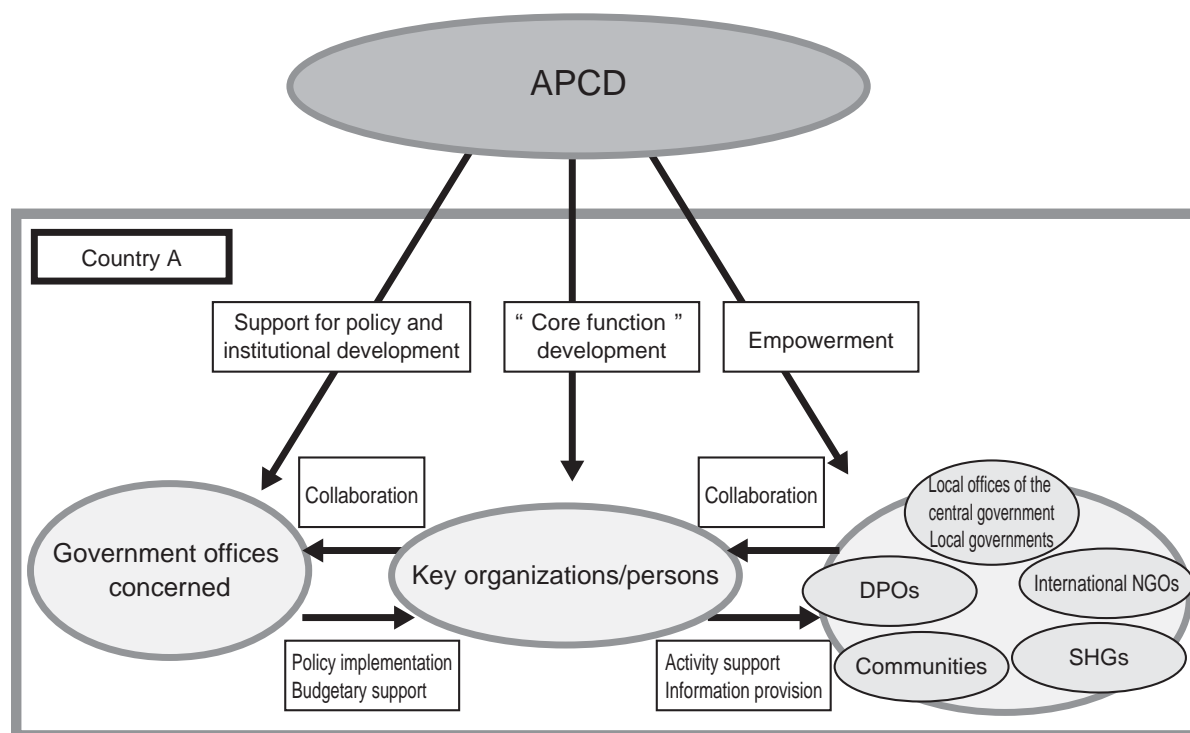


Figure 4-7 Approach to Creating Diverse CD Effects



#### 4-2-2 Facilitating Networking among Domestic Actors

The APCD Project is a technical cooperation project aimed at strengthening the APCD as a regional hub. In reality, however, the project is not confined to human resources development and networking among the organizations concerned in the participating countries. As reviewed in Subsection 2-2-2, the APCD “plants seedlings” (resource persons) in each country’s “soil” (activities) and provides sustained follow-up to “harvest the fruits.” Figure 4-7 illustrates how the APCD facilitates interaction among different actors so that a CD impact will be created at the national level.

The entry point for assistance differs depending on the country or the theme. Regardless of where the entry point is, the APCD Project has created a CD impact by aligning different levels with one another. The characteristics of the intervention at each level are described below.

##### (1) Supporting key persons/organization as a “core-function”

What makes the APCD special is that **it involves resource persons in relevant organizations and countries in anticipation of the APCD activities in the countries concerned, invites them to its training program, encourages them to develop their activity plans, and follows up on their activities back home.**

The key here is to select persons with a long-term commitment as resource persons. Many persons with disabilities who are willing to devote their life to this project have become resource persons and are playing a central role in the APCD activities.

Another major characteristic of the APCD is that it encourages organizations and resource persons in developing countries to develop their own plans, secure budgets and resources, and implement the plans on their own with a view to developing their ownership. The APCD refrains from providing funds for the implementation of these plans. Instead, it offers advice or plays other facilitating roles so that they will be

able to make effective use of resources available locally. The APCD also takes advantage of its international network to support the sharing of human resources within the region. The APCD tries to create a CD impact by providing full support to individuals with a long-term commitment who may create a foothold for self-sustaining activities in their own countries.

The activities to create a non-handicapping environment in the Philippines reviewed in Section 3-1 are a case of successful follow-up by the APCD on a key person's activity plans.

## **(2) Empowering actors at the local/community level**

The APCD supports the empowerment of PWDs at the local/community level by following up on the activities of resource persons described in (1) above. The focus is placed on **stimulating their activities through various kinds of networking and collaboration**, including collaboration between DPOs and local governments, networking among DPOs, and collaboration between DPOs and SHGs. The APCD serves as a facilitator of interaction between these different actors.

In transferring what has been taught in the APCD training or from resources in other countries, local stakeholders can take sufficient time to modify themselves to accommodate local conditions. The APCD Project does not compile what is taught in its training into manuals,<sup>43</sup> although relevant material is provided. The idea is to encourage ex-participants in the APCD training to **make optimal use of the human and other resources locally available based on an accurate assessment of the local conditions**, rather than depending on established manuals.

The IL and CBR activities in Thailand reviewed in Section 3-3 is a case of empowering the whole community by implementing community-based activities through collaboration with the local government concerned.

## **(3) Informing and influencing policy and institutional development**

The APCD invites officials engaged in policy-making from the participating countries to its seminars for south-to-south cooperation or CBSHOD. At these and other occasions, the APCD offers opportunities for the representatives of governments to present their best practices achieved in collaboration with the APCD and share their experience and information. **These representatives of governments in developing countries in the Asia-Pacific region come to know where the opportunity for improvement lies in their own countries.** They compare their country's performance with the targets, assess the gaps between them, and identify the fields in which the country is lagging behind in the light of the practices in other countries. Such endogenous awareness makes high-ranking officials more committed to improving the situation, which might concern their national dignity.

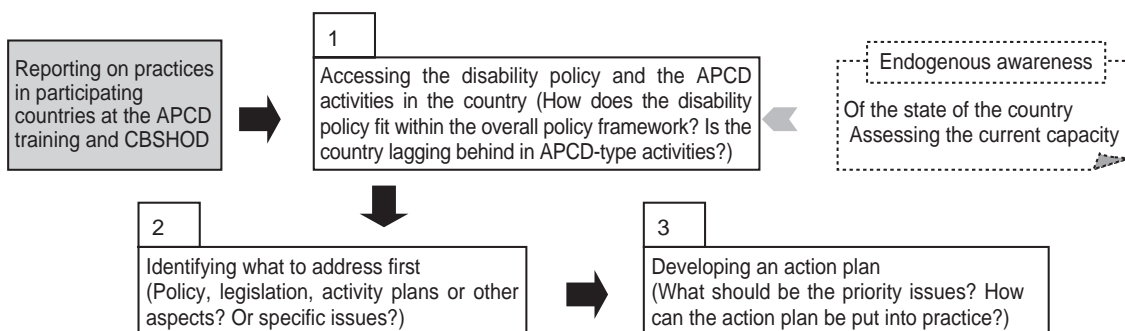
The CBSHOD in Pakistan reviewed in Section 3-2 is a case in which a high-ranking official of the central government and PWDs participated in the same seminar and the official made clear his policy in the light of the practices in other countries.

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<sup>43</sup> The information support section of the APCD has compiled part of the contents of ICT training into a manual.



