

**Commonwealth Disabled People’s Forum**

**Module 5 Course Book**

**DPO Fundraising, Budgeting, Balance Sheets, Project Management and Monitoring Government Spending for Inclusion**

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**"Disabled people should move away from charitable behaviour. We should DO away with being dependent."** Beatrice Ngobo, South Africa.

**“No Money: No Dignity, No Democracy, No Rights**

The greatest problem most disabled people have is poverty. A disabled person with a job or an organisation with money is in a far stronger position.

Organisations of disabled people need funds to:

* run campaigns
* support members
* finance the group's activities
* Represent the views of disabled people.

Many institutions give funds to organisations to help them run projects and activities. Here we give ideas about funding strategy - how to raise and use money effectively. Unfortunately, far fewer organisations give funding for the equally important representative function.

Organisations of disabled people need to have the skills to:

• know where to go for funds

• manage money well - budgeting and balance sheets

• budget effectively especially if running projects - Project Management

• have enough money to keep the organisation running smoothly throughout the financial year

• develop and achieve their goals and objectives”.

In this module we will give an introduction to these drawing largely on the Tool Kit produced by Disability Awareness in Action in 1996[[1]](#footnote-1).

We will also briefly examine new tools that are being developed for the disability movement to find out whether Governments in Low- and Middle-Income countries are spending enough to implement the Convention on the Rights of Persons with Disabilities (UNCRPD). We include examples that show at National and State Level in India Government is not spending that which they undertook to spend.

Rachel Hurst, one of the key developers of the Global Disability Movement in the 1980s and 1990s wrote these words in 1999. Rachel gives the reasons why we as DPOs need to be fully involved in the development of our societies and this requires us to have financial literacy.

“There is no country in the world where disabled people's rights are not violated. The discrimination, oppression, violence, and abuse faced by disabled people does not respect national boundaries, national wealth or national poverty. As a result of our direct experience, and our articulation of our own situation, disabled people have a unique understanding of what constitutes "development" and the social change that is required to ensure our equalisation of opportunities and the enhancement of rights. This unique understanding has shown us that strategic change cannot happen on one front alone…

To include disabled people and their organisations in all development programmes makes good development sense. To exclude disabled people and their organisations from any development programme is to discriminate against them. Moreover, the strength of their empowerment, their self-advocacy and their accountability to a grassroots membership can only enhance the learning and experience that disabled people's organisations have to offer. It is therefore crucial that disabled people's organisations should always be involved in planning and policymaking for aid and development work, as well as in setting the parameters for training. This is not a new concept. It has always been assumed that women's groups and ethnic minority groups must be directly involved in setting policy and training agendas that affect them. The same logic and learning must now be applied to disabled people and our organisations by those professionals and agencies who are active in the world of international development work”[[2]](#footnote-2).

Unfortunately, the truth of these words has not been heeded for the last 25 years and DPOs need to again argue and campaign for core funding from Government to fulfil their designated role under UNCRPD Article 4.3 and 33.3 to be consulted in implementing the UNCRPD as ‘representative organisations of disabled people’ To be able to fulfil this role and to improve the position of their members DPOs/OPDs need to be financially sound, accountable and trusted.

# **WAYS TO RAISE MONEY**

**Companies** give in different ways.

They give cash or “gifts in kind” (resources other than money – anything from paint to paperclips). Large companies may even let members of staff work for you full-time, “on secondment”, paying the whole of the employee’s costs. They believe this to be the most cost-effective support for a project in which they want to make a real impact.

Businesses may also help to run training sessions for members of a voluntary organization – for example, in basic book-keeping, management or public relation skills.

Most companies prefer to support local organizations in the communities in which they operate, leaving national support to public and grant-making bodies.

Many companies also prefer appeals that are relevant to their business, perhaps a project of interest to the users of their products or services, and to appeals in which a member of staff is involved. All companies get more appeals than they can possibly hope to support.

Because of the administrative tasks, most have to make almost instant decisions on which appeals to reject without further consideration.

Many reject appeals that are obviously sent in the same form to large numbers of companies, poorly presented appeals or appeals which are obviously inappropriate. This is why it is so important to think very carefully about whether a company might be interested.

Use any contacts you have to find this out. Write a brief personal appeal letter, highlighting the benefits to the company (good public relations, potential new clients, coverage in local media, etc.) Imagine someone have to read 60 funding applications a week and only being able to give two or three hours a week to do this. The easier you make it for them to read and respond to your appeal, the easier it will be for them to say yes.

Companies give

• To create goodwill

• To be linked with certain causes

• To be seen as good neighbours in the local communities

• To create good relations with employees

• To gain a higher media profile

• Because it is expected of them

• Because the chair or managing director has a special interest

• Because the organization seeking sponsorship keeps trying Companies don’t like to keep refusing worthwhile causes, so keep trying. Don’t pester but politely try, as often as funding applications are allowed – unless you know the company just won’t give to disabled people or you can’t afford the postage.

But if you are turned down, think about ways to improve your approach.

**Sponsorship** by a business is, for the business, a form of advertising; they pay money to have their product or company advertised by you in your publication, at your conference, on your envelopes or in other ways. If you want sponsorship, you have to be absolutely certain that the company you are approaching will benefit. For instance:

• If you want them to sponsor your newsletter, you offer them free advertising

• If you want them to sponsor your postal costs, you say that every envelope will carry their name and logo

Many larger voluntary organisations get paid-for advertising for their annual reports, for brochures for special events, and in other printed materials which are going to a large readership or to a selected readership. Offer advertising space to particular companies. If, for instance, a special issue of your newsletter is on transport, speak to approved car companies.

