Traditionaly, the basic unit of local government outside of Freetown is the chiefdom, headed by a paramount chief. District governments had been abolished under Siaka Stevens presidency in the early 1970s, and while Freetown Council and the four town councils continued to function (after a fashion), local government elsewhere was essentially a combination of centrally appointed district officers and local chiefs.

Sierra Leone emerged from a decade of brutal civil war in 2002. The elections of May 2004 led to a profound change in the nature of local government in Sierra Leone with the advent of the decentralisation process. The first local government elections in 32 years were successfully conducted following Paramount Chieftaincy elections in 2003. Since 2004, each of the 13 districts and 6 major cities (Freetown, Bo, Kenema, Koidu and Bonthe) has had an elected Local Council, which is the highest political authority in the district/city.

The elections were aimed at reactivating local government administration at district level, decentralising central government functions and building local level capacity to manage the decentralised system. In 2008, peaceful local council elections were held and received the endorsement of the international community.

The administrative structure of the state is composed of: 4 regions or provinces (Northern, Southern, Eastern and Western Area); 13 districts; 19 local councils; 5 towns (Kenema, Koidu/Sembehun, Makeni, Bo and Bonthe) with their own councils (which are separate from the districts in which they are based); the capital city Freetown (subdivided into two local councils: Freetown City Council and the Western Area Rural Council); 149 chiefdoms; 390 wards.

A comprehensive plan for devolving central government functions to the local councils has been prepared. A decentralised public financial management system has also been established, with the aim of improving national-level public financial management. The World Bank, the EU, UNDP, DFID and other donors are facilitating the devolution of power to local authorities and the participation of citizens in the development process.

On paper, the new local councils have responsibility for a wide range of services including education and health. However the devolution of
responsibility from central to local government was always likely to be slow, given the extreme shortage of qualified staff, buildings and equipment at local level.

As part of this plan, a new Local Government Service Commission was to be established and senior administrators to be seconded to fill the posts of Local Council Chief Administrators for one year. After that, elected councillors were to recruit these posts.

The speed of devolution was slowed by the absence in the new law of guarantees for the provision of adequate finance for effective local government. The availability of financial grants from central government was crucial, given the limitations that rural poverty places on own-revenue generation. But the government rejected the growing international practice of defining in the legislation a fixed proportion of central government revenue for transfer.

Essentially the decentralisation process has encountered many problems resulting from weak state capacity, the persistence of chieftaincy governance, chaotic local revenue collecting systems, informal provincial land and property markets, poor government record keeping, and corruption.

**LEGISLATIVE FRAMEWORK AND DISABILITY POLICIES AND STAKEHOLDERS**

The 1991 Constitution and a number of key treaties and conventions that Sierra Leone has signed provide an entry point to work toward an improved policy framework for persons with disabilities. Article 8 of the Constitution set forth social policy objectives for the state, including “care and welfare of the aged, young and disabled shall be actively promoted and safeguarded”.

Possibly as a result of international attention in the post-war period, disability issues have become quite prominent across the country, as it has been well documented that rebels used deliberate amputation of limbs as a method of instilling terror in civilian populations.

In addition, at the end of the war the Government signed a number of international human rights conventions including the UN Convention on the Rights of Persons with Disabilities and its Optional Protocol on March 30, 2007.

The parliament authorized ratification on July 28, 2009, and is currently working on national legislation to ensure compliance. In 2004, Parliament adopted the Human Rights Commission of Sierra Leone Act (HRC Act), which provides for the establishment of a national human rights institution for the protection and promotion of human rights. There is an opportunity for DPOs to work with the Commission to ensure that disability issues are respected and their rights safeguarded at all levels of society.

The Ministry of Social Welfare is the official government administration responsible for the welfare of people with disabilities, but its resources and capabilities are limited. In September 2006, the National Commission for Social Action (NaCSA) was officially designated to implement the War Victims Reparations Program, under the provisions of the Truth and Reconciliation Commission (TRC) report. NaCSA has also been providing support to vulnerable communities and groups, including people with disabilities.

Although the government of Sierra Leone's 2005-2007 Poverty Reduction Strategy Paper (PRSP) identified the participation and inclusion of vulnerable groups (including persons with disabilities) as a priority, a national policy on disability has not yet been approved. A Draft National Policy Paper on Persons with Disabilities was prepared in 2004-2005 under the shared leadership of Ministry of Health and Ministry of Social Welfare. The recommendations defined in the draft were too broad and they did not prioritise issues or define costs for implementation. Furthermore, the participation and involvement of DPOs in the consultation process was considered very low.

