



UMBRELLA OF ORGANIZATIONS OF PERSONS
WITH DISABILITIES IN THE FIGHT AGAINST HIV &
AIDS AND IN HEALTH PROMOTION

ADVOCACY STRATEGY

2014 - 2017



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UNDEF

The overall purpose of UNDEF is to support democratization around the world by funding projects that strengthen the voice of civil societies, promote human rights, and encourage the participation of all in democratic processes. Projects could be in the field of, inter alia, strengthening democratic dialogue, civil society empowerment, civic education, freedom of information, and strengthening the rule of law.

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Improving the access to social services for People with disabilities in Rwanda

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Abbreviations and acronyms

UNDEF:	United Nations Democracy fund
UPHLS:	Umbrella of persons with disability in the fight against HIV/AIDS & Promotion of Community health
PWDs:	Persons with disability
UNCRDP:	United Nations convention on the rights disabled persons
DPOs:	Disabled peoples organizations
MoH:	Ministry of Health
WHO	World health organisation
NGOs:	Non-government organizations
UN:	United Nations
PESTAL:	political, economic, social, technological and legal environment
SWOT:	strengths, weaknesses, opportunities and threats
NCPD:	National Council of persons with disabilities.
VSOR:	Voluntary services overseas-Rwanda
BCR:	Banque Commerciale du Rwanda
UNAIDS:	United Nations on AIDS control
MOU	Memorandum of Understanding RUB (Rwanda Union for the Blind)
THT	Troupe des Handicapés Twuzuzanye
RNUD	Rwanda National union for the deaf
DC	District coordinator
PC	Project

Acknowledgement

The development of this advocacy strategy was made possible due to the dedicated hard work of advocacy strategy team comprising of DPOs, stakeholders and UPHLS staff. Special appreciation also goes to United Nations democracy fund (UNDEF) for the financial support that enabled us to develop this important document. UPHLS advocacy strategy is developed to address issues which affect persons with disabilities in Rwanda. Key issues are categorized into major themes and broken down into smaller specific intervention areas. The strategy is fitted in a framework and its content has issues identified, targets, outcome, indicators, means of verifications, activities to be conducted, lead organization, person responsible and resources required.

Preamble

Recognizing that the United Nations, in the Universal Declaration of Human Rights and in the International Covenants on Human Rights, has proclaimed and agreed that everyone is entitled to all the rights and freedoms set forth therein, without distinction of any kind.

The UN convention on the protection of the dignity and rights of persons with disabilities has come to strengthen the UN standard rule on the equalization of opportunities and full participation of PWDs.

World program of action concerning PWDs which promotes Justice, freedom and participation as well as health, education and independence of PWDs (personal, economic and social independence).

In view of the above international and national provisions, UPHLS as the umbrella organization for PWDs in Rwanda is implementing a two year project with UNDEF on “Improving the access to social services for people with disabilities in Rwanda”

UPHLS advocacy mandate is based on its vision which is empowerment, equity and integration of PWDs into the mainstream society and the mission which is to promote equal opportunities, rights and full participation of PWDs in the development process. Thus, the development of the advocacy strategy is in line with the vision and mission of the organization.

UPHLS advocacy strategy is designed to help DPOs and UPHLS communicate effectively and meet UPHLS/UNDEF project objectives. Here we look at the key elements of our advocacy strategy as well as how press/PR plans, web strategies and stakeholder engagement plans will fit into UPHLS overall advocacy strategy.

1. Statement of purpose

This advocacy strategy shows how effective communications can:

1. help to achieve overall project objectives
2. engage effectively with key stakeholders
3. demonstrate the success of implemented work
4. ensure people understand what is being done
5. Change behavior and perceptions towards PWDs

2. Objectives of the advocacy strategy

1. To advocate for accelerated process of domestication and implementation of the UNCRPD

Specific advocacy objectives	Specific policy objectives
At least 30% of PWDs in Rwanda know and understand their rights as stipulated in the constitution and the UNCRPD by 2016	Rwandan government has taken appropriate measures to ensure PWDs access, on an equal basis with others, to information and communications.
At least 10% of Rwandan population are aware of the rights of PWDs as stipulated in the UNCRPD by 2016	
The MoH and Parliament Sub-committee on Health are engaged with a petition paper so they may recommend amendments in Health Policy by 2016	Disability inclusive Health Policy