**Figure 4-8 Process of Change at the Policy/Institutional Level**

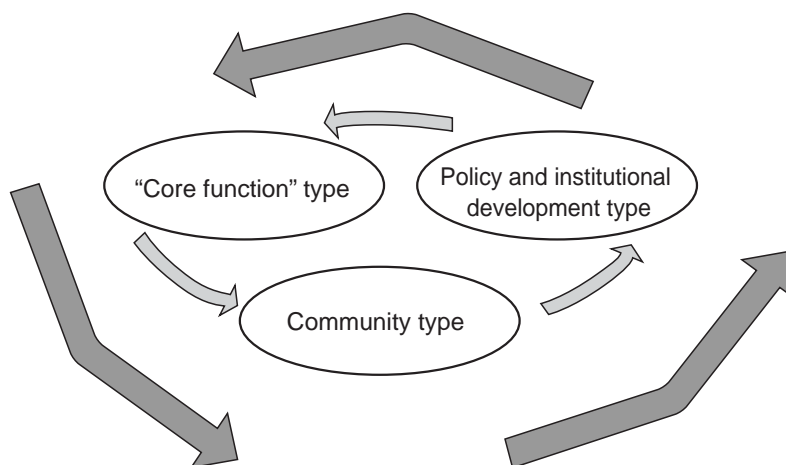


**(4) Circular Process of Intervention/Approach at Three Levels**

The above paragraphs explained the intervention or approach to three different actors: key persons/organizations, actors at the local/community level, and policy officials of the central government. The point is that these three types of intervention/approach should be made in coordination, not separately, to maximize the CD effects.

Figure 4-9 illustrates the circular process involving three types of intervention.

**Figure 4-9 Evolutionary Process of the APCD**



Capacity building of resource persons serving as key persons and follow-up on their activities results in the empowerment of the local government and the community. The local government and community together identify the opportunities for improvement by reviewing and analyzing the individual activities of diverse actors at the local/community level and the collaboration between these actors. This leads to improved policies and institutions, which allow key organizations or resource persons to reinforce the mechanism for supporting the community. In this way, a virtuous circle is created.

The point here is to place the resource persons at the center and create a point of contact with diverse stakeholders at different levels, from the central government to the community. This allows the three levels or types of intervention/approach to reinforce one another regardless of where the cycle starts, maximizing the CD effects.

### 4-2-3 Towards the Establishment of the Functions of the APCD as an International Center

The purpose of the APCD Project is to establish the APCD as a center that achieves the empowerment of PWDs and a barrier-free society. The CD impact that the APCD created for the empowerment of PWDs and a barrier-free society were already discussed in detail in this report. However, for the APCD to be self-sustainable as such a center, it is necessary to examine the CD effects of the project in terms of the purpose and management of the APCD.

It is still too early for the APCD to serve as an independent internationalized organization without assistance from JICA. However, the APCD is making preparations with the prospect of becoming an independent entity as described in Section 2-3.

As the concept of placing PWDs at the center suggests, the APCD Project employs PWDs as its staff, in addition to working with government counterpart personnel. When the APCD assumes the status of an internationalized organization, it will need to establish an independent management. For this reason, the project employs persons with long-term commitment as APCD staff and invites them to participate in training that JICA provides in Japan and elsewhere.

The APCD project has been implemented under the jurisdiction of the Ministry of Social Development and Human Security (MSDHS) based on an international agreement between Japan and Thailand. Therefore, for the APCD to facilitate regional cooperation as a truly internationalized organization, the status of the APCD as an independent internationalized organization should officially be guaranteed. Such an institutional transformation has been considered among the Thai government, NGOs and other project stakeholders. For the Japanese side, it is important to explore an optimal exit strategy for its assistance. Still, the stance of the Japanese side to this issue is that although it may be a long-term process, the Japanese side should share information, offer suggestions, or otherwise create an environment where the parties responsible for the management of the APCD will be able to make their own decisions.

## 4-3 Facilitating Roles and Activities of the APCD as a CD Supporter

### 4-3-1 Setting a “Platform” for Diverse Stakeholders

As part of the follow-up of its resource persons, the APCD provides a **“platform” for timely collaboration** with a whole range of stakeholders, including community members, local governments, and the central government. It also offers advice on how to work with them.

If these resource persons are given opportunities to make presentations on collaborative activities at an international seminar or a UN conference, this means that they are given a point of contact with the world, which must be a major encouragement for them.

In this way, the role of the APCD as a CD supporter is to place resource persons at the center and provide them with a point of contact with other stakeholders in a given country. The key is to elicit the commitment of the resource persons and other stakeholders to provide a “platform” where they can speak their minds, rather than hiding their agendas.

Mr. Akiie Ninomiya, Chief Advisor to APCD, said of the role of a CD supporter:

*“Our role is to create a ‘platform’ where different actors can speak their minds despite their different backgrounds and even share weaknesses.”*

### 4-3-2 Consistent and Sustained Support until the CD Effects Are Created

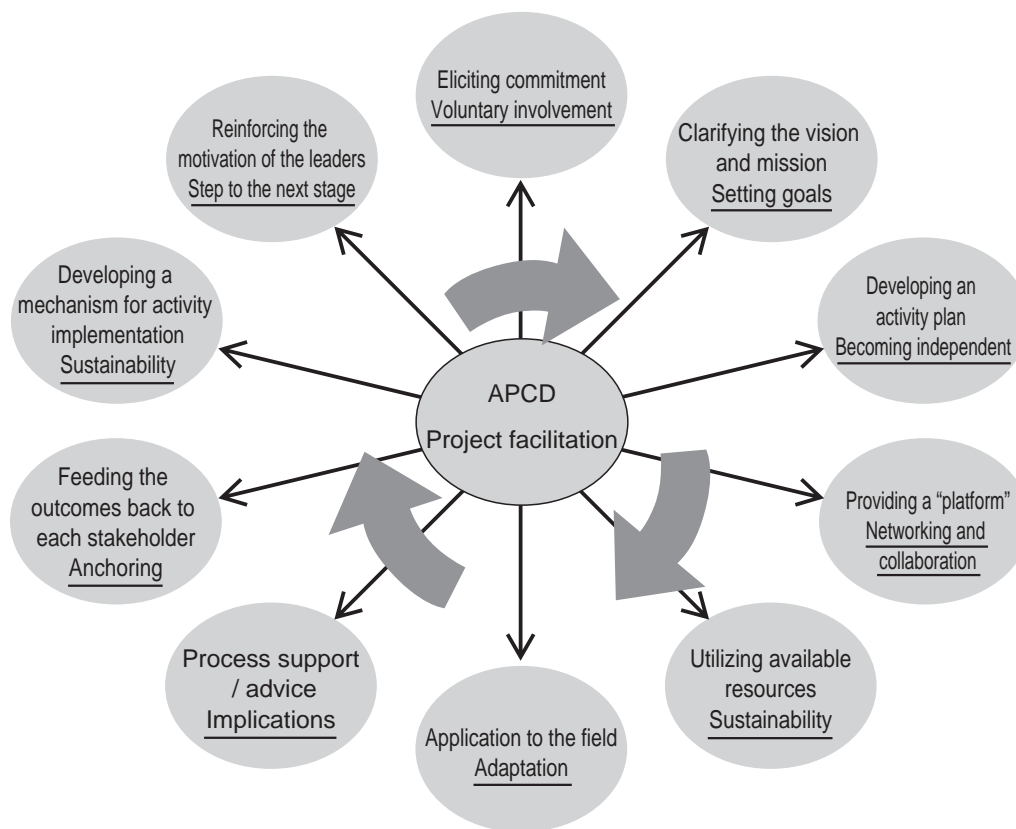
The APCD finds and supports **“champions”** or key persons who serve as agents of change

**throughout the whole process**, from recruiting training participants and offering training to following up on their subsequent activities. The APCD values personal and reliable relationships and frank communication with other stakeholders. This helps elicit continued commitment from them.

Figure 4-10 shows the whole process of support by the APCD staff, from the discovery of resource persons with a long-term commitment to the creation of a CD impact.

The process begins with recruiting individuals with a long-term commitment. The APCD encourages them to develop a clear vision and mission through the training and their own activity plans. In the post-training phase, the APCD provides a “platform” for collaboration with diverse stakeholders to support the implementation of these activity plans. The APCD also supports the ex-training participants in making the maximum use of resources available locally. The APCD identifies the outcomes produced and the lessons learned from the process and feed them back to diverse stakeholders in such a way as to create a CD impact. The idea is to support the development of a mechanism whereby the activities of ex-participants are maintained without support from the APCD. Once this mechanism is put in place, a virtuous circle will be created in which the resource persons become more motivated and committed.

**Figure 4-10 The Process of the Promotion of CD by the APCD**



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## Chapter 5 Implications for Future Technical Cooperation from a CD Perspective

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### 5-1 Consistent Support Centering on Key Persons: a Focus on the Endogeneity of CD

A successful capacity development (CD) project depends largely on key persons. It is necessary to **secure potential key persons with likely long-term commitment** among various stakeholders from the project formulation phase.