Since then, there have been several applications of the draft legislation with some involvement of DPOs through the the new, government-led National Committee for the Rehabilitation of Persons with Disabilities (NCRPD). NCRPD has no direct powers of its own. The Committee is mainly composed of governmental bodies and DPOs have been given only a minor consultative role. The NCRPD rarely meets proactively and mainly serves as a forum for information-sharing.

Mainstreaming of disability is a particular gap in most areas of development in Sierra Leone. This issue runs through all programs and initiatives either by government, bilateral institutions or international organisations.

While the National Health Strategy 2002 indicates that disability is one of the priority health problems in Sierra Leone, it is not prioritized among different health approaches.

The Sierra Leone New Education
Policy, as well as the PRSP, states a priority need for special education for disabled and vulnerable children and youth. The Ministry of Education, Science and Technology (MEST) has a draft Education Sector Plan (ESP) covering 2007-2012 which prioritises the difficulties of children with mobility issues, as part of the Millennium Development Goals for 2015. One of ESP's main policy goals is to increase the number of vulnerable and disadvantaged children, including orphans, enrolling and staying in school. This is to be achieved by ensuring schools can be safely used by children with disabilities, the availability of special needs teacher training and training materials, increased social support and monitoring by social workers, and skills training.

The establishment of a quota system for the employment of people with disabilities in the labour market has been proposed in the draft national disability legislation. However, at present, there is no clear government policy on the employment of people with disabilities, neither are there systematic public programs supporting the integration of people with disabilities in the productive economy.

The Sierra Leone Union of Disabled Issues (SLUDI) is the national umbrella network of DPOs and special needs institutions. It was formed in 1995 to promote equal opportunity and accessibility for all people with disabilities. In 2006, SLUDI counted 29 active members from across the country, covering all types of impairment (e.g. Sierra Leone Association of the Blind, Sierra Leone National Association of the Deaf, Polio Victim Association, Association Grafton, Leprosy Association of Makeny, etc.). SLUDI operates via the following bodies: 1) the Union, representing all registered members, 2) the Executive Committee, composed of 11 elected members, and 3) 4 Sub-committees (Prevention and Rehabilitation; Education and Advocacy; Research; Fundraising). National and international NGOs (in collaboration with UN agencies) and DPOs have been providing the majority of assistance on functional rehabilitation and psychological and livelihood support services. There are about 20-25 major NGOs (international and national), which are active in the areas of education, health, housing, advocacy and livelihood support.
LOCAL GOVERNMENT IN SIERRA LEONE REVOLVES AROUND A SYSTEM OF 19 COUNCILS AS FOLLOWS: FIVE (5) CITY COUNCILS, NAMELY FREETOWN CITY COUNCIL, BO CITY COUNCIL, MAKENI CITY COUNCIL, KOIDU - NEW SEMBHEUN CITY COUNCIL, KENEMA CITY COUNCIL, ONE (1) MUNICIPAL COUNCIL IN BONTHE AND THIRTEEN (13) DISTRICT COUNCILS, ONE IN EACH OF THE 12 PROVINCIAL DISTRICTS AND ONE IN THE WESTERN AREA RURAL DISTRICT. WHILE THE CITY COUNCILS AND THE BONTHE MUNICIPAL COUNCIL HAVE MAYORS, DISTRICT COUNCILS HAVE CHAIRPERSONS AS HEADS.

VOTERS IN SIERRA LEONE WENT TO THE POLLS ON SATURDAY 5TH JULY 2008 FOR THE LOCAL COUNCIL ELECTIONS. THOSE WERE HELD ON PARTY LINES, USING THE ‘FIRST PAST THE POST’ SYSTEM. INDEPENDENT CANDIDATES WERE FREE NOT TO USE A POLITICAL PARTY SYMBOL BUT INSTEAD SELECT A SYMBOL FROM THE RANGE PRESENTED BY NATIONAL ELECTORAL COMMISSION (NEC). COUNCILLORS, CHAIRPERSONS AND MAYORS OF COUNCILS ARE ELECTED DIRECTLY BY UNIVERSAL ADULT SUFFRAGE AND MAJORITY VOTE.