2. To promote full inclusion of PWDs in Health, sports and Rehabilitation services.

Specific advocacy objectives	Specific policy Objectives
By 2016, at least 10% of health service providers in Rwanda know specific needs of PWDs, and quality of services they should provide to them	Government has taken appropriate steps to ensure that PWDs enjoy the highest attainable standard of health without discrimination on the basis of disability

10% of all Districts of Rwanda have hosted inclusive sport events by 2016	The government has taken appropriate measures to encourage and promote the participation, to the fullest extent possible, of PWDs in mainstream sporting activities at all levels
At least one rehabilitation center is established and supported by the government	Government has taken effective and appropriate measures to enable PWDs attain and maintain maximum independence, full physical, mental, social and vocational ability, and full inclusion and participation in all aspects of life

The SWOT Analysis involves listing UPHLS’s **strengths, weaknesses, opportunities and threats**. Priorities, How can threats be turned into opportunities, how can someone plays on strengths through effective communications?

Internal environment

Strength

1. UPHLS is a registered and recognized umbrella body organization for DPOs in Rwanda
2. Functional secretariat with committed and experienced management staff
3. Conducted various media disability awareness programs hence experienced in media campaign
4. Conducted various researches in disability which is the basis for our advocacy
5. Signed memorandum of understanding with key partners like government of Rwanda & international NGOs operating in Rwanda.
6. Growth in the membership of associations of PWDs enlarging the representation of the Umbrella.

Weaknesses

7. Lack of commitment from advocacy sub committee
8. Inadequate financial and human resources
9. Less participation of DPOs in UPHLS advocacy programs
10. Capacity gaps among DPOs in handling advocacy related issues
11. PWDs are less informed about DPOs and UPHLS very existence and activities
12. Conflict of interests among DPOs

External environmental scan

Opportunities

1. UPHLS is recognized nationally and internationally with direct link to African Decade for PWDs and UNDEF
2. The existence of international instruments like UNCRPD which can link UPHLS to UN systems
3. Access to national and international donors
4. Open doors from donors to support the Umbrella with experienced international volunteers
5. Past experience in implementing big projects like Global fund with ministry of health
6. Partnership opportunities with established national and international organizations

Threats

1. Over dependency on donors
2. In event of political instability the efforts of UPHLS may be ineffective
3. In event of natural disaster
4. Lack of evidence research on disability in Rwanda.

PESTEL ANALYSIS

This tool enables us to understand the political, economic, social, technological and legal environment where the advocacy strategy will be operating and this insight will be a basis for implementation of strategies as well.

Political

Enhancing factors

1. Freedom of association, speech, movement, information
2. Political will and commitment of Rwandan government
3. partnership for support mobilization
4. political stability
5. National legal framework Law 01/2007
6. Politically represented in decision making(in Parliament)

Negative

1. Limited freedom of press and speech
2. Limited political commitment (Law representation in the Parliament)
3. Lack of implementation of the available laws and policies- No follow-up
4. Ignorance of disability issue for decision makers
5. Lack of monitoring of the legal processes

Economic

Enhancing

1. The steady growth and development of Rwanda economy l empowers the government to have extra disposal income to include disability in her national budget

Negative factors

2. Low level of economic development in the country acts as the setback because government finds it challenging to set their national priority goals on marginalized groups like PWDs

Social Factors

Enhancing factors

1. Social support system eg extended family system which promotes care and share
2. Education bringing enlightenment
3. Specialized schools and centers for PWDs

4. Religion promotes care and share
5. Inclusive education policy in draft

Negative factors

1. Negative attitudes towards PWDs (Prejudice, stereotype, nick naming)
2. Ignorance and illiteracy
3. Myths and beliefs in society
4. Unemployment and under employment
5. Lack of prothesis and orthosis services in Rwanda
6. Lack of PWDs integration in many development programs
7. Physical inaccessibility

Technological

Enhancing

1. The country has got improvement on ICT infrastructures with improved access to information through internet
2. Availability of ICT training centres
3. Favorable legal framework on technological development of the country

Negative factors

1. Dependence on imported technology
2. Limited knowledge on the usage of technology
3. Lack of enhancing environment for technological development like stable electricity, laboratories and libraries for researches and other educational infrastructures