In the case of the APCD Project, persons with disabilities (PWDs) themselves were such resource persons who took the center stage during the project formulation and implementation phases. In the project formulation phase, the participation of not only government officials but also PWDs in the PCM workshop built a starting point for the involvement of PWDs. In the project implementation phase, the APCD invited PWDs who were likely to become resource persons or leaders to its training as trainers or participants and supported their post-training activities.

The assistance approach that placed PWDs at the center of activities significantly contributed to the empowerment of the ultimate beneficiaries, the PWDs. Such an approach to reach non-disabled persons through the activities initiated by PWDs provided an avenue to an inclusive barrier-free society. In this sense, the APCD Project serves as a model for other disability support projects.

A major lesson for technical cooperation in other sectors as well is that **it is necessary to identify potential key persons with a likely long-term commitment and support them to maximize their potential. This process is likely to invite more commitment from a wider range of stakeholders, which may in turn enhance the endogenous CD of the partner country in the long run.**

Training and follow-up should not stand alone. **They should be integrated into a larger effort to identify and support key persons. Building such an integrated framework for support** is key to a successful CD project.

### 5-2 Linking Key Persons with Different Stakeholders: a Focus on the Complexity and Multi-layeredness of CD

Again, successful CD would not be possible without **providing “platforms” to build a network that will involve various organizations and individuals at different levels and facilitating cooperation among these stakeholders** in the process of identifying key persons and providing sustained support for them. These stakeholders should not be limited to government and international organizations. Involving NGOs, the private sector and other organizations and individuals as well will better help to have a far-reaching impact—from the policy, institutional to community levels and from the central to local governments.

As reviewed in Chapter 3, the approach of architects with disabilities to the private sector resulted in accessible shopping malls in the Philippines. In Pakistan, CBSHOD prompted the central government and disabled persons’ organizations (DPOs) to join forces to help PWDs in the wake of the 2005 earthquake. In Thailand, IL and CBR led to closer collaborative relationships with PWDs and their families in the community and with local governments.

Matchmaking between different stakeholders requires, as part of project activities, **setting up a**

**“platform” in which a wide range of stakeholders, including high-ranking government officials, can communicate with one another.** Such a “platform” in the APCD Project was the Seminar for South-to-South Cooperation or CBSHOD, where high-ranking officials from the Asia-Pacific region shared information. The relationships between stakeholders that were established in these “platforms” led to complex and multi-layered networking in each participating country.

To create a CD impact at the policy/institutional or even social level, it is important to approach stakeholders at the corresponding level and facilitate the activities of key persons.

### **5-3 Utilizing Regional Resources by Taking Advantage of Regional Networks: Lessons from Regional Cooperation**

As discussed above, **providing “platforms” for sharing information at the regional level, as exemplified by the Seminar for South-to-South Cooperation and CBSHOD, allow representatives from participating governments to consider their own countries in relation to other countries.** This may in turn **provide opportunities for endogenous learning and incentives for action.**

Another benefit unique to regional cooperation is **the shared use of regional resources to solve problems in individual countries** for the more efficient use of the network to be built in the course of region-wide assistance.

Promoting CD in each country by taking advantage of regional networks and sharing the outcomes of such activities with other countries again using regional networks reinforce these networks, creating a virtuous circle. This is the “trick” of CD assistance in the APCD Project.

However, the use of regional resources requires caution. Clearly, different countries have different issues and different relationships among the stakeholders involved. This is why coordination that accommodates each country’s conditions is required. **A region-wide project should not be designed to require conformity from the participating countries. Rather it should be flexible in accommodating the conditions and development levels of each country. This may ultimately produce better outcomes from such a project as a whole.**

To implement a region-wide project of a “core function development” type like the APCD Project, it is crucial to ensure that the country in which such a project is based enjoys a comparative advantage in the sector concerned. This is also necessary for winning the understanding of the neighboring countries. JICA may be required to conduct a pilot project to develop the seeds of such a comparative advantage.

### **5-4 A Strategy to Ensure the Sustainability of the Center as a Regional Hub: Lessons for CD Support of the “Core Function Development” Type**

There are many other center-based projects that provide training in the neighboring areas within a country or in the neighboring countries. The biggest challenge for almost all center-based projects is how to ensure that the center maintains its activities after the donor leaves and how to establish the management foundation to that end. The challenge is even bigger for the APCD, which is expected to serve as a regional hub.

To establish the center as having a “core function,” it is essential that the center serve the target beneficiaries well so that it will be trusted and wanted by them and potential users. The APCD’s activities were not confined to training and human resources development. The APCD had provided consistent support to ex-participants in its training as “key persons” in the form of follow-up. As part of these follow-

up activities, the APCD established and strengthened relationships with diverse stakeholders, creating CD effects. These facilitating roles by the APCD resulted in the establishment of the internationally trusted “APCD brand.”

The center also needs to establish itself as a sustainable organization. This entails a number of requirements. They include adequate budgetary and personnel allocations to support the center’s activities. Another requirement is that the center should acquire sufficient technical and management skills so that it will be able to continue its activities without the help of external experts. These requirements cannot be addressed overnight. Arrangements should be made to meet them during the project implementation phase in anticipation of the post-project phase.

As discussed in Section 2-3 and Subsection 4-2-3, the APCD has made strategic moves to build a sustainable management structure, including employing PWDs with a strong commitment, and establishing the APCD Foundation. These personnel and budgetary arrangements should be guaranteed by institutional arrangements if the center needs to become self-sustainable. In a bilateral project, this may be made by integrating the center into the national policy or program of the partner government.

Establishing the center as a sustainable organization is a time- and effort-consuming process, because the ownership by the partner country should essentially be respected. **Continuous efforts should therefore be made to demonstrate the project outputs and thus seek the proactive involvement of a wide range of stakeholders as early as the project implementation phase. Winning confidence from these stakeholders through project activities, coupled with efforts toward operational sustainability, will pave the way for CD at the policy and institutional levels.**

## 5-5 Facilitation as a CD Supporter

The closing paragraphs focus on the roles of CD supporter. Again, a successful CD project requires linking committed key persons with various stakeholders at the institutional or societal level for effective cooperation between them. Donor agencies should play a major role in facilitating, or providing opportunities for, such cooperation.

The facilitating functions of the APCD were also reviewed in Section 4-3. These functions cannot be performed by project experts from JICA alone. This is especially true of a regional project, in which international experts essentially stay in the country where the project is based. They can play only limited roles in following up on the progress of CD in the neighboring countries. In this case, it is essential that the overseas office concerned makes such follow-up as if the project is its own as in the case of the Philippines reviewed in Section 3-1. Providing a forum for collaboration between and among stakeholders toward CD will be possible only when donor agencies work as a whole, involving the headquarters and relevant overseas offices as well.

Bilateral cooperation projects are no exception. What an individual project can do is limited in having a far-reaching impact, from the policy, institutional to community levels and from the central to local governments. To compensate for this limitation, it is advisable to create a framework for information sharing, and possibly mutual follow-up activities, with overseas offices and other technical cooperation projects and individual experts from the viewpoint of a program-based approach. This approach will help maximize the effects of CD as a whole.



## **Appendix 1 Cases of CD Impact in Selected Countries in the Asia-Pacific Region**

This appendix describes noteworthy cases of CD impact that were presented to the UNESCAP/APCD High-level Stakeholders' Workshop on Empowerment of People with Disabilities and a Barrier-free Society through Networking and Collaboration in June 2007. The CD effects that have been confirmed in past studies are also described.

### **I. Myanmar**

#### **1. Collaboration between the Department of Social Welfare of Myanmar and the APCD**

In October 2002, soon after the APCD Project was launched, the Japanese government sponsored the UN-ESCAP High-level Intergovernmental Meeting on disability. At the meeting, the APCD stressed the importance of its principles of the empowerment of PWDs and the promotion of a barrier-free civil society among Myanmar officials in charge of disability policies, building a foothold for cooperative relations. In August 2004, Japan hosted the second ASEAN-Japan High Level Officials Meeting on Caring Societies. At the meeting, an APCD official who served as a resource person emphasized that the APCD Project coincides with the global trend that respects human rights. He asked the Director-General of the Department of Social Welfare (DSW) of Myanmar for proactive participation in APCD activities, stressing the value of collaboration with the APCD.