TWO ELECTIONS WERE CONDUCTED SIMULTANEOUSLY, ONE TO ELECT THE MAYOR/CHAIRPERSON AND THE OTHER TO ELECT COUNCILLORS. EACH REGISTERED ELECTOR WAS GIVEN TWO BALLOT PAPERS. ALL VOTES CAST IN EACH ELECTION (I.E. MAYOR/CHAIRPERSONS AND COUNCILLORS) WERE AGGREGATED ACROSS ALL THE WARDS IN THE LOCALITY. THE ELECTIONS, MONITORED BY OBSERVERS, WERE PEACEFUL AND FREE.


THIS CASE STUDY DESCRIBES HOW DISABLED PEOPLE HAVE SUCCESSFULLY ENGAGED IN LOCAL POLITICS IN MAKENI.

A DISABLED PERSON, A 33-YEAR-OLD MAN WITH POST-POLIO SYNDROME, IS NOW AN ELECTED COUNCILLOR FOR MAKENI CITY COUNCIL. HE IS A MEMBER OF THE DISABILITY AWARENESS ACTION GROUP (DAAG) AND THE PUBLIC RELATIONS OFFICER FOR THE POLIO PERSONS’ DEVELOPMENT ASSOCIATION (POPDA).
He was the Youth Chairman for the Makeni Union of Youth Groups for 2 years (January 2006-December 2007). The election campaign of the disabled candidate started with his declaration of intention and application for a political party symbol. Initially there were four people with disabilities applying for the All Peoples’ Congress (APC) party symbol for the local election (alongside many other non-disabled candidates). The candidate’s request for a party symbol was facilitated by DPOs in Makeni (especially by DAAG) and in Freetown (at the national level). The party conducted interviews with all the applicants and identified the person they considered the best qualified.

The awarding of the political party symbol to the candidate by the APC was followed by election campaigns for ward 89, in competition with three candidates from other political parties: the opposition Sierra Leone People’s Party (SLPP), the People’s Democratic Movement for Change (PMDC) and the National Democratic Alliance (NDA). However, with personal commitment and support from the DPOs, the APC Party conducted successful election rallies and ultimately won ward 89.

THE KEY FACTORS THAT MADE THIS PRACTICE POSSIBLE

- The disabled candidate was a registered and an active member of a popular political party in Makeni City;
- support from people with disabilities belonging to DPOs, especially PoPDA and DAAG;
- advocacy/awareness-raising campaigns organised by DPOs, especially DAAG, on the radio, basing themselves on the Local Governance Act of 2004;
- awareness-raising workshops on disability issues at community level targeting various categories of people - youth, men, women and community leaders;
- effective campaign for a disabled person to be awarded a political party symbol and be voted for in the local council elections;
- rallies and voter education at community level.

SOME OF THE DIFFICULTIES ENCOUNTERED

- The challenge from four other people with disabilities (and other candidates) for the All Peoples’ Congress (APC) Party symbol for ward 89 in constituency 28. This difficulty was resolved by the APC party administration. All applicants were assessed on their merits in terms of fulfilling the criteria set by the party. A single candidate was selected as being the most suitable for ward 89;
- limited financial resources, especially for the electioneering process. This was resolved by using the resources of the disabled candidate and his close friends. He also received some modest financial support from the Centre for Democracy and Human Rights (CDHR) and the APC party administration;
- the public perception that people with disabilities are not capable of governing and the challenge of winning the trust of the electorate, which had felt let down by the majority of previous councillors. These challenges were overcome by the DPOs organizing effective voter education, rallies and campaigns for a disabled person to be elected.

THE EFFECTS OF THE PRACTICE

- People with disabilities living in Makeni City are now democratically represented with direct involvement in decisions on issues raised at Makeni City Council. A disabled councillor can now directly voice the problems and needs of people with disabilities of the ward;
- the disabled councillor is now a member and chairman of the Makeni City council sub-committee for games and sports. People with disabilities are now involved in decisions relating to the organization of games and sports;
- his presence as a councillor has influenced decisions at city council level for the provision of water and sanitation facilities for the markets of ward 89.

RELATION WITH THE CRPD

This practice relates directly to article 29 of the CRPD. This practice enabled a disabled candidate to successfully stand for local council elections.

