

<b>Name and location of the project</b>	Phase 2 – Leave No One Behind, Germany
<b>Duration of the project</b>	09/2018 – 31/12/2021 (40 months, including 4 months no-cost extension).
<b>General objective of the project and expected results</b>	<p><b>Overall Objective</b> Persons with disabilities enjoy equal and meaningful participation, safety, and protection in international humanitarian action, both in general and in German-funded assistance in particular.</p> <p><b>Expected Results</b></p> <ol style="list-style-type: none"> <li>1. Support for the development of the global IASC Guidelines on Inclusion of Persons with Disabilities in Humanitarian Action and sharing good practices on disability mainstreaming in global coordination mechanisms.</li> <li>2. Capacity and awareness-building activities for humanitarian actors in Germany and their local partners at the field level on both an operational and organisational level to mainstream disability and the inclusion of persons with disabilities in humanitarian action.</li> <li>3. Collaboration with two German universities and applied research to strengthen the evidence base for disability inclusive programming and coordination of humanitarian action.</li> </ol>
<b>Specific objective and expected results in relation to the good practice</b>	The promising practice relates to smooth coordination and implementation to achieve the overall objective.
<b>What particular aspect of the project does this good practice address?</b>	Coordination, partnership and management

## Background

Persons with disabilities are estimated to represent 15 per cent of the world's population<sup>1</sup> and are among the most marginalised people in crisis-affected communities<sup>2</sup>. In disasters, their mortality rate is two to four times higher than that of persons without disabilities<sup>3</sup>. Hence, there is a need to focus on including persons with disabilities in various aspects of humanitarian actions such as disaster preparedness, response and recovery.

Handicap International Germany (HI), Christoffel-Blindenmission (CBM) and the Institute for International Law of Peace and Armed Conflict (IFHV) at Ruhr University Bochum implemented together the project “Phase 2 – Leave No One Behind!”.

The project's activities brought awareness on disability inclusion in humanitarian action, supported the development of the IASC Guidelines on Inclusion of Persons with Disabilities in Humanitarian Action, built capacities of German NGOs and their local partners, strengthened inclusion of persons with disabilities in academic curricula and events, and enhanced the evidence base through applied research. Coordination among these partners was needed for the smooth and effective in implementation of the project.

## What is the problem being addressed?

HI and CBM are well established professional non-governmental organisations working towards realising the rights of persons with disabilities worldwide. The inclusion of persons with disabilities is a primary aim of both organisations. Although they share the same purpose, both have slightly different approaches to achieve it. HI works with local, national and international organisations and public bodies; however, it also directly implements programmes. CBM only works in a partnership model and does not directly implement any project. The third implementing partner, IFHV, is an academic institution that collaborated in this project for conducting applied research and to incorporate inclusion in academic curricula. Partnership with IFHV brought in scientific nuance. The administrative processes of IFHV is different from NGOs. There are differences in processes for financial clearance, procedures for implementing, and regulations for approvals that had to be taken into account in administering the project.

## What happened?

HI and CBM considered their common interest in mainstreaming disability in German humanitarian action to collaborate in this project. For mainstreaming disability, both organisations need to address the

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<sup>1</sup> WHO and World Bank, World Report on Disability (2011)

<sup>2</sup> Report of the United Nations Secretary-General for the World Humanitarian Summit, One Humanity, Shared Responsibility

<sup>3</sup> Katsunori Fujii, 'The Great East Japan Earthquake and Disabled Persons', in Disability Information Resources, Japan

humanitarian organizations. The expertise of both organisations that is complementary, and capacity building activities were divided depending on the organisation's interest and expertise, while still working closely with the respective organisation to comment/provide feedback, and share learnings/experiences.

The collaboration with IFHV resulted in the inclusion in humanitarian courses and an increased evidence on inclusion in humanitarian action. Strategic alliances of the three partners were meaningful as they combined and shared their resources and expertise to further their cause of inclusion while ensuring their independence and identity.

## What changed?

HI, CBM and IFHV receive funds from GFFO for various projects. HI, CBM can be a competitor in the same sector, especially for funding for inclusion related projects. However, the strategic alliance in this project has brought a win-win situation by adding value to all the three organisations involved in promoting inclusion. The project had raised the profile of the organisations as leads and resources for inclusion within the NGO sector and academia. IFHV has become a lead institute for research on disability inclusion in humanitarian action. HI and CBM have established themselves as a professional resource for inclusion among German NGOs and their local partners. Their expertise was used to provide technical advice to other organisations, e.g. on data collection, partnering with OPDs, adapting tools, as well as using the expertise the project team acquired during the project, e.g. ensuring digital accessibility of training.

## How?

In the two phases of the project LNOB, all three organisations have demonstrated good cooperation and further strengthened it through the establishment of the following structures for coordination:

- The Steering Committee (STC) consists of the senior management from each partner to govern the project. The senior members of the organisations made critical decisions, resolved conflicts, and provided backing and validation of project products, e.g. evaluation report, and validation of recommendations of the project coordinator and project team.
- Project Progress Team consists of representatives from all three partners. The project progress meetings, coordinated by the project coordinator, kept all the members updated on the project activities. Information regarding all three result areas was collected from project partners and presented in the meetings.
- Technical Team composed of technical experts from Handicap International and CBM. Technical Team's role was to organise the content of the trainings and ensure their coherence. They played a crucial role in aligning technical aspects, strengthened the coordination by integrated content and practices. The technical

# Promising Practice

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committee also discussed and developed the monitoring framework for the project, which ensured the appropriate collection of data and its analysis.

## **Recommendations**

- Time spent on understanding other organisations' cultures is vital. A retreat-like workshop will bring in this understanding to define roles, responsibilities and contractual or other obligations.
- It is essential to allocate adequate time and human resources for the various coordination structure for its effective functioning.