DSW as the focal point for the APCD fully supports the participation in APCD activities of the Myanmar people, including persons with disabilities (PWDs) and NGO staff. The Myanmar government issued an official passport to four PWDs and an NGO staff so that they could attend Self-help Group (SHG) Training held in August 2006 at the APCD.

#### **2. Moves toward Standardized Sign-Language**

The APCD invited about 30 people from Myanmar over the past five years to three selected courses in consideration of the country's needs. These participants acquired practical knowledge and skills for promoting CBR, SHGs or self-help organizations (SHOs) and made a commitment to take action after returning home. Half of them had physical, hearing or visual disability and served as leaders of PWDs. They played active roles in establishing or strengthening several SHGs and SHOs, including the Myanmar Disabled People's Organization (MDPO), the Yangon Association of the Deaf and the Raise-up PWD Group.

The sign-language used in Mandalay is different from that in Yangon. This may make it hard for deaf persons to communicate with one another. It may also confuse non-deaf persons and make it difficult to train sign-language interpreter. Due to the efforts of the ex-participants in the APCD training as well as experts, Myanmar government officials have come to share the view that standardized sign-languages should be developed so as to promote the social participation of the deaf.

#### **3. Collaboration between DSW and the JICA Myanmar Office**

For the past five years, the Department of Social Welfare (DSW) has proactively supported APCD activities. Groups of PWDs and disability-related NGOs are increasingly aware of the value of empowering PWDs. The JICA Myanmar Office has provided substantial follow-up to the ex-participants of the APCD

training sessions. For example, it extended support for organizing the APCD follow-up seminars in the office meeting room, and provided a space in its NGO room for a deaf ex-participant's group for their regular meetings. Moreover, the office provided Braille boards to the group to which a visually-impaired ex-participant belonged. The DSW requested JICA to start a technical cooperation project aimed at training social welfare officials. JICA accepted this request and adopted the project, which formally known as the "Project for Supporting the Social Welfare Administration." In the process of designing this project, project stakeholders from Myanmar and Japan formed a consensus that deaf persons themselves should play a central role in promoting the standardized sign-language, including the development of teaching/learning materials. Toward the common goal of standardizing and promoting a unified sign language, DSW is working in close cooperation and collaboration with diverse stakeholders, including leaders of deaf persons, and NGO staff. In the process, the capacity of these stakeholders was enhanced. The APCD indirectly supported them in their consultation/coordination efforts toward project formulation.

## **II. Viet Nam**

### **1. Increased understanding of the Government concerning the Value of Empowering PWDs**

The Vietnamese had a deep-rooted belief that persons with disabilities (PWDs) should be supported by charity activities and experts. At first, it was difficult for them to accept the APCD's idea that PWDs should set up self-help organizations for the empowerment of themselves and, if possible, other PWDs as well. In fact, the Vietnamese government tended to think what they could get from the APCD, rather than how it should work with it.

During the five-year period until today, the turning point came in December 2004, when the Capacity-building Seminar for Self-help Organizations of Disabled Persons (CBSHOD) was held in Hanoi. CBSHOD inspired the director of the National Coordinating Council on Disability (NCCD) and other high-ranking government officials. They deepened their understanding about the new approach to disability policy and support for PWDs. These ex-participants in CBSHOD later played a leadership role in organizing a Hanoi-based council of PWDs' groups. The Vietnamese government also helped PWDs to organize themselves for self-help activities. In fact more and more self-help groups are being organized in the provinces as well as in the capital.

In short, collaboration with the APCD is prompting the NCCD and other government offices to shift the focus of their disability support policies from charity to empowerment.

### **2. A Shift in Focus from the Medical Model to the Social Model in Practicing CBR**

Viet Nam has been promoting community-based rehabilitation (CBR) since the 1980s, when a CBR pilot project of WHO was implemented in the country. In 2002, the Vietnamese government formulated a CBR policy under the leadership of the Ministry of Health. Under the policy, CBR workers were trained across the country.

However, the government's emphasis on medical rehabilitation was questioned by WHO, international NGOs, and academics specializing in CBR. Their question concerned (i) the excessive stress government officials in charge of CBR placed on the medical model; (ii) the participation of PWDs as beneficiaries only and the lack of the voluntary participation of community members; and (iii) the provision of only medical rehabilitation services and the lack of an inclusive perspective that embraced independent living of and community participation by PWDs.

Under these circumstances, the APCD has been advocating a more participatory and inclusive approach based on the social model since 2003. The APCD did not deny the medical model or the type of CBR the training participants had been practicing. It made effective use of its available resources, respected the viewpoints of PWDs, and tried to ensure the involvement of diverse stakeholders, disabled and non-disabled persons alike.

The APCD first invited four Vietnamese for training in Thailand. One training participant from Da Nang Province showed great interest in applying the new approach to improve the current CBR in Viet Nam. After returning home, this participant introduced the new approach to provincial government officials in his own training courses. He used the Vietnamese version of the APCD's teaching materials used in the APCD training. The APCD confirmed that provincial health officials in charge of CBR showed strong interest in the new approach. In 2004, the APCD invited five Vietnamese including these officials for CBR training. In 2005, the APCD provided training to field personnel in the province, including PWDs' leaders and NGO staff, to support the application of this approach through further monitoring. In June 2006, the APCD worked with the health department of Da Nang Province and invited senior CBR workers from all the communes in the province to a seminar. At the seminar, ex-participants shared the approach they had learned at the APCD and their experiences in applying it on a pilot basis with these workers.

Now the seminar participants are playing a leadership role in promoting CBR based on a social model that encourages voluntary participation of PWDs in the province. They also practice advocacy at national CBR conferences.

### **III. Laos**

#### **1. Support for Drafting a Disability-related Bill in Laos**

In January 2006, the APCD supported a conference on the plan to formulate the act for the rights of PWDs, the first of its kind in Laos. The conference was organized by the Lao Disabled People's Association (LDPA), the Ministry of Labour and Social Welfare (MLSW) and the National Committee for Disabled Persons. A total of 60 people attended and discussed in separate thematic groups. In March 2007, a second seminar was organized by the national disability committee of the MLSW, the LDPA, the APCD, and UNDP. The seminar was attended by about 50 people from officials from government offices in charge of drafting the bill, multilateral donors, and international NGOs. It introduced international trends surrounding the UN Convention on the Rights of Persons with Disabilities, moves toward ratifying the convention in Laos, and moves toward drafting disability-related bills in Viet Nam. Mr. Monthian Buntan, a member of the APCD Board, gave a lecture on the effects of the convention on governments as part of efforts to support the drafting of disability-related bills in Laos.

### **IV. Papua New Guinea**

#### **1. Support for the Organizing of Self-help Groups**

Until recently, there was not a single self-help group (SHG) of PWDs in Papua New Guinea. The APCD Board member who represented the Asia-Pacific Regional Office of DPI supported the organizing of a SHG in a fishing village called Pari prior to the preparations for CBSHOD to be held in the country. In the Pari village, there was an initiative to make the village more comfortable to live in. The SHG became involved and equipped the local church with a ramp and organized a music band. This prompted the revitalization of a community development group and the involvement of PWDs.

## **2. CBSHOD**

In February 2007, Papua New Guinea hosted CBSHOD in the capital city of Port Moresby. At the opening ceremony, PWDs paraded in traditional costume to celebrate the first international seminar on disability. The Prime Minister of Papua New Guinea addressed the opening ceremony. The media reported that the disability awareness seminar was opened with the participation of citizens. This sent the message that it is important for PWDs to involve themselves in social development. This seminar promoted support for PWDs in Papua New Guinea. The competent minister committed 140,000 US dollars to fund the formulation and implementation of disability policies. At the seminar, the Pacific Disability Forum (PDF), a network of NGOs in the South Pacific, made a commitment to promote SHGs in the subregion. In the closing day of the seminar, the participants issued and signed the Port Moresby Declaration.