EXAMPLE OF DISABILITY INCLUSION

This practice has shown the inclusion of people with disabilities in local politics, with a disabled man elected democratically to Makeni City Council and subsequently involved in decision-making concerning the provision of development services for a population of about 40,000 people.

HOW COULD IT BE IMPROVED?

This practice can be improved by electing a disabled person to an even higher leadership position such as a Major of the Makeni City Council.

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CASE STUDY II

REPRESENTATION OF PEOPLE WITH DISABILITIES ON THE BOMBALI DISTRICT COUNCIL - MAKENI

Location: Makeni, Northern Province, Sierra Leone
Related articles of CRPD: 29, 24.
Stakeholders involved: Polio Persons’ Development Association (PoPDA), Voice for the Blind (VFB), Sierra Leone Association of the Blind (SLAB), Bombali Amputees’ Association, Bombali District Council Committee, National Leprosy Patients Association, Disability Awareness Action Group (DAAG), Youth Alliance for Peace & Development (YAPAD).

DESCRIPTION OF THE PRACTICE AND THE PROCESS INVOLVED

Context: Bombali District is one of the four Districts that make up the Northern Province of Sierra Leone. The district headquarter town of Bombali district is Makeni City with a population of about 40,000. Makeni is located about 145 Km north-east of Freetown, the capital of Sierra Leone.

Practice: The following DPOs are active in Bombali District: Sierra Leone Association of the Blind (SLAB), Voice for the Blind (VFB), Polio Persons’ Development Association (PoPDA), Bombali Amputees’ Association (BAA) and the National Leprosy Patients Association (NLPA).

The enactment of the 2004 Local Council Act by the Sierra Leone house of parliament marked the beginning of the process of decentralization in the country. The Act had specific provisions to promote inclusion and full participation, for example, the inclusion of women in the Local Council. However, there was no distinct provision for the inclusion of people with disabilities. When the DPO leaders realized this, they mobilized themselves and then participated in various meetings, awareness-raising campaigns, advocacy and capacity-building workshops. These awareness-raising campaigns on disability were organized by local NGOs such as DAAG and VFB, with financial support from YAPAD.

In 2008, as a result of this advocacy and awareness-raising in relation to disability issues, the Bombali District local council invited three representatives of DPOs to be co-opted as members and to attend and participate in council meetings. The three representatives were selected through democratic elections, conducted within their respective DPOs, to give them the mandate and legitimacy to represent the interests of all people with disabilities in the Bombali District.

In September 2008, during one of the monthly council meetings, the DPO representatives tabled the problem of the shortage of drinking water at the Bombali School for the Blind located at Panlap village. This issue was verbally presented at the council meeting. It was discussed and finally selected as a priority need to be met by the council. The council then developed an inclusive action plan, mandating a team comprised of councillors, DPO representatives and community members to conduct a visit to the school and identify a site for the construction of a well.

The hand pump well became operational in November 2008. A team of Korean technicians constructed the well under the supervision of the Bombali District councillors, village community and the staff at the school for the blind in Panlap.
THE KEY FACTORS THAT MADE THIS PRACTICE POSSIBLE

- The advocacy/awareness-raising efforts of the Bombali District DPOs (e.g. SLAB, PoPDA) about the need for the inclusion of people with disabilities in local district council decision-making;
- the action by the local council to initiate DPO involvement. This was the direct result of sustained awareness-raising activities;
- the capacity of the DPOs to democratically elect competent representatives to the council;
- the cordial relationship between DPO representatives and the councillors. The advocacy and awareness-raising activities contributed to this.

SOME OF THE DIFFICULTIES ENCOUNTERED

The present building that houses the Bombali District Council meetings is not accessible. For example, there is no ramp; the steps are very high and without railings.

During meetings, the DPO representatives are assisted by the councillors in order to access the building. Improvements could certainly be made.

THE EFFECTS OF THE PRACTICE

- People with disabilities are now involved in local decision-making processes and can influence local council to consider key disability issues;
- the local council now has disability expertise: DPOs have specific knowledge about the rights and needs of local people with disabilities and they can use this to inform local council action;
- greater awareness created about the existence of the Bombali School for the Blind which now admits blind children from outside the district;
- visually impaired school children have access to drinking water, thanks to the intervention of the local council.

RELATION WITH THE CRPD

This practice relates to article 29 of the CRPD concerning the participation of people with disabilities in political and public life and article 24 concerning the right to education.