Some organisations have gained sponsorship for aids and equipment by agreeing to put the name of the sponsor on the equipment.

In Colombia, the cost of making dropped kerbs has been paid for by local businesses who put their names as plaques in the kerbs as a reminder of their sponsorship!

For sponsorship, you approach the marketing or advertising part of the company. Ask for the marketing or advertising manager. Give them information on how many people are likely to see the company's name or how many areas you can cover.

For instance, if you are trying to find sponsorship to buy a vehicle, say where you will be taking the vehicle (which can have the sponsor's name on it) and how often it will be out and about. If you want sponsorship for a publication, say how many people will read it.

**Subscriptions** You can ask people to become a ‘friend’ or supporter of your organization. This can be an easy way of asking for money, though it does not always bring in a lot. Most disabled people do not have the money for subscription but some do. You can have different subscription rates for different groups of people. For example, disabled members, non-disabled family and friends, non-disabled benefactors (‘friends’) in the community.

Make sure the subscription rates are reasonable. You can make titles for people who wish to give different subscriptions and set a price on each of these titles, with different benefits, such as getting the newsletter, coming to meetings, using a particular service that you run. Titles might be:

• Friend

• Associate member

• Life member

Consider whether a subscription scheme is going to be worthwhile. Remember you have to collect the money, send out reminders, keep an up-to-date list. All this takes volunteers or staff time – which is money. So work out a rough budget – how many possible members against time spent – and see whether it is worth it.

## **Local sources of Finance**

Raising money locally should be a big part of your fundraising strategy. It provides money but it also helps your relationship with supporters in the local community. If people have helped your project, they will feel a part of its success. This is as important as the money you raise. As long as what you do is legal and upholds the dignity of disabled people, there is no reason why you should not use a variety of methods to raise money.

## **Fundraising events**

Here are some ideas for events and activities that you might organize to raise money:

Fetes and carnivals

Firework displays

Community festivals

Picnics and outings

Bread and cheese lunches

Discos

Coffee mornings

Games evenings

Bingo

Concerts

Open days

Treasure hunts

Sports events Competitions

Auctions

Craft fairs

Jumble sales

Sale of produce

Sponsored walk and wheel.

**Balance the effort and time** that goes into organising and running events. This needs to be calculated against campaigning and other work you might now not be able to carry out. Running such events particularly locally raises your profile in the community and encourages solidarity on your campaigning issues.

## **Activity 1 Module 5**

Imagine you are an Executive Member of a Local DPO/OPD that is committed to local disabled people getting out of poverty.

Write a letter to the CEO of a medium-sized Telecom Company that is active in your area asking for support as a sponsor or to give a financial contribution to your DPO/OPD.

In your letter outline what your imaginary DPO does, why you need support, what you would do with any support and what you hope the expected outcome of receiving the support would be all to be convincing.

Remember to not be “over the top”. Base your arguments on data and be courteous.

## **SUCCESSFUL GRANT APPLICATIONS**

“Despite the best of intentions, creating targeted grant applications can be challenging given the often complex and varied eligibility criteria used by many grant-makers. From researching which grants to apply for, to ensuring eligibility, and crafting a compelling proposal, the grant application process can be very time and resource-intensive. That's why we've curated these 5 essential tips to guide you towards success:

**Tip 1: Prepare and Plan Your Funding Needs**

Before diving into grant research, take time to carefully plan what you need funding for. Consider whether you require support for core costs, a specific project, or perhaps an investment in infrastructure. Determine the funding amount needed and the timeline for its utilisation.  [NCVO](https://www.ncvo.org.uk/help-and-guidance/funding-income/all-about-grants/deciding-apply-grant/#/) has some great advice on how to plan the funding that you need. [CAF](https://www.cafonline.org/charities/resource-hub/attracting-new-funding/writing-grant-applications) also provides useful advice

**Tip 2: Leverage Smart Research**

Researching potential funders can be time-consuming, and navigating eligibility criteria can be a challenge, but is important. The Disability Rights Fund and [Disability Rights Advocacy Fund](https://drafund.org/) are grantmaking collaboratives that support organizations of persons with disabilities (OPDs) around the world to build diverse movements, ensure inclusive development agendas, and achieve equal rights and opportunity for all. Please visit the  [Funding Streams](https://disabilityrightsfund.org/funding-streams/)  page for more information about the priorities for each grant type. Check out Funds for NGOs <https://www2.fundsforngos.org/category/disability>

**Tip 3: Scrutinise Grant Eligibility Criteria**

Unfortunately, grant eligibility criteria are not published in a standardised way. So deciding which grants you may be eligible to apply for can be a daunting task. While some grant-makers are known for publishing clear, transparent, and easily understandable criteria, regrettably, many others are not. Search for grants regularly. Always pay close attention to factors such as focus area, beneficiaries, location, organisation type and income requirements to ensure you invest your time wisely in applications that are properly aligned with your organisation's mission and profile.

**Tip 4: Be prepared for shortlisting and due diligence**

Before applying, make sure your ‘house is in order’. Grant-makers will typically run eligibility and high-level due diligence checks on all applicants, then conduct more detailed checks on the smaller group they have taken forward for ‘shortlisting’. Being well-prepared with the necessary governing documents, financial accounts, regulatory filings, and an up-to-date online presence can make all the difference between a smooth process, and potential complications. Refer to our '[How to Prepare for Due Diligence Checks](https://news.brevio.org/post/prepare-due-diligence-checks)' blog for comprehensive guidance.