## Appendix 2 Time-series Table of Developments in the APCD Project and International Initiatives on Disability

Year	APCD	JICA	Japanese government	Thai government	UN and the Asia-Pacific region
1991		<ul style="list-style-type: none"> <li>As part of its third-country group training program, JICA sponsored the DPI<sup>44</sup> training seminar for 16 years from 1986. The seminar was held every year in one of the target countries, including South Korea, Pakistan, Thailand, Fiji, and Singapore.</li> </ul>		<ul style="list-style-type: none"> <li>The Rehabilitation of Disabled Persons Act, the first of its kind in the country, was enacted in November. (PWDs designed the bill.)</li> </ul>	
1992		<ul style="list-style-type: none"> <li>JICA has supported human resources development in the rehabilitation sector in health care, education, and employment and transferred technology for prosthetic limbs through a number of JICA programs, including the Japan Overseas Cooperation Volunteers (JOCV) since the 1970s, and Technical Training of Overseas Participants, Grant Aid, and Technical Cooperation since the early 1980s</li> <li>DPI Seminar in China</li> </ul>	<ul style="list-style-type: none"> <li>The New Long-Term Programme for Government Measures for Disabled Persons</li> <li>The Disabled Persons Fundamental Law was enacted (a revision of the Fundamental Law for Countermeasures for Mentally and Physically Disabled Persons).</li> </ul>	<ul style="list-style-type: none"> <li>The Sirindhorn National Medical Rehabilitation Center was established.</li> </ul>	<ul style="list-style-type: none"> <li>ESCAP adopted the Asian and Pacific Decade of Disabled Persons (1993-2002)</li> </ul>
1993		<ul style="list-style-type: none"> <li>DPI Seminar in Bangladesh</li> </ul>			<ul style="list-style-type: none"> <li>ESCAP agreed on the Agenda for Action for the Asian and Pacific Decade of Disabled Persons (1993-2002).</li> <li>The 48th UN General Assembly adopted the Standard Rules on the Equalization of Opportunities for Persons with Disabilities</li> </ul>

<sup>44</sup> Disabled People's International (DPI) is an international NGO that supports self-help activities at the grassroots levels as a cross-disability organization. DPI promoted the UN Decade of Disabled Persons (1983-1992) and the Asian and Pacific Decade of Disabled Persons (1993-2002) as an advisory organization on disability to the UN. Its Asia-Pacific Regional Office is based in Bangkok.

Year	APCD	JICA	Japanese government	Thai government	UN and the Asia-Pacific region
1994		<ul style="list-style-type: none"> <li>DPI Seminar in Indonesia</li> </ul>		<ul style="list-style-type: none"> <li>The Rehabilitation Fund for Disabled Persons was established.</li> <li>The Office of the Committee for Rehabilitation of Disabled Persons (OCRDP) was established.</li> <li>The registration system for persons with disabilities was launched.</li> <li>The employment allocation system for persons with disabilities was introduced.</li> </ul>	<ul style="list-style-type: none"> <li>The 49th UN General Assembly adopted the resolution: Towards full integration of persons with disabilities in society: implementation of the Standard Rules on the Equalization of Opportunities for Persons with Disabilities, and of the Long-Term Strategy to Implement the World Programme of Action concerning Disabled Persons to the Year 2000 and Beyond.</li> </ul>
1995		<ul style="list-style-type: none"> <li>DPI Seminar in the Philippines</li> </ul>	<ul style="list-style-type: none"> <li>The Government Action Plan for Persons with Disabilities was formulated.</li> </ul>	<ul style="list-style-type: none"> <li>CBR national conference was held.</li> </ul>	<ul style="list-style-type: none"> <li>ESCAP launched the project for promoting a non-handicapping environment for the disabled and elderly.</li> </ul>
1996		<ul style="list-style-type: none"> <li>DPI Seminar in India</li> <li>The Study on the Participation of Japan Disabled People in International Cooperation Programs, Phase I</li> </ul>		<ul style="list-style-type: none"> <li>The Eighth National Economic and Social Development Plan (1997-2002): people-centered development</li> </ul>	
1997		<ul style="list-style-type: none"> <li>DPI Seminar in Thailand</li> <li>The Study on the Participation of Japanese Disabled People in International Cooperation Programs, Phase II</li> </ul>		<ul style="list-style-type: none"> <li>The National Rehabilitation Plan for Disabled People (1997-2002)</li> </ul>	<ul style="list-style-type: none"> <li>Heightened collaboration among NGOs resulted in growing calls for the establishment of the Center at the time of the Mid-point Review of the first Asian and Pacific Decade of Disabled Persons.</li> </ul>
1998	<ul style="list-style-type: none"> <li>The study for formulating a disability welfare project in Thailand/Indochina in March</li> </ul>	<ul style="list-style-type: none"> <li>In July, the internal study group on welfare for persons with disabilities started to hold regular meetings.</li> </ul>		<ul style="list-style-type: none"> <li>In March, the accessibility act was enacted.</li> <li>Human rights declaration of PWDs in Thailand</li> </ul>	



Year	APCD	JICA	Japanese government	Thai government	UN and the Asia-Pacific region
1999	<ul style="list-style-type: none"> <li>• In January, a task force was set up under the administration of the Department of Public Welfare, Ministry of Labour and Social Welfare of Thailand.</li> <li>• The implementation structure was set up at the Office of the Committee for the Rehabilitation of Disabled Persons (OCRDP).</li> <li>• In September, the project formulation advisor started work on formulating a disability-related project in September (until March the following year).</li> </ul>	<ul style="list-style-type: none"> <li>• In August, JICA sent a study team to Thailand for a thematic evaluation report on disability in Thailand. They visited rehabilitation centers for on-the-job injuries and interviewed JOCVs. They also organized seminars.</li> <li>• The Foundation for Handicapped Children of Thailand implemented a CBR project under JICA's Community Empowerment Program.</li> <li>• DPI Seminar in Indonesia</li> </ul>		<ul style="list-style-type: none"> <li>• Year of Education for Disabled Persons</li> <li>• The education act was revised.</li> </ul>	
2000	<ul style="list-style-type: none"> <li>• In April, the project formulation advisor supported the project for the disability-related project and seminars at the headquarters.</li> <li>• In October, a request was made for a technical cooperation project and grant aid.</li> </ul>	<ul style="list-style-type: none"> <li>• Report by the study group on welfare for persons with disabilities (internal study group within JICA)</li> <li>• DPI Seminar in Laos</li> </ul>			
2001	<ul style="list-style-type: none"> <li>• In April, JICA assigned an individual expert to support the preparation for the establishment of the Asia Pacific Development Center on Disability</li> <li>• In August, JICA sent the first ex-ante evaluation study team.</li> <li>• In August, JICA conducted a preliminary study for grant aid.</li> <li>• In December, JICA sent the second ex-ante evaluation study team.</li> </ul>	<ul style="list-style-type: none"> <li>• DPI Seminar in Cambodia</li> </ul>		<ul style="list-style-type: none"> <li>• In July, a cabinet decision on the establishment and budget of the APCD.</li> </ul>	<ul style="list-style-type: none"> <li>• In April, the 57th ESCAP Commission Session decided to hold a High-level Intergovernmental Meeting in the closing year of the Asian and Pacific Decade of Disabled Persons in Shiga Prefecture, Japan.</li> <li>• In May, WHO adopted the International Classification of Functioning, Disability and Health (ICF).</li> </ul>

Year	APCD	JICA	Japanese government	Thai government	UN and the Asia-Pacific region
2002	<ul style="list-style-type: none"> <li>In April, the JICA sent the third ex-ante evaluation study team.</li> <li>Between May and July, preparations were made for the project.</li> <li>In July, the Record of Discussions (R/D) was signed.</li> <li>In August, the APCD Project was launched.</li> </ul>	<ul style="list-style-type: none"> <li>DPI Seminar in Shanghai</li> </ul>	<ul style="list-style-type: none"> <li>The New Fundamental Programme for Disabled Persons, and the Five-Year Plan for the Implementation of Priority Measures, also known as the “New Governmental Plan for Persons with Disabilities” were formulated.</li> </ul>		<ul style="list-style-type: none"> <li>In May, the 58th ESCAP Commission Session decided to extend the Asian and Pacific Decade of Disabled Persons, formulated the Biwako Millennium Framework for Action 2002, and referred to the APCD in an official document.</li> <li>In October, DPI organized a conference in Sapporo, and Rehabilitation International(RI), RNN and others organized a forum in Osaka.</li> </ul>
2003	<ul style="list-style-type: none"> <li>In December, the Board of Trustees of the APCD Foundation met.</li> </ul>	<ul style="list-style-type: none"> <li>JICA Thematic Guidelines on Disability were formulated</li> <li>JICA and the World Bank co-organized a seminar on disability and development with the support of DPI-Japan</li> <li>The thematic advisory committee on disability was established.</li> <li>DPI Seminar in Nepal. (The DPI Seminar developed into CBSHOD involving many organizations.)</li> </ul>			
2004	<ul style="list-style-type: none"> <li>CBSHOD in Viet Nam</li> <li>In August, the APCD Foundation was established.</li> </ul>		<ul style="list-style-type: none"> <li>Guidelines on barrier-free school facilities were formulated.</li> </ul>	<ul style="list-style-type: none"> <li>In December, the Indian Ocean Tsunami hit Thailand.</li> </ul>	
2005	<ul style="list-style-type: none"> <li>In May, the mid-term evaluation was conducted.</li> <li>In July, the opening ceremony of the Center was held with funds coming from grant aid for the APCD (The ceremony was attended by Her Royal Highness Princess Sirindhorn of Thailand.)</li> <li>In October, CBSHOD was held in Pakistan.</li> </ul>		<ul style="list-style-type: none"> <li>Japan’s Medium-Term Policy on Official Development Assistance (disability support as part of human security)</li> <li>Cabinet Office announced a basic framework for inclusive disability programs.</li> </ul>		