EXAMPLE OF INCLUSIVE DEVELOPMENT

This practice involved the inclusion of disabled people as co-opted members of the Bombali District Council (the local authority that makes decisions for development services at local district level).

POSSIBILITIES FOR IMPROVEMENT OR SCALING UP?

This practice could be improved by allowing disabled representatives to have voting rights at the council meetings.

Local council meeting rooms / buildings have to be accessible.

Possibility to scale up this practice – Bombali district council and DPOs can share this success with other local councils/authorities.

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Bo city lies in the south of Sierra Leone, about 260 Km from Freetown, the capital city. It is the district headquarters of Bo District and the second largest city in Sierra Leone with a population of about 80,000.

The main DPO operational in Bo city is the Disabled Rights Movement (DRIM) founded in 1998. There is also a branch of Sierra Leone Association for the Blind (SLAB).

The traditional mission of Ministry of Social Welfare, Gender & Children’s Affairs (MSWGCA) is to ensure the provision of social services at community level to socially marginalized or disadvantaged groups (particularly children, whether living with their families or in the street), those affected by conflict, women, the elderly and people with disabilities, as groups, individuals or family units, who require these services. In this regard, the Ministry strives to promote and advocate the needs and rights of all these groups, mainly in the area of resource mobilization and allocation (without gender discrimination) and to identify policies and law reforms that enhance the work of the Ministry.

However, the current process of decentralization has occasioned a slight change in this mission statement. The ministry’s role shall now be focused on coordinating, monitoring, evaluating, formulating and developing policies; it will also help new local councils to fulfil their role in the delivery of services to vulnerable groups.

The regional gender and child protection committee was established as a coordination structure to help fulfill the current responsibility of the Ministry. Key objectives include:

- ensure the rights of children in accordance with the government’s current policies based on the United Nations Convention on the Rights of the Child (CRC) and the African Charter on the Rights and Welfare of the Child (ACRWC);
- monitor and coordinate the activities of all voluntary/community-based organizations and non-governmental organizations in this sector in order to...
provide effective welfare services to the population.

The committee comprises representatives from child protection NGOs (World Vision, HANCI...), the Ministries of Social Affairs (MSWGCA), of Education, Youth & Sports (MEYS) and of Health (MOH), DPOs (DRIM-SL), local councils (Bo City Council & Bo District Council), Youth & Women’s Organizations.

The representation of people with disabilities in this committee started in 1998 when the Disabled Rights Movement - Sierra Leone (DRIM-SL) was established. The Executive Director of DRIM-SL represents people with disabilities on this committee.

This representation has helped tremendously to raise the profile of people with disabilities within Bo City. The DPO representative has provided technical advice and recommendations on disability issues and has also submitted requests to the Ministry of Social Welfare, Gender & Children’s Affairs, to local councils and other humanitarian organizations that have the required capacity and resources to meet the needs of people with disabilities.

The gender and child protection committee carried out a survey on the needs of people with disabilities. The survey led to an inclusive action plan that provided development support to people with disabilities, which included:

- professional training (sewing, metal-working, workshops on repairing electronic devices) for disabled street beggars, with the support of the NGO Cause Canada;
- refurbishment (2003) and perimeter fencing (2005) for the Paul School for the Blind, with funding and support from the Ministry of Education and Bo City Council.

**THE KEY FACTORS THAT MADE THIS PRACTICE POSSIBLE**

- Advocacy/awareness-raising campaigns by DPOs, especially DRIM-SL, on the radio as well as workshops on the rights and participation of people with disabilities in social life;
- willingness of the Ministry of Social Affairs to have people with disabilities represented by a DPO on the committee;
- regular representation/attendance at the monthly committee meetings held at the Ministry in Bo city.

**THE MAIN DIFFICULTIES ENCOUNTERED**

- The committee members knew nothing about the situation of people with disabilities. This problem was resolved by preparing awareness-raising materials on disability issues and sharing them amongst members of the committee;
- lack of funds for DRIM-SL to disseminate information to members. Support for this was solicited from other NGO partners;
- the environment and the committee meeting rooms are not accessible. No solution has yet been found to this problem.