**Tip 5: Craft an Outstanding Application**

Prior to starting your application, really familiarise yourself with the grant-maker's specific requirements, including word limits and deadlines. Craft an application that stands out by addressing the grant-maker's funding strategy and aligning with their objectives. Utilise your funding needs as the starting point for your detailed application, because this will include all the things that grant-makers typically want to know. For additional tips on writing a grant application, check out [CAF](https://www.cafonline.org/charities/resource-hub/attracting-new-funding/writing-grant-applications)’s user-friendly video content. And if you’re looking for a second set of eyes, [Charity Digital](https://charitydigital.org.uk/topics/three-ways-charities-can-use-ai-in-fundraising-11008) offers an excellent article on harnessing AI for application support”.[[3]](#footnote-3)

## **UNDERSTANDING BUDGETS AND BALANCE SHEETS**

## Empowering Yourself and Your Organization Through Financial Literacy

As a leader, understanding financial matters is crucial for making informed decisions, ensuring transparency, and achieving your organization’s goals. This guide will equip you with the basic knowledge to navigate budgets and balance sheets effectively.

To understand the basics, think of your own financial situation. You have **Assets**: A House, Land or a car you own and **Liabilities** - Loans, deferred payment. Then you have **Income -**grant, allowance, earnings and **expenses** – outgoings like rent, food, clothes, travel, entertainment etc.

Both should be in balance or Assets and Income should be more than Liabilities and Expenditure. Unfortunately, many disabled people live in poverty. But organisations cannot do this.

### 1. What is a Budget?

A budget is a financial plan that outlines your organization’s anticipated income and expenses for a specific period, usually a year. It acts as a roadmap, guiding your spending and ensuring you stay within your means.

### 2. What is a Balance Sheet?

A balance sheet provides a snapshot of your organization’s financial health at a specific point in time. It shows what you own (assets), what you owe (liabilities), and the difference, which is your net worth (equity).

### 3. Why are they important for DPOs?

* Financial Sustainability: Understanding your finances allows you to make

informed decisions about resource allocation, fundraising, and ensuring your

organization’s long-term viability.

* Transparency and Accountability: Budgets and balance sheets demonstrate

responsible financial management to your stakeholders, including donors,

members, and the wider community.

* Grant Applications and Reporting: Many grants require detailed budgets and

financial statements, and understanding these documents is crucial for

securing funding.

### 4. Understanding the Basics:

**Budget:**

Components: **Income (**grants, donations, membership fees, etc.) and **Expenses**

(program costs, rent, salaries, etc.)

Key Features: Balanced (income = expenses), realistic, and aligned with your

Organization’s goals.

**Balance Sheet:**

Components: **Assets** (cash, equipment, property), **Liabilities** (loans, unpaid bills),

and **Equity** (net worth)

Key Features: Accurately reflects your organization’s financial position and shows

a positive net worth.

### 5. Analyzing Budgets and Balance Sheets:

* Red Flags in a Budget:

**Unrealistic income projections:** Overestimating income can lead to financial

problems later.

**Unclear expense categories:** Lack of detail makes it difficult to track spending

and identify areas for improvement.

**Unapproved expenses:** Spending outside the budget raises concerns about

accountability.

* Red Flags in a Balance Sheet:

**Negative net worth:** This indicates your organization owes more than it owns,

raising concerns about solvency.

**Large liabilities compared to assets**: High debt levels can be risky and limit your

Organization’s flexibility.

**Unexplained changes:** Significant fluctuations in asset or liability values require

investigation.

**Right vs. Wrong:**

### **Figure 1 Example: Budget**

|  |  |  |  |
| --- | --- | --- | --- |
| **Category** | **Correct Budget** | **Inaccurate**  **Budget** | Comment |
| **Income** | Clearly  categorized  sources with  realistic  projections | Lump sum income  figure without  details |  |
| **Expenses** | Detailed  breakdown by  category and  amount | Limited expense  categories with  unclear  description |  |
| **Balance**  **(Variance)** | Income =  Expenses | Income>Expenses  (unrealistic surplus) or Income< Expenses (significant deficit) | Must include clear and realistic variance explanations |

## **Figure 2 Example Balance Sheet (BS)**

|  |  |  |
| --- | --- | --- |
| **Category** | **Correct BS** | **Incorrect BS** |
| **Assets** | Accurately valued and categorized (cash, equipment, etc.) | Missing or inaccurate asset values |
| **Liabilities** | Clearly listed and categorized (loans, unpaid bills, etc.) | Missing or inaccurate liability values |
| **Equity** | Positive net worth reflecting financial stability | **Negative net worth raising solvency concerns** |

**Remember;**

* Seek help from financial professionals or mentors if needed.
* Regularly review and update your budget and balance sheet.
* Use these tools to make informed decisions and achieve your organisation’s goals.

**Financial literacy is a journey, not a destination. Keep learning, keep asking questions, and keep making a difference!**

[**https://www.tutor2u.net/business/reference/teaching-activity-simons-balance-sheet**](https://www.tutor2u.net/business/reference/teaching-activity-simons-balance-sheet)

[**MANGO**](chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https:/www.erasmusplus.nl/sites/default/files/assets/Impacttool/Activity%20based%20budget_Mango%20finman%20guide.pdf) **Financial Management Essentials A Handbook for NGOs**

## **Activity 2.**

Examine Figure 1.