Year	APCD	JICA	Japanese government	Thai government	UN and the Asia-Pacific region
2006	<ul style="list-style-type: none"> <li>In September, the terminal evaluation of the APCD Project was conducted.</li> </ul>		<ul style="list-style-type: none"> <li>The Services and Supports for Persons with Disabilities Act came into force.</li> </ul>		<ul style="list-style-type: none"> <li>In December, the Convention on the Rights of Persons with Disabilities was ratified.</li> </ul>
2007	<ul style="list-style-type: none"> <li>In February, CBSHOD was held in Papua New Guinea.</li> <li>In April, the preparatory study team for the second phase of the APCD Project was dispatched.</li> </ul>			<ul style="list-style-type: none"> <li>The five-year disability program (2007-2012) was formulated.</li> </ul>	<ul style="list-style-type: none"> <li>In March, the Convention on the Rights of Persons with Disabilities was adopted.</li> <li>The year for the mid-point evaluation of the Biwako Millennium Framework for Action</li> <li>In September, the High-level Intergovernmental Meeting adopted Biwako Plus Five.</li> </ul>

Source: Compiled from various sources

## Appendix 3 List of Selected Interviewees

### **[During the preparation period before the dispatch]**

#### JICA-IFIC

Mr. Yoichiro KIMATA, Aid Strategy Team, Research Group

Ms. Miyako KOBAYASHI, Expert Support and Coordination Team

(Formerly in charge of the APCD at the First Technical Cooperation Division, Social Development Cooperation Department, JICA)

#### Human Development Department, JICA

Ms. Mariko KINOSHITA, Social Security Team

#### Persons with disabilities

Ms. Yukiko NAKANISHI, Asia Disability Institute

#### Disability expert

Mr. Ryosuke MATSUI, Professor, Hosei University

### **[Field study]**

#### Japanese Embassy in Thailand

Mr. Toshiki ONO, First Secretary

Ms. Junko ONODERA, Technical coordinator

#### JICA Thailand Office

Mr. Masazumi OGAWA, Deputy Resident Representative

Mr. Hiroshi SUZUKI, Assistant Resident Representative

#### APCD

##### JICA long-term experts

Mr. Akiie NINOMIYA (Chief Advisor)

Mr. Hisao CHIBA (ICT Expert)

Ms. Naoko ITO (Development Expert for Disability Program)

Mr. Toshiyuki OKUI (Project Coordinator)

##### Counterpart organization

Ms. Kanitta Kamolwat, Director of APCD

Ms. Jirat Wachieasereechai, Chief Human Resource Development

Mr. Somchai Rungsilp, Advisor, Human Resource Development Officer

ESCAP

Ms. Keiko Osaki, Emerging Social Issues Division, Chief of Population of Integration Section

Ms. Aiko Akiyama, Project Expert on Disability, Emerging Social Issues Division

JICA Philippines Office

Mr. Shozo MATSUURA, Resident Representative

Mr. Makoto IWASE, Assistant Resident Representative

DSWD(Department of Social Welfare Development)

Ms. Parisya Hashim-Taradji, Cesosa, Assistant Secretary, President of NCWDP

Mr. Marcelo Nicomedec, J. Castillo, Director of Management

Mr. Miramel G. Laxa, Social Welfare Officer

Ms. Adelina S. Apstol, ARD, Region

NCWDP(National Council for Welfare of Disabled Persons)

Mr. Mateo A. Lee, Jr., Deputy Director

Ms. Nelia Rdejemi, Chief, Technical Cooperation Center

Ms. Dolores Deang -Soterio, Chief, Programs Management Division

Mr. Ronald T.Fernandes, Project Development Officer

Ms. Delfina (Bing) G. Baquir, Project Officer

Ms. Vdsephine V. Depi, Planning Officer

Philippine Printing House for the Blind

Mr. Lauro de Leon Purcil Jr., Special Education Division

UAP (United Architects of the Philippines)

Mr. Jaime G. Silva, Chairman, Committee on Accessibility Commission on Governmental and External Affairs

Mr. Armand Michel R. Eustaquio, Deputy Chairman, Committee on Accessibility Commission on Governmental and External Affairs

Super Mall (SM)

Ms. Annie S. Garcia, President

Ms. Bien C. Mateo, Assistant Vice President

Ayala Property Management Corporation

Mr. Fernand Noel Martirizar, Administrator, Glorietta 4 /Ayala Station

Provincial Governor Office

Mr. Mancier N. Tabora, Provincial Administrator, Assistant Budget Officer

Provincial Social Welfare and Development Office in Nueva Viscaya

Mr. Jojo Celestino, Administration Officer

Federation of Persons with Disabilities in Nueva Viscaya

Mr. Liberato Estilong, President of Federation of PWDs in Nueva Viscaya  
Mr. Virgilio C. Acessta, Vice President of Federation PWDs in Nueva Viscaya  
Mr. Christopher Abraiavn, Provincial Federation of PWDs in Nueva Viscaya, Project Deputy Director  
Mr. Leonila V. Ablang, Resident of Bayabag Municipality PWDs Association  
Mr. Salgado F. Ricu, President of Bambang Municipality PWDs Association  
Ms. Erlinda Beriating, Secretary of Bambang Municipality Office  
Ms. Florentiria L. Gaffray, Bambang Municipality Office

JICA Pakistan Office

Mr. Takao KAIBARA, Resident Representative  
Ms. Sachiko MISUMI, Deputy Resident Representative  
Mr. Kenji KASHIWAZAKI, Assistant Resident Representative

Social Welfare Special Education Department

Mr. Khareed Naim, Director, Former Director-General of Special Education Department, Director of Special Education

Special Education Department, Lahoor Office

Mr. Cheema, Former Director-General of Special Education Department, Disability Coordinator in Punjab Province

Milestones Islamabad

Mr. Asim Zafar, Director  
Mr. Hamid Mahmood, Attendant Coordinator  
Mr. Saima Alsam, Peer Counselor  
Mr. Seema Siddique, Finance Manager

Milestones Lahore

Mr. Shafiq-ur-Rehman, Project Director  
Mr. Muhammad Akmal, Chief, Project Manager, Neham CIL  
Ms. Shamusia Kauwal, Blind Coordinator  
Mr. Kamwan Khawaja, CP Coordinator  
Mr. Ashar Virk, Report and Publication Officer

STEP(Special Talent Exchange Program)

Mr. Atif Muhammad, Director  
Ms. Sadia Zaman, Project Assistant  
Ms. Pakeeza Musarat, Project Assistant  
Ms. Abia Akram, Project Assistant

DPI(Disabled Peoples' International, Asia - Pacific Region)

Ms. Saowalak Thongkuay, Assistant of Regional Development Officer of DPI  
Ms. Sureeporn Yupa, Access Officer