Legal Factors

Enhancing factors

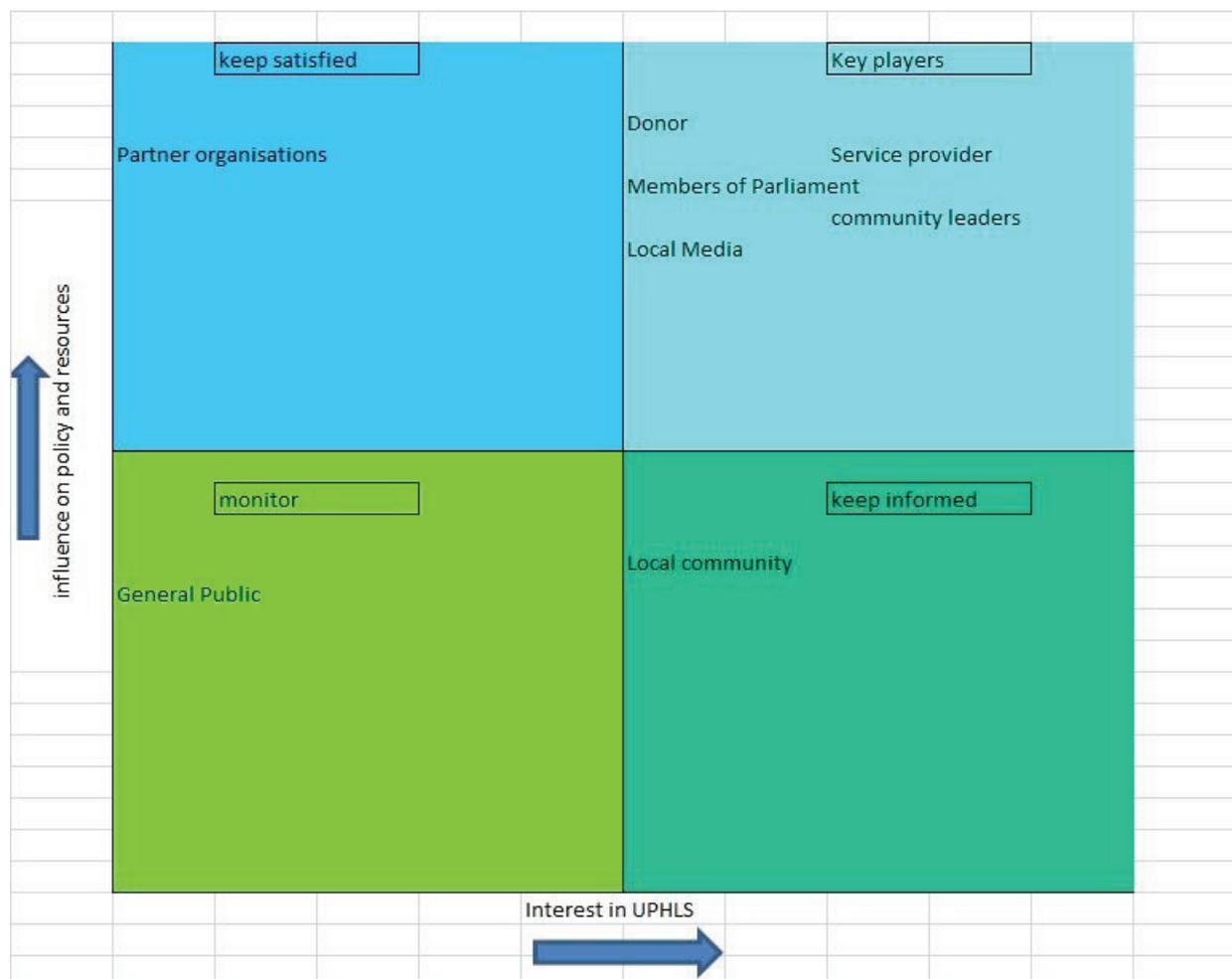
1. Constitution guarantees freedom of association, speech, movement of people including PWDs
2. Existence of friendly policies like employment, sports, education
3. Availability of key disability international instruments E.g. UNCRPD, standard rules and world program of actions concerning persons with disabilities

Negative factors

4. No legislation on the said provided articles in the constitution
5. Delay in adopting the integrated national disability policy
6. Failure for legal framework to protect PWDs begging on the street

UPHLS Stakeholders

‘A Mapping ‘was carried out to identify key UPHLS stakeholders, this involved choosing criteria which are important to UPHLS networking and then ranking our different audiences against those criteria. This can helped us to show which are the most important and therefore the ones on which UPHLS should be spending most of the effort communicating. Some examples was mapping stakeholders that included: looking at their influence on policy and resources and their interest in UPHLS.