1. Explain some of the risks and dangers that would be involved for the DPO of having an inaccurate Budget.

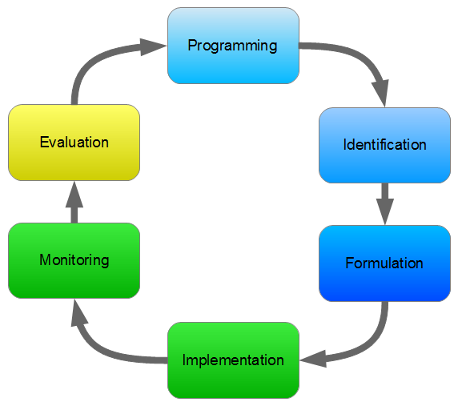
Examine Figure 2 Balance Sheet

1. Explain some of the risks and dangers that would be involved for the DPO of having an inaccurate Balance Sheet.
2. Explain why accurate accounting procedures are vital to a DPO especially in their fundraising activities.

## **Figure 3 PROJECT MANAGEMENT**

**Project Management Cycle-Plan Do, Review.**

The Figure 3 picture underneath shows a cycle of programming, identification, formulation, implementation, monitoring, evaluation and back to programming.

 Your DPO /OPD may not be able to afford staff to initially work out and develop a project. In which case someone on the Executive should take responsibility.

Focused meetings of the Executive, members or local disabled people with simple graphic facilitation and access measures will generate the priorities for the project.

**Crafting inclusive project proposals that consider the needs of persons with disabilities involves[[4]](#footnote-4):**

1. Understanding the diversity within the disability community.
2. Engaging stakeholders with disabilities in the proposal development process.
3. Applying universal design principles to ensure accessibility for all.
4. Using inclusive language and avoiding stigmatizing terms.
5. Identifying and addressing accessibility barriers in the proposal.
6. Outlining specific accessibility features and accommodations.
7. Including capacity building for project staff to support persons with disabilities.
8. Setting measurable inclusion goals and indicators.
9. Collaborating with disability organizations for expertise and support.
10. Developing inclusive communication materials and outreach.
11. Implementing ongoing monitoring and evaluation, involving stakeholders with disabilities.

By adhering to these fundamentals, project proposals can create an inclusive environment that respects and meets the needs of persons with disabilities, promoting their active participation and ensuring equitable opportunities.

The key principles of project management to enhance accessibility and inclusivity involve integrating accessibility considerations from the project's outset,

* utilizing universal design principles,
* engaging stakeholders with disabilities,
* identifying and mitigating barriers,
* providing training and support,
* budgeting for accessibility,
* incorporating inclusive monitoring and evaluation, and
* promoting continuous improvement.

By adhering to these principles, project managers can develop projects that prioritize accessibility, foster meaningful participation, and promote equitable opportunities for all stakeholders, including those with disabilities. The principles ensure that projects are designed, executed, and evaluated with a focus on inclusivity and respect for the needs of diverse individuals.

**Practical skills to support proposal writing and project management for projects benefiting persons with disabilities** include:

1. Disability Equality/Awareness and Sensitivity
2. Needs Assessment
3. Accessible Communication
4. Universal Design Application
5. Collaborative Teamwork
6. Budget Planning for Accessibility
7. Project Risk Management
8. Monitoring and Evaluation for Inclusivity
9. Accessible Event Planning
10. Disability Advocacy
11. Cultural Competence
12. Adaptive Project Management
13. Inclusive Training and Capacity Building
14. Person-Cantered Approach

These skills empower project managers and teams to develop comprehensive and inclusive proposals, execute projects that consider the unique needs of persons with disabilities, and foster a more inclusive and equitable society.

**The importance of inclusive proposal writing** in securing funding for projects focusing on disability inclusion, promoting diversity in project development, and addressing the unique needs of persons with disabilities. It ensures that projects are tailored to meet the specific challenges faced by this community, leading to successful outcomes and positive impacts.

Accessible project management is significant as it ensures equal opportunities for participation, promotes inclusivity in decision-making, enhances project effectiveness, demonstrates ethical and legal compliance, creates lasting impact, and enhances stakeholder satisfaction. By incorporating accessibility from the outset, project managers foster a more inclusive and socially responsible approach to project implementation, benefiting all stakeholders, including persons with disabilities.

The significance of accessible project management lies in its proactive approach to ensuring projects are designed with accessibility in mind from the outset. It empowers people with disabilities to actively participate in all project activities, promoting their skills and perspectives. By incorporating universal design principles, accessible project management maximizes the project's impact and fosters inclusivity for a diverse range of stakeholders. Embracing accessibility and inclusivity leads to more effective, equitable, and socially responsible project outcomes.

**The proposal writing process** involves several key steps to develop a captivating and effective proposal. These steps include:

1. **Identifying Purpose and Audience**:

Provide examples of audience-specific proposals, such as those targeting disability-focused organizations or accessibility advocates. Tailoring the proposal to address the unique needs and interests of the intended audience increases its relevance and impact.

1. **Defining Project Scope and Objectives**:

Example: Crafting a project to create accessible recreational facilities in the community to ensure equal access to leisure activities for people with mobility impairments. Clearly define the project's scope, objectives, and expected outcomes. Specific and measurable objectives help stakeholders understand the project's purpose and expected results.

1. **Conducting a Needs Assessment**:

Example: Assessing the educational needs of students with visual impairments to develop a proposal for accessible educational resources. Conduct a thorough needs assessment to identify the challenges, gaps, and opportunities relevant to the target population. Understanding the specific needs of the audience ensures the proposal addresses critical issues and offers appropriate solutions.

By following these steps, the proposal writing process becomes a strategic and well-informed approach in developing proposals that are tailored to specific audiences and responsive to the unique needs and challenges of persons with disabilities.