Nakhonpathom IL Center

Mr. Teerawat Sripathomsawat, Director of Nakornpathom IL Center

Ms. Nanta Songpeenong, Manager of Nakornpathom IL Center

Nakhonpathom District Hauduan Sub-district Office

Mr. Wichan Phoduan, President of Tambon Hauduan

Nakhonpathom District Hauduan Sub-district, Peer Support Group

Ms. Manasawan, Leader of Peer Support Group

Bhutamonthon IL Center

Mr. Santi Rungnasuan, Manager of Bhutamonthon Independent Living

Chombuti IL Center

Mr. Udomshok Churat, President of Thailand Council for Independent Living Center

Mr. Ongat, Peer Councilor

Nonthaburi IL Center

Mr. Theerayudth Sukonthavi, Director of Nonthaburi IL Center

Ms. Phoon, Peer Councilor

Jodnongkae Sub-District Office, Phon District, Khonkaen Province

Ms. Duangkamol Nitiwattana Chief Officer

Deputy Director, Special Education Center Region 9 Khonkaen

Mr. Pramote Sarnhazn, Vice Director

Khon Kaen University, Physiotherapist Department

Ms. Pisamai Malila

## Appendix 4 Schedule of the Field Studies

Month	Day of the month	Day of the week	Activities	
Jun.	4	Mon.	Travel from Narita to Bangkok	
	5	Tue.	A courtesy visit to JICA Thailand Office; briefing by Mr. Ninomiya, at the APCD	
	6	Wed.	Attendance at the first day of the UNESCAP-APCD High-level Stakeholders' Workshop	
	7	Thur.	Attendance at the second day of the UNESCAP-APCD High-level Stakeholders' Workshop	
	8	Fri.	Attendance at the third day of the UNESCAP-APCD High-level Stakeholders' Workshop	
	9	Sat.	Study preparations, organizing of study items, and time series analysis	
	10	Sun.	Sorting out of materials, and putting together the results of the high-level meeting	
	11	Mon.	Interviews at the APCD	
	12	Tue.	Brief consultation at the APCD on the study in the Philippines	
	13	Wed.	Transport to the Philippines; a courtesy visit to the JICA Philippine Office and interviews there; and an interview with the chairman of SM Shopping Mall	
	14	Thur.	A visit to the Department of Social Welfare Development, the National Council for the Welfare of Disabled Persons (NCWDP), and the United Architects of the Philippines	
	15	Fri.	A visit to a printing room for the vision-impaired, a meeting with officials at the Special Education Division in charge of DAISY, and a visit to the Alaya Foundation	
	16	Sat.	Sorting out of materials; keeping of an interview log; and putting together of the findings of the analytical study	
	17	Sun.	Travel to Nueva Vizcaya Province; a visit to the Provincial Federation of PWD of Nueva Vizcaya, Inc.	
	18	Mon.	A visit to the Provincial Office and the Provincial Social Welfare Development Office; a study of accessibility activities	
	19	Tue.	Putting together the findings of the study in the Philippines; reporting to the JICA Philippine Office; travel back to Thailand	
	20	Wed.	A visit to the APCD, reporting on the Philippine study, and planning and preparation for the study in Pakistan	
	21	Thur.	Preparations for the Pakistan study, preparations for the study in Thailand, and brief consultations with the APCD chief officer	
	22	Fri.	Accounting reporting to the JICA Thailand Office; travel from Bangkok to Lahore	
	23	Sat.	A visit to the Milestone IL Center; a meeting with a former director of the department of special education; a visit to a new IL center	
	24	Sun.	Travel to Islamabad; a meeting with women with disabilities at disability organizations in AJK	
	25	Mon.	A visit to an IL center of STEP; a meeting with a former director of the department of special education; a visit to the JICA Pakistan Office	
	26	Tue.	A meeting with training participants; a meeting with women with disabilities of IL; participation in a World Bank seminar	
	27	Wed.	A meeting with the president of STEP; a meeting with staff at the Pakistan office of HI	
	28	Thur.	A visit to a STEP school of inclusive education; keeping of an interview log; putting together the findings of the analytical study; compilation of a report	
	29	Fri.	Reporting to the JICA Pakistan Office; travel back to Bangkok	
	30	Sat.	Putting together the findings of the Pakistan study; sorting out of materials	
	Jul.	1	Sun.	Putting together the field study findings: sorting out of materials
		2	Mon.	Reporting on the Pakistan study at the APCD; interviews at the APCD; and putting together the field study findings (continued)
		3	Tue.	Interviews with the APCD; putting together the field study findings (continued)
4		Wed.	A visit to APCD stakeholders in Nonthaburi and the Asia-Pacific Regional Office of the DPI; putting together interview findings	
5		Thur.	A visit to Nakhonpathom IL center; putting together the field study findings (continued)	
6		Fri.	A visit to the Chonburi IL center; putting together the field study findings (continued)	
7		Sat.	Putting together the field study findings (continued)	
8		Sun.	Preparation for reporting on the field studies; putting together the interview findings	
9		Mon.	An interview with the JICA Expert and other stakeholders at the APCD	
10		Tue.	Travel to Khon Kaen; a visit to the CBR sites there	
11		Wed.	Interviews with CBR-related personnel at Khon Kaen University; a visit to the CBR team; travel to Bangkok	
12		Thur.	An interview with the JICA Expert at the APCD; preparation for reporting on the field studies; putting together the study findings; an interview with the APCD Director	
13		Fri.	Reporting to JICA Thailand Office; collection of information on Thailand's disability policies at the Department of Public Welfare	
14		Sat.	Travel from Bangkok to Narita	

## Appendix 5 PDM

Project Title: The Asia-Pacific Development Center on Disability

Duration: August 2002 to July 2007

Target Group: Persons with disabilities in developing countries in the Asia-Pacific region

\*The Center = The Asia-Pacific Development Center on Disability

Narrative summary	Indicators	Means of verification	Important assumptions
<p><b>Overall goal:</b> Empowerment of persons with disabilities and a barrier-free society will be strongly promoted in developing countries in the Asia-Pacific region.</p>	<ul style="list-style-type: none"> <li>• In 15 of 30 developing countries with the Center's focal point organizations in the Asia-Pacific region, policies, legislation, and programs concerning empowerment of persons with disabilities or a barrier-free society will be initiated by 2012.</li> <li>• The number of activities concerning empowerment of persons with disabilities and a barrier-free society conducted by the Center's associate organizations will increase to 50 by 2012.</li> <li>• The number of activities concerning empowerment of persons with disabilities and a barrier-free society initiated by ex-trainees of the Center will increase to 60 by 2012.</li> </ul>	<ul style="list-style-type: none"> <li>• Focal point organizations' reports.</li> <li>• Center's records</li>   <li>• Associate organizations' reports.</li> <li>• Center's records</li> <li>• Follow-up study of the trainees</li> <li>• Focal point / associate organization's reports</li> <li>• Ex-trainees' reports</li> <li>• Follow-up study of the trainees</li> </ul>	
<p><b>Purpose of Project:</b> The Center will be established to promote empowerment of persons with disabilities and a barrier-free society in developing countries in the Asia-Pacific region.</p>	<ul style="list-style-type: none"> <li>• The Center is able to operate and manage international cooperative activities of persons with disabilities.</li>   <li>• The Center's network to cover 120 focal points and associate organizations in 30 countries in the Asia-Pacific region will be developed.</li>   <li>• 30 resource persons including ex-trainees in the Asia-Pacific region will be engaged in the Center's activities.</li> </ul>	<ul style="list-style-type: none"> <li>• Center's report</li> <li>• Status of the Center</li>   <li>• Relevant organizations' reports</li> <li>• Center's report</li>   <li>• Center's records</li> </ul>	<ul style="list-style-type: none"> <li>• The Governments in the Asia-Pacific region will continue the current policies to support PWDs.</li> <li>• The Thai Government will continue to support the implementation of the Center's activities after 2007.</li> <li>• The associate organizations will continue their activities in the region</li> </ul>
<p><b>Outputs:</b> 1. Networking and Collaboration among focal points/ associate organizations will be facilitated by the Center.</p>	<ul style="list-style-type: none"> <li>• 33 Government and Non-Governmental Organizations (NGOs) in 30 countries in the Asia-Pacific region will agree to develop networking and collaboration with the Center as a focal point organization.</li> <li>• 100 NGOs in 30 countries in the Asia-Pacific region will be registered as associate organizations of the Center.</li> <li>• 30 collaborative activities with the Center will be organized.</li> </ul>	<ul style="list-style-type: none"> <li>• Signed agreement</li>   <li>• Signed agreement</li> <li>• List of associate organizations</li> <li>• Center's Records</li> <li>• Relevant organizations' reports</li> </ul>	<ul style="list-style-type: none"> <li>• Government organizations and NGOs agreed with the Center will remain as focal points/associate organizations of the Center.</li> <li>• Ex-trainees will continue activities in their organization.</li> </ul>