Description of the diagram: The diagram shows a square divided into quadrants with each quadrant shaded a different colour. The x-axis (horizontal) shows 'interest in UPHLS' whilst the y-axis (diagonal) shows 'influence on policy and resources'. The quadrants are titled (clockwise starting from top left) keep satisfied, key players, keep informed and monitor. In each of the boxes, there is a suggested prioritization of communications with these audiences. The key players (top right section) are clearly those you want to spend the most time communicating with. NB - it is likely that some of these audiences will become more or less influential and have a greater or lesser interest in your organization over time and depending on their interaction with you. So it is worth revisiting this type of exercise periodically to see if the priorities are still the same.

The table below sets out some examples of how messages can be tailored to different audiences.

Audience	What they need to know	Key advocacy messages
Service providers	<ul style="list-style-type: none"> - What we do - How to access disability services - Where to go for services 	<ul style="list-style-type: none"> - provide useful, practical information and support - advocating for change in services delivery - We put services users first and value their opinions
Local MP or councilors	<ul style="list-style-type: none"> - What we want to see changed in policy terms - Our strong evidence base and supporter base 	<ul style="list-style-type: none"> - We have a strong evidence base and our calls are grounded in robust evidence - We have a good knowledge of the policy environment - We are a well-respected, authoritative organization
Coalitions	<ul style="list-style-type: none"> - We have the ability to make change if they help us 	<ul style="list-style-type: none"> - We need you to support our campaign by writing to your MP, signing our petition.

UPHLS Key communications methods

For each audience identified in the previous section, our channel of communicating with them will include through media (print & electronic), conference, workshop, leaflet, press release, events & UPHLS website.

UPHLS STAKEHOLDER ANALYSIS

Primary Stake holders of UPHLS

Stake holders	interests	Impact
PWDs	Representation and coordination of disability issues	Inclusion and empowerment of PWDs in development agenda
Family members of PWDs	Collaboration, referral and support	Integration and inclusion. improvement of living conditions
DPOs	Representation and coordination of members, resource center and development	Bigger voice, involvement and positive change
Government (NCPD)	Service delivery to PWDs, protection of rights, monitoring	Creating enabling environment for protecting the rights of PWDs

Secondary stake holders

Partners/ stake holders	interests
VSOR	Sharing skills to bring development
Global fund	International donor
RBC	Health Development partner
National planning commission	Economic development
Ministry of social welfare	Supporting the equal opportunities for the disadvantaged
National assembly(Parliament)	Representing interests of people
Local Media(electronic/print)	Providing and disseminating information
UNDEF	Human rights & democracy

BCR/I & M Bank	Profit making and development
UNAIDS	HIV/AIDS
WHO	<ol style="list-style-type: none"> 1. Prevention of Disability 2. Reproductive health 3. Policy related issues on health
East Africa disability Network	Coalition & disability networking
Light for the world-Netherlands	Disability empowerment

Nurturing partnership

What UPHLS can do to nurture and sustain Partners?

1. Vision sharing workshop
2. Exchange visits
3. MOU
4. Inviting them to participate in UPHLS activities and also participating in their activities
5. Information sharing (brochures, letters, facts sheet)
6. Website with links of partners
7. Stakeholders meetings and conferences
8. Internship exchange
9. Joint project development programmes

Dealing with the media as part of UPHLS coalition

There are special considerations for working with the media when in an advocacy coalition. We need to take decisions on the issues below, both to ensure that UNDEF/UPHLS project activities impact the targeted communities, and also to avoid disagreement within the coalition (When one agency gets media coverage and profile it can be irritating to other coalition partners who have put in an equal amount of work).

1. Who in the coalition will be responsible for coordinating media work?
2. What is your media budget, and who has budgetary authority?

3. Is there a clearly laid out chain of responsibility for making media statements and issuing press releases?
4. Will you use all the names and logos of each group in the coalition?
5. Who will be your main spokesperson (and stand-in)?
6. Will you keep a calendar of key political events?
7. Do you have a plan to respond rapidly to certain events or coverage?
8. Do you have available media briefing about your coalition (mission, aims, brief history etc.)
9. Do you have available media briefing about your policy issue and ‘ask’?
10. Do you have available a set of resources for the media (e.g. campaign video footage, photos, facts sheets, case studies)
11. Do you have a Q&A sheet (question and answers – particularly refuting ‘opponents’ objections) etc.?
12. Do you need media skills training?