**The key elements of an inclusive proposal** are essential components that make the project plan comprehensive and effective in addressing the needs of persons with disabilities. These elements include an executive summary that provides an overview of the proposal, a problem statement highlighting specific challenges, a project methodology outlining the approach, a budget allocating resources for accessibility, and an evaluation plan to measure the project's impact on disability inclusion. By incorporating these elements, the proposal demonstrates a strong commitment to inclusivity, increasing its chances of success in securing support and resources for projects benefiting persons with disabilities.

**Structuring an inclusive proposal involves:**

1. Writing clear and concise content: Use plain language and avoid jargon to ensure accessibility for individuals with cognitive disabilities.
2. Highlighting the project's uniqueness and impact: Showcase how the project positively affects the lives of persons with disabilities, emphasizing its distinctive aspects.
3. Tips for compelling proposals: Engage persons with disabilities as stakeholders to strengthen the proposal's impact and demonstrate a collaborative approach.

**Activity 3: Drafting an outline Inclusive Proposal**

**Select a place you know.**

1. **Select a Public Space**: Choose a local public space to focus on.
2. **Identify Accessibility Challenges**: Identify barriers faced by persons with disabilities in the chosen space.
3. **Brainstorm Inclusive Solutions**: Discuss practical and innovative solutions using universal design.
4. **Develop Proposal Sections**: Executive summary, problem statement, project methodology, budget, and evaluation plan.
5. **Reflect** on the importance of inclusivity in public spaces.
6. **Closing Paragraph**: Emphasize the significance of inclusive proposal writing for accessibility and inclusion.

**Tips for Accessible Project Management**:

1. **The Five Stages of Accessible Project Management**:
   * Example: Adapt each stage to prioritize disability inclusion.
2. **Ongoing Accessibility Evaluations and Adjustments**:
   * Emphasize the importance of regular accessibility assessments and improvements.
3. **Defining Tasks and Timelines**:
   * Use visual timelines and clear descriptions to support persons with cognitive disabilities.
4. **Risk Identification and Mitigation**:
   * Consider accessibility risks and develop strategies for barrier-free implementation.

Top of Form

**Structure for Accessible Project Monitoring and Evaluation:**

1. **Setting Measurable Accessible Project Milestones**:
   * Example: Use audio or tactile cues to communicate progress for individuals with visual impairments. Ensure project milestones are clear, specific, and measurable, allowing everyone, including persons with disabilities, to track progress effectively.
2. **Tools for Accessible Project Tracking**:
   * Example: Utilize assistive technologies, like screen readers, to facilitate real-time project monitoring. Employ accessible digital tools and platforms that accommodate various disabilities, making project tracking and reporting more inclusive.
3. **Conducting Inclusive Evaluations**:
   * Example: Engage persons with disabilities in the evaluation process to ensure their perspectives are represented and valued. Seek feedback from diverse stakeholders, including persons with disabilities, to gain insights into the project's impact on accessibility and inclusivity.

By adopting an inclusive approach to project monitoring and evaluation, project managers can ensure that all stakeholders, including persons with disabilities, are actively engaged and contribute to the project's success. Utilizing accessible tools and involving diverse perspectives fosters meaningful participation and promotes disability inclusion throughout the evaluation process.

**Activity 4: Create an accessible project management plan for an inclusive community event** and write it up.

1. Select a community event and identify specific accessibility goals,
   * Think of inclusive solutions using universal design principles.
2. Develop the project management plan,
   * considering tasks,
   * timelines,
   * budget,
   * communication methods,
   * participant engagement, and
   * accessibility evaluation.

## **OVERSIGHT AND SCRUTINY OF BUDGETS AND ACCOUNTS.**

This role of scrutiny is the most likely one to be played by leaders in DPOs.

The following 20 questions to ask when looking at accounts will help to establish if financial accounting is in order.

**Auditor’s report on the annual financial statements**

1. How long ago was the last audit conducted?

2. What does the Auditor’s Opinion say – is it qualified or unqualified?

**Balance Sheet**

3. Does the organisation have enough ready cash (see ‘Cash at Bank’ listed under Current Assets) to pay off its immediate debts (see Creditors)?

4. How long could the organisation survive if all of its funding dried up? (Calculate the ‘survival ratio’) How does this compare to last year?

**Income & Expenditure (or profit and loss) account**

5. Is income and expenditure broadly in balance? (Look for net income/expenditure)

6. Is there a significant increase or decrease in activity levels from the previous year?

7. What is the balance of direct project costs vs. admin costs? Is it reasonable for the size and nature of the organisation?

8. How ‘donor dependent’ is the organisation? (Calculate the ‘donor dependency ratio’) **Budget monitoring report**

9. Is expenditure broadly in line with the budget? (+ 10%)

10. Is income broadly in line with the budget?

11. Are there any significant variances? If so, have they been satisfactorily explained?

12. What action is being taken to correct significant variances – eg underspending as a result of delayed activity plans?

13. Are there any large bills outstanding which could substantially affect the figures shown?

14. Are we owed any large sums of money? What is being done to retrieve them?

15. Are there any un-budgeted expenses which may occur in the rest of the year?

16. What is the projected end-year outcome? Is this outcome satisfactory? If not, what steps can be taken to change the result?

**Cashflow forecast**

17. Is there enough cash in the bank to fulfil the activity plan in the next six months?

18. What grants are due and are they still expected to come through on time?

19. Are spare cash balances invested to produce the best return?

General 20.