**THE EFFECTS OF THE PRACTICE**

- The DPO (DRIM-SL) representative on the committee makes observations and provides technical advice on disability issues to forum members. Participation in this committee has helped to highlight the problems and needs of vulnerable groups, including people with disabilities;
- representation has increased government awareness of their moral and constitutional obligations to people with disabilities;
- the DPO representative on the committee has positively influenced decisions/recommendations made for the provision of basic social and economic welfare services to vulnerable persons, including people with disabilities, by government, donor NGOs and local government councils.

**RELATION WITH THE CRPD**

This practice relates directly to article 29 of the CRPD. This practice enabled people with disabilities to participate in public affairs through their representation in the committee.

**EXAMPLE OF DISABILITY INCLUSION**

This practice involved the inclusion of a DPO representative in a public forum that influences decisions/recommendations for the provision of development support services to vulnerable people, especially children, women and people with disabilities.

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Moyamba Town, with a population of about 23,000, is the district headquarter town for the Moyamba district, Southern Sierra Leone.

The current Government decentralization process in Sierra Leone makes provisions for district local councils to ensure the provision of services to socially marginalized and disadvantaged groups, including people with disabilities.

In order to carry out this mandate, the Moyamba district council has established various working sub-committees including education and social welfare sub-committees.

The main DPO operational in Moyamba Town and the district generally is the Disabled Rights Movement, Sierra Leone (DRIM-SL) founded in 1998.

In October 2008, as a result of DRIM-SL-led awareness-raising and advocacy activities targeting community leaders and councillors within the Moyamba district council, the Coordinator of DRIM-SL, Moyamba district branch, was co-opted to represent people with disabilities on the district council social welfare sub-committee. As a representative of people with disabilities, this person has provided insights and expertise on disability issues that has since guided the work of the social welfare sub-committee of the council.

In July 2009, the social welfare sub-committee, drawing on the DPO’s expertise on disability issues, undertook a survey of vulnerable non-school going disabled children in Moyamba town. Several children with different impairments were identified. The committee recommended these children to the Moyamba district council for educational support. The Moyamba district council accepted the work and recommendations of the social welfare sub-committee and provided scholarship support for the education of the children in specialized and mainstream schools.

THE KEY FACTORS THAT MADE THIS PRACTICE POSSIBLE

- Consistent approach by DPO leaders in presenting disability issues to key managers, community leaders and local authorities in Moyamba district;
- Advocacy and awareness-raising campaigns organized by DRIM-SL Moyamba on MoDCAR radio on the theme “wi sef get voice” (we have a voice too);
- Organizing community-based awareness-raising meetings focusing on disability issues, including the rights and involvement of people with disabilities in the life of the community;
very positive and supportive working relationships with the district council administration, councillors, Plan Sierra Leone and the Ministry of Education, Youth and Sports.

THE MAIN DIFFICULTIES ENCOUNTERED

- The DPO representative on the social welfare sub-committee is not an elected member. He does not sit in directly on the main council meetings. However, he has lobbied other elected members (who are on the sub-committee) to present disability recommendations during the main district council meetings;
- the venue for the sub-committee meetings is usually the Ministry of Agriculture, Forestry & Fisheries conference hall in Moyamba. This building is a long way from the DRIM-SL Moyamba branch office and therefore poses transport and accessibility challenges to the DPO representative, who travels to the venue by hiring public motor bikes.

EFFECTS OF THE PRACTICE

- Usually, disability issues do not receive the respect they deserve. However, the representation of people with disabilities on the committee has increased members’ awareness and led to the inclusion of disability as a mainstream theme in the Moyamba district council development plan;
- the disabled people’s representative has also played a pivotal lobbying role, influencing decisions relating to the provision of basic social welfare services by local government councils to people with disabilities. For example, the refurbishment of the Moyamba Hospital took accessibility issues into account. The hospital entrance doors have been widened and ramps have been constructed at strategic points to ensure mobility for people with disabilities.

RELATION WITH THE CRPD

This practice relates directly to article 29 of the CRPD. This practice enabled people with disabilities to participate in public affairs.

EXAMPLE OF DISABILITY INCLUSION

This practice has demonstrated the inclusion of a DPO representative on a local governance committee (the social welfare sub-committee) that is an integral part of decision-making structures and processes for the provision of development support services to vulnerable people, including children, women and people with disabilities.

HOW COULD IT BE IMPROVED?

This practice can be improved by having DPO representatives sit in directly on the district council meetings. Also, sub-committee members with vehicles could be encouraged to ensure disabled representatives attend meetings.

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