Narrative summary	Indicators	Means of verification	Important assumptions
<p>2. The accessible information support will be provided by the Center for focal points/ associate organizations, relevant organizations and people concerning disability issues.</p>	<ul style="list-style-type: none"> <li>• 60 websites (including 40 accessible websites) of focal points/ associate organizations will be linked to the Center's website.</li> <li>• 40 focal points/ associate organizations will provide information on disability issues to the Center to be shared among organizations of/for persons with disabilities in the region.</li> <li>• Newsletters will be produced and distributed quarterly.</li> <li>• Databases on focal and associate organizations, resource materials and country profile will be developed and updated regularly by the Center.</li> </ul>	<ul style="list-style-type: none"> <li>• Focal points/ associate organizations and APCD website</li> <li>• Focal points/ associate organizations reports, news, videos, etc.</li> <li>• Quarterly Newsletter</li> <li>• Databases of organizations, resources, materials and country profiles</li> <li>Indicator</li> </ul>	<ul style="list-style-type: none"> <li>• The Thai Government will approve the Center as an appropriate organization.</li> <li>• The Thai Government will approve the operation and management system of the Center</li> </ul>
<p>3. Disability-related human resource development for focal points/ associate organizations will be promoted by the Center.</p>	<ul style="list-style-type: none"> <li>• Number of training courses conducted.</li> <li>• Number of participants of the training courses.</li> <li>• Satisfaction-level with the training courses felt by the participants.</li> <li>• 60% of the participants will share the acquired skills and knowledge in their countries</li> <li>• 30% of the participants will initiate activities on disability-issues with utilization of skills and knowledge obtained in the Center's training courses.</li> <li>• Database of 80 ex-trainees, who can be resource persons (trainers, facilitators, implementers, course planners and advocators) for the training courses, will be developed for the Center.</li> </ul>	<ul style="list-style-type: none"> <li>• Center's records</li> <li>• Results of questionnaires</li> <li>• Evaluations of training by participants</li> <li>• Follow-up study of the former participants.</li> <li>• Focal point/ associate organizations report</li> <li>• Center's follow-up study</li> <li>• Ex-trainees' report</li> <li>• Database</li> </ul>	
<p>4. Operation and management system of the Center will be developed.</p>	<ul style="list-style-type: none"> <li>• Roadmap to become an appropriate independent regional organization will be decided.</li> <li>• Operational strategy of the Center beyond 2007 will be developed.</li> <li>• An appropriate number of persons with disabilities will participate in policy making in the Executive Board.</li> <li>• Necessary international advisory mechanism will be studied in alignment with the roadmap.</li> <li>• Financial and other related logistic plans of the Center will be developed beyond 2007.</li> <li>• Personnel Plan of the Center will be developed beyond 2007.</li> <li>• Knowledge, know-how and skills will be transferred from the Japanese experts to 10 staff and 12 resource persons of the Center.</li> <li>• 10 monitorings and 2 evaluations to assess the Center's activities will be conducted.</li> </ul>	<ul style="list-style-type: none"> <li>• Roadmap</li> <li>• Operational strategy of the Center</li> <li>• Member list of the Executive Board</li> <li>• Minutes of Executive Board Meeting</li> <li>• Roadmap</li> <li>• Financial Plan of the Center</li> <li>• Personnel Plan of the Center</li> <li>• Counterpart Trainings</li> <li>• Ex-trainees' reports</li> <li>• Minutes of JCC</li> <li>• Center's follow-up Study</li> <li>• Focal point/ associate organizations report</li> </ul>	

Activities	Inputs:	Important Assumptions for Outputs:
<p>1. Networking and Collaboration:</p> <p>1.1 to study disability issues including institutional framework in target countries</p> <p>1.2 to identify organizations to be focal points/ associate organizations in the region</p> <p>1.3 to dispatch APCD missions to target countries</p> <p>1.4 to agree with focal point organizations to support and participate in the Center's activities</p> <p>1.5 to prepare and sign TOR of focal point organizations</p> <p>1.6 to register associate organizations</p> <p>1.7 to develop network and collaboration among focal points/ associate organizations, resource persons, and other relevant organizations</p> <p>1.8 to develop and implement monitoring system on focal points/ associate organizations</p> <p>2. Information Support</p> <p>2.1 to support the capacity-building of the focal points/associate organizations to develop web-based networking in accessible format</p> <p>2.2 to provide information referral to focal point/ associate organizations, relevant organizations and the public</p> <p>2.3 to publish APCD newsletter quarterly to promote information sharing of disability issues in the region</p> <p>2.4 to develop APCD website to provide information on disability issues in the region</p> <p>2.5 to timely upload information on disability issues on the APCD website</p> <p>2.6 to develop integrated database on focal points/associate organizations, resource materials, and country profiles</p> <p>3. Human Resources Development:</p> <p>3.1 to prepare and implement disability-related human resource development training</p> <p>3.2 to conduct evaluation on the training</p> <p>3.3 to implement follow-up on ex-trainees</p> <p>3.4 to support relevant activities organized by focal point/associate organizations to which ex-trainees belong</p>	<p><b>The Japanese side:</b></p> <p>1) Dispatch of experts</p> <p>1.1 Long-term experts</p> <ul style="list-style-type: none"> <li>- Chief adviser</li> <li>- Coordinator</li> <li>- Expert on disability-related human resource development</li> <li>- Expert on information and communication technology (ICT) accessibility</li> </ul> <p>1.2. Short-term experts</p> <p>Short-term experts, that the Japanese and Thai sides find necessary for the Project under the supervision of Joint Coordinating Committee (JCC), will be dispatched.</p> <p>2) Training of Thai counterpart personnel in Japan</p> <p>Thai counterpart personnel of Japanese experts will be trained in Japan for further development of their expertise, when the JCC finds it necessary for the Project.</p> <p>3) Provision of equipment</p> <p>In the first Japanese Fiscal Year (JFY) of the Project implementation, the following equipment will be provided for the Project:</p> <ul style="list-style-type: none"> <li>- One (1) vehicle for 8-12 persons</li> <li>- Three (3) power-wheelchairs</li> <li>- Five (5) computers with the necessary accessories including disability-concerned access soft/hardware</li> <li>- One (1) photocopy machine</li> <li>- Other equipment necessary for the Project</li> </ul> <p>In the following JFYs, necessary equipment which the Japanese and Thai sides find necessary for the Project under the supervision of JCC will be provided. The provision of equipment, however, is subject to JICA's allocated budget for each JFY.</p>	<p><b>Outputs:</b></p> <ul style="list-style-type: none"> <li>- The Center's staff will continue to work at the Center.</li> <li>- Focal points/associate organizations will participate in the Center's activities.</li> <li>- Participants of ICT training will develop websites in accessible format for their own organization.</li> </ul> <p><b>Preconditions:</b></p> <ul style="list-style-type: none"> <li>- Sufficient number of the staff can be recruited for the Center.</li> </ul>

Activities	Inputs:	Important Assumptions for Outputs:
<p>4. Development of Operation and Management System</p> <p>4.1 to conduct a study on the Center's management beyond 2007.</p> <p>4.2 to develop and implement participatory decision-making on the operation and management of the Center</p> <p>4.3 to prepare a roadmap to become an appropriate independent regional organization</p> <p>4.4 to study international advisory mechanism to ensure internationality of the Center</p> <p>4.5 to prepare a financial plan to function beyond 2007</p> <p>4.6 to develop a logistic management system, including fundraising to function beyond 2007</p> <p>4.7 to prepare a personnel plan to function beyond 2007</p> <p>4.8 to train the Center's staff and resource persons on operation and management through on-the-job training</p> <p>4.9 to hold JCC twice a year to monitor the activities of the Center</p> <p>4.10 to participate in an Executive Board Meeting to report administrative matters and provide advice on the Center's operation and management.</p>	<p><b>The Thai side:</b></p> <p>1. Assignment of counterpart personnel of Japanese experts</p> <p>2. Assignment of administrative personnel for the Project</p> <p>3. Provision of office space and facilities for the Project Utility and daily administrative costs of the Project 1)</p>	



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