What non-financial figures are being produced to show how the programme of activities is progressing?[[5]](#footnote-5)

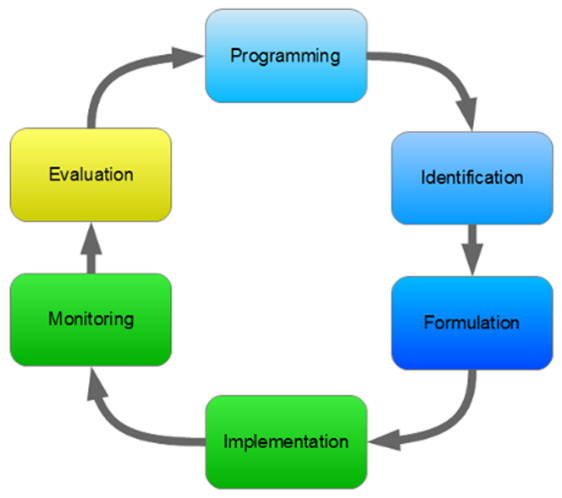
## **Activity 5: Project Management**

You are working for National DPO. You have to develop a project proposal for funders.

The aim of the project is to increase the involvement of disabled women in the workforce by 10% over three years.

Identify one strand of this project and complete a programme cycle describing the key factors you will want to consider and quantify at each stage of the cycle. A: Identification of issue, B: Formulation of the project strand, C: Implementation of the project strand, D: Monitoring and Evaluation. (Use THIS SECTION text and Figure 3 as A GUIDE)

The Figure 3 picture underneath shows a cycle of programming, identification, formulation, implementation, monitoring, evaluation and back to programming.

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## **CDPF COMPLIANT BUDGETING**

## **In a Nutshell: Basic Rules for CRPD Compliant Budgeting**

**Do NOT** spend public funds on programmes and services that are counter to the CRPD such as segregated education or social care institutions or sheltered workshops.

**ENSURE** that all public spending across ministries and levels of government contributes to inclusion, including development assistance:

* accessibility in all publicly funded new infrastructure, transport, information and communication systems
* accessibility requirements in public procurement regulations for services, works and goods
* non-discrimination and duty to provide reasonable accommodations in all public services
* social clause in procurements favouring employment of persons with disabilities.

**PROGRESSIVELY AND EQUITABLY** increase spending to ensure national access to support services that promote inclusion: (re)habilitation, assistive devices, personal assistance, sign language interpreters, support for children and their families, disability allowance, etc.

**PROGRESSIVELY** invest in making existing infrastructure and services accessible to all persons with disabilities.

**COLLECT AND DISSEMINATE** data on budget and outcomes of publicly funded programs and services.

**CONSULT** with DPOs in their diversity across the budget cycle.

**INCLUSIVE, DISABILITY RESPONSIVE OR CRPD COMPLIANT BUDGETING?[[6]](#footnote-6)**

In recent years, as many countries have adopted new legislation to implement the Convention on Rights of Persons with Disabilities (CRPD), interest has been growing on the role of public budget in supporting the inclusion of persons with disabilities. The terms inclusive budgeting, disability and disability responsive budgeting, CRPD compliant budgeting are somehow used interchangeably, but can mean different things. To disentangle them, three basic questions are important, all of which are preconditions for inclusive budgeting.

**Inclusive budgeting** entails that government revenue generation and expenditures involve and benefit all people in their diversity. It includes persons with disabilities among others and pays attention to the impact of revenue generation and expenditures on gender equality and the most marginalized groups. It ensures that all stakeholders are meaningfully consulted in budget processes. Important as an overarching concept, such a broad approach alone might miss the specific requirements of different groups, particularly the most marginalized among persons with disabilities. The answers may be YES to the three fundamental questions, but there is no guarantee**.**

• Are sufficient public funds being spent to realize rights of all persons with disabilities?

• Are the public funds being collected and spent in a way that always promotes inclusion and gender equality?

• Are budget and procurement processes, among others, fully inclusive?

**Disability budgeting and disability responsive budgeting** concepts are an echo of gender responsive and child responsive budgeting, with a focus on persons with disabilities. Such approach might be more inclusive of all groups but still, may not be specific enough. Indeed governments, in good faith might consider as disability responsive, public expenditures on programs that are:

• important but which do not promote inclusion of persons with disabilities per se, such as public health programs (immunization, mine risk awareness…)

• in contradiction with the CRPD standards, such as segregated education or psychiatric hospitals practicing forced treatment and coercion.

**• disability specific and fail to promote a whole of government approach.**

While they offer an entry point for stakeholders to engage with budget processes and public financial management (PFM), inclusive or disability responsive budgeting might not provide the comprehensive guidance required to ensure that maximum available resources are used to implement the CRPD

***“In most low- and middle-income countries***, few significant policies or programs aiming at the inclusion of persons with disabilities have been developed or adequately funded publicly. Data from India, [[7]](#footnote-7) Mauritius, Namibia, [[8]](#footnote-8) the Philippines, South Africa and Pacific Island countries indicate that allocations in many low- and middle-income countries are below 0.5% of GDP, and in some, such as India, are actually less than 0.1% of GDP.

Required interventions to implement the CRPD range from no to relatively high cost:

|  |  |
| --- | --- |
| **NO COST** | a social clause for employment of persons with disabilities in public procurement |
| **LOW COST** | ensuring accessibility of all new infrastructures, transports, websites |
| **HIGH COST** | support services and social protection support for children and adults with significant support needs (2-3% of the population) |

For most LMICs, where there are little or no formal support services and social protection, implementing the CRPD and inclusive SDGs will therefore imply significant increase of budget allocations across sectors. The Government of Samoa’s efforts to develop a costed CRPD implementation plan in 2015, following their CRPD ratification, provides an interesting illustration, even though the experience had many caveats due to data limitations. The plan covered only key actions prioritised by stakeholders as critical for starting CRPD implementation and estimated that resource allocation ranging from 0.2% to 0.7% of GDP over five years would be required, compared with the 0.1% then allocated.