Advocacy work plan

The table indicates key advocacy activities; budget and resources allocated to delivering the strategy. The work plan includes proposed timescales and identification of particular UNDEF project milestones within the strategy. This will allow us to measure clear steps towards ultimate goals. Specific project activities, events or publications will take place and are highlighted. (See appendix 1)

Evaluating success

The advocacy strategy will be evaluated on a quarterly basis with specific simple tools that will include the number of responses to our radio talk shows, e-bulletins, hits to UPHLS website. Policy changes, for example will have the key calls of our campaign been achieved! Measures of media coverage; not only in terms of volume, but also breadth and depth. How often were your key messages mentioned and has there been a shift in public attitude towards PWDs we have been campaigning for.

UPHLS Self-Assessment Tool for Advocacy Plan

Description and Purpose

This is a tool for an organisational self-assessment. It is similar to SWOT analysis (Tool 1) but allows UPHLS advocacy team to deepen their analysis by providing a more structured set of questions.

Method

Use the following chart to analyse UPHLS strengths and weaknesses.

After identifying the strengths and weaknesses, we should try to determine ways to employ strengths to their advantage and mitigate weaknesses.

Organisational Capabilities	Strengths	Weaknesses
Knowledge of the advocacy problem or issue		x
Understanding of the aim	x	
Understanding of the advocacy environment and context		x
Ability to develop the advocacy message	x	
Ability to transmit the advocacy message		x
Promoting participation in the decision-making process	x	
Quality of leadership		x
Diversity of membership/staff		x
External Relationships	Strengths	Weaknesses
Ability to influence key decision-makers		x
Ability to mobilise populations	x	
Ability to build a coalition		x
Ability to access the media		x
Resources	Strengths	Weaknesses
Human capacity	x	
Material resources	x	
Technological resources		x
Financial resources		x

Main objective	Advocacy objective	Audience/Target	Activity	Indicator	Timeline			Responsible
					#2014	#2015	#2016	
1. o To advocate for accelerated process of domestication and implementation of the UNCRPD	1.1. To train DPOs to do self advocacy, work with authorities and service providers	Ministry of health Parliament committees General population	Analyze policy gaps and link with health,community insurance	Report of the analysis		x		M&E
			Meeting with the Parliament committee to advocate for the amendment and implementation of the disability inclusive Health Sector Policy	Number of meetings between UPHLS and Parliament committee		x		ED
			Radio/TV talk shows at National level	Number of radio and TV talk shows	x			DC
	1.2. To engage the Parliament committee with a petition paper so they may recommend amendments in Health Policy	Parliament committees	Meetings with DPOs and stakeholders to produce the petition paper	Petition paper		x		PC
			Meet with members of parliament & local Govt officials	Number of contacts with members of parliament done		x	x	ED
	1.3. To engage with key stakeholders for inclusive health and social services	District offices Min of health	Radio/TV talk shows involving District authorities	Number of radio and TV talk shows with District authorities		x	x	DC
			Advocacy meetings and workshops with the Ministry of health (MoH) and key partners to amend the policies & revisit the budget on health & insurance policies	Number of meetings and workshop with MoH and key partners		x	x	PM
	2. To promote full inclusion of PWDs in Health, Education, sports and Rehabilitation services.	2.1. Provide regular disability news and radio talk shows highlighting disability issues to community and general audience	General population	Meet community members	Number of contact with community members		x	x
Newsletters and radio talk shows targeting the community				Number of newsletters and radio talk shows		x	x	DC
2.2. Using drama,debates for inclusive services on disability		General population	Drama	Number of drama conducted		x		PC /THT
			Debates	Number of debates held		x	x	Steering Com
2.3. Promoting sign language interpretation in public gatherings and major service centres		General population	Provide sign language trainings	Number of persons trained to provide sign language interpretation		x	x	PC / RNUD
			provide sign language interpreters at every gathering (public events)	Number of supported sign language interpreters in public events		x	x	PC / RNUD
2.4. Celebration of international disability day		General population	Participate in the preparatory meetings of the IDPD	Number of preparatory meeting		x		PC
	Celebrate the International disability day		Report of the celebration		x	x	DC & PC	

**UMBRELLA OF ORGANIZATIONS OF PERSONS WITH
DISABILITIES IN THE FIGHT AGAINST HIV & AIDS AND IN
HEALTH PROMOTION (UPHLS)**

THE UNITED NATIONS DEMOCRACY FUNDS (UNDEF)

“The UNDEF project aims at empowering people with disabilities in Rwanda by improving their access to health and social services. This will be done by addressing the following key areas for people with disabilities: strengthening local structures supporting PWDs; advocate for the improvement of the legal and institutional framework enabling PWDs and to advocate against stigma.”
Project objective “Contribute to a better access to health and social services for people with disabilities in Rwanda ! ”

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