However, in low- and middle-income contexts, just as in high-income contexts, it is critical to consider the increase of resource allocation within a CRPD-compliant framework. Investing more in residential care institutions or segregated schools can indeed result in an increased higher budget allocation while actually creating more barriers to inclusion.

DPOs, national and local governments and donors have to develop a common understanding of CRPD standards, make the most of the available data, and identify gaps and priorities to allocate existing resources effectively and equitably”[[9]](#footnote-9).

**WHY SHOULD DPOs ENGAGE IN BUDGET ADVOCACY?**

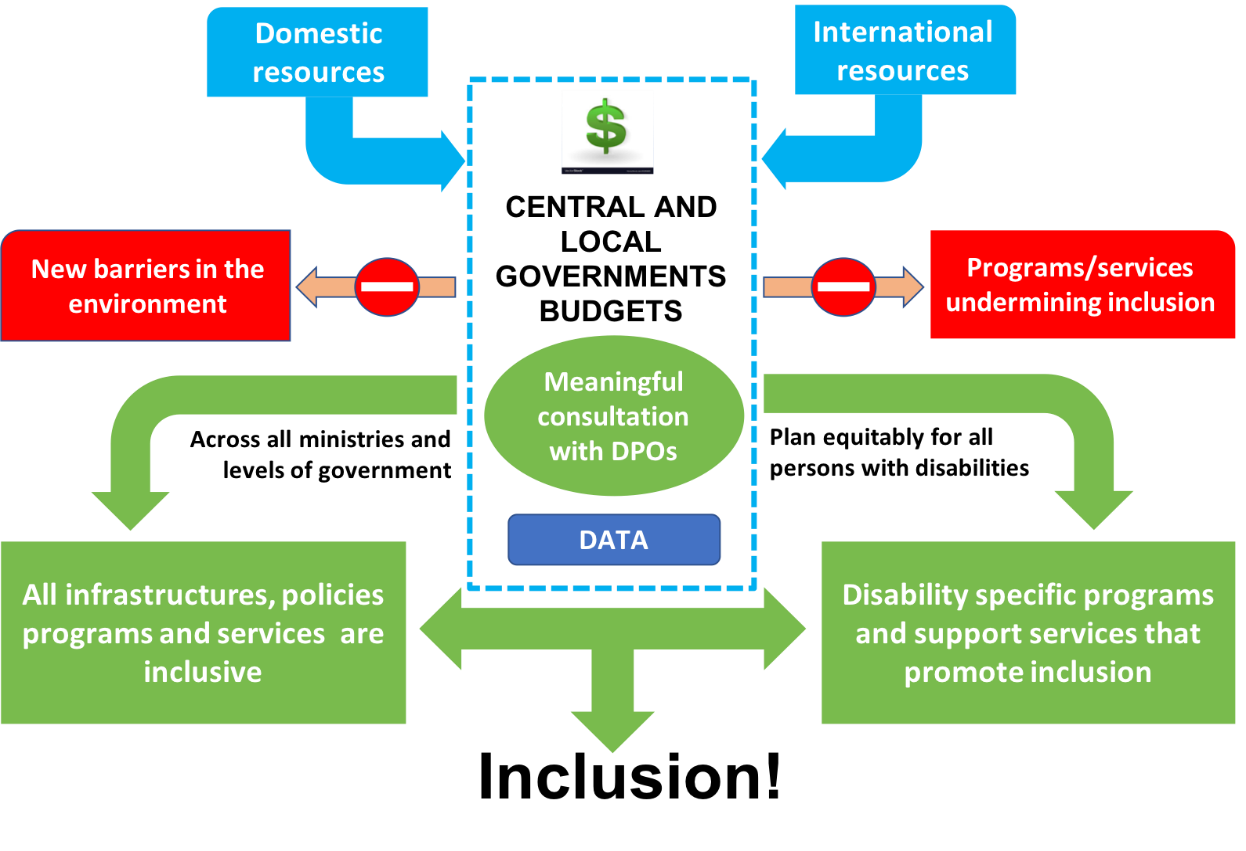
Engagement of DPOs in budget advocacy is critical for several reasons:

* 1. **NOTHING ABOUT US WITHOUT US**: It is the duty of government to consult with DPOs in any policy matters impacting persons with disabilities. [[10]](#footnote-10) DPOs need to be in a position to be an effective counterpart to make the most of this engagement. Engaging in budget advocacy helps build new skills and knowledge and gain credibility towards public authorities and elected officials.
  2. **SUSTAINED DEMAND:** Ensuring that adequate public resources will be allocated and effectively used for inclusion of all persons with disabilities will take many years. DPOs are the only actors with the necessary long-term focus and interest in developing and sustaining demand for more and better public spending on inclusion.
  3. **ACCOUNTABILITY:** Budget advocacy helps monitor the political will of government, the level of prioritisation given to inclusion of persons with disabilities and the effort to implement the CRPD.
  4. **FRAMING THE RESOURCE DEBATE**: Limitation of resources is a recurrent argument put forward by governments for explaining their lack of progress to advance inclusion of persons with disabilities. Often measures required are deemed unaffordable. DPO analysis of existing public expenditures, gap analysis and costing of measures will allow them to negotiate and reframe the resource debate by proposing a realistic way forward.

**ENSURING EQUITY:** Governments tend to prioritise increasing expenditure on existing services and programs which may not address needs of the most marginalised groups, and these groups may not have access to budget debates. By developing consensus among all constituencies on key budget demands, DPOs can contribute to greater equity in the use of resources between groups and gender equality over the years.

# **Figure 4 – Basic principles of budgeting for inclusion of persons with disabilities (CIP 2019).**

This figure shows resources from domestic and international into central and local governments budgets. It shows that they shouldn’t support programmes or services that undermine inclusion. Then it shows meaningful consultation with DPOs across all ministries and levels of government produces inclusive infrastructure. And that planning equitably for all disabled people produces disability specific programmes and support services that promote inclusion.

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**Case Study analysis of India: What was found in the first phase?**

1. The budget speeches over the years showed the lack of prioritisation of investing in inclusion of persons with disabilities, with limited references to tax exemptions and coverage through social assistance programs at the national level.
2. Only eight out the fifty ministries had programs that had specific mention of persons with disabilities, and then only four ministries had some financial data disaggregated in the budget document.
3. The total specific allocations (G1 and G2) to persons with disabilities represented only 0.009% of GDP.
4. In spite of the Planning Commission mandating at least 3% earmarking across ministries, the disaggregated data revealed that the allocation had been less than 1% of the overall allocation to the ministry / department.
5. There was huge variation between the two sample states in their allocation towards specific expenditure for persons with disabilities.
6. The administrative bottlenecks in general in the system impacted effectiveness and efficiency in administering the programs for persons with disabilities.
7. The programs and policies were not mandated to be in line with the CRPD.

**LOCAL BUDGET ADVOCACY**

Local budget advocacy can be critical for two reasons:

1. In many countries, there is a high level of decentralisation of service delivery responsibilities. Often local authorities do not have adequate resources to fulfil new responsibilities, which leads to a high level of competing priorities. This means that engagement of DPOs is critical to ensure that their issues will not be side-lined.
2. Use of nationally allocated public resources should result in service delivery at a local level. If DPOs are not involved in monitoring the extent of implementation of programs and schemes or the quality of service delivered, it is ultimately very difficult to assess the effectiveness of the use of public resources.

In India and the Philippines, engagement at the local level took different forms related also to different local governance structures.

**INDIA**

Following the initial work at national level presented in the case study above, the team that had been trained went back home to Chennai, **Tamil Nadu**, and started work locally. Echoing the process they used for the Union budget, they carried out an in-depth analysis of the different schemes for persons with disabilities in Tamil Nadu. They ran focus groups in several local communities to assess:

* the effectiveness of the schemes in supporting persons with disabilities
* the level of information and preference for disabled people with regards to those schemes
* the level of involvement of local DPOs in the monitoring/implementation of those schemes.

One of the learnings from the study was that persons with disabilities had a very limited awareness of the type of support available to them. So, the team produced a series of leaflets and videos to give accessible and simpler information to people with disabilities about the existing schemes.

They also produced a response to the Tamil Nadu state budget. This was the first time that such an exercise had been carried out in the state and it was initiated by the project team, which also encouraged other social groups to do the same type of work. So, while at national level the DPOs joined the mainstream social coalition in Tamil Nadu, the disability activists of the team initiated such budget monitoring work at state level.

### **Activity 6:** Holding Local Authority/Municipality financially accountable for agreed disability related expenditure.

For a Local Municipality/Local Authority you know, describe:

1. Different policy areas and which group of disabled people are impacted?
2. What records of expenditure might be needed to judge if 3 of these policies are being implemented?
3. If you find significant discrepancies outline how you might develop a campaign around the underfunding and what your demands might be.

1. Disability Awareness in Action Fund Raising Tool Kit No 5 1996 <https://www.independentliving.org/docs2/daakit51.html> [↑](#footnote-ref-1)
2. Disabled People's Organisations and Development: Strategies for change by Rachel Hurst (Chapter 3 in Stone, E. (ed.) 1999: Disability and Development: Learning from action and research on disability in the majority world, Leeds: The Disability Press pp. 25–35 https://disability-studies.leeds.ac.uk/publications/disability-and-development/ [↑](#footnote-ref-2)
3. https://news.brevio.org/post/proven-tips-for-successful-grant-applications [↑](#footnote-ref-3)
4. Guyana GCOPD Training Manual April 2023 [↑](#footnote-ref-4)
5. MANGO NGO Handbook, 2017,p.227 <https://www.erasmusplus.nl/sites/default/files/assets/Impacttool/Activity%20based%20budget_Mango%20finman%20guide.pdf> [↑](#footnote-ref-5)
6. <https://inclusive-policy.org/wp-content/uploads/2019/06/Inclusive-CRPD-budgeting-Brief_1006_-web.pdf> Centre for Incliusive Policy Washington 2019 [↑](#footnote-ref-6)
7. Analysis of Union Budget 2019-20 - <http://www.cbgaindia.org/wp-content/uploads/2019/07/Promises-and-Priorities-An-Analysis-of-Union-Budget-2019-20-2.pdf>, p. 42. [↑](#footnote-ref-7)
8. Kidd, S. et. Al (2019). “Leave No-one Behind: Building Inclusive Social Protection Systems for Persons with Disabilities”, Development pathways, p.29. [↑](#footnote-ref-8)
9. IDA The New Normal Getting governments to spend **[more & better]** for **[inclusion]** of all persons with disabilities <https://www.internationaldisabilityalliance.org/sites/default/files/budget_advocacy_for_a_new_normal.docx> [↑](#footnote-ref-9)
10. Article 4.3 of the CRPD. See CPRD general comment 7 for more details on obligations of states parties. [↑](#footnote-ref-10)