

AHS4118S Monitoring Disability in Society Postgraduate Diploma Course Logic Model and Monitoring Tools

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Designing a Logic Model and Monitoring Tool:

1. Introduction:

This assignment will attempt to assist the Unmute Dance Company with an objective framework which they can use to have a broad look at the current status of the organisation in relation to where its desired goal is heading. The facts around the realities of what is actually happening in the organisation will now be highlighted. The fact that an emerging organisation is closely administered by its founders can be a stumbling block to change and growth strategies needed. Experiential understanding is vital for the pride and belief in the deliverables of the organisation but cannot be the essential driving force towards change. Change needs a realistic perspective and this is what this assignment will aim to achieve through the design of a logic model and building a project cycle and Monitoring and Evaluation tools for this developing organisation.

These processors is first about accountability and making sure that the proper checks and balances are in place to measure the organisations activities. This is about organisational discipline. The designing, executing and assessing aspects are critical so that the organisation can have an overall picture which can highlight areas needing change. This approach will be based on the latter philosophy of Social Science: Empowerment/Participatory; evaluation driving home deliverables of social justice, self-determination, change and Capacity building. Taken all of this into consideration the core question will be... Is the organisation ready for sustainable change?

2. Organisational Vision and Mission:

Unmute Dance Company are advocating for change in a much specialised field for the inclusion of people with disabilities. The organisation is quite in line with International standards for inclusion with articles 27 and 30 of the United Nations Convention on the rights of persons with disabilities (UNCRPD, 2007). The two articles deals with work and employment and the participation in cultural life, recreation, leisure and sport.

Unmute Dance Company applies these standards in its vision as it strives to make sure that a disability doesn't make any person less of a human or less capable, therefore removing the stereotyping in the society which still exist. This is the company's mission towards building an integrated inclusive society. This Performing Arts Company's vision is to inspire inclusion of people with disabilities within the society through performances, artistic workshops and exchange programs that encourage activism and awareness of integration. This company brings artists with mixed abilities/disabilities together using Physical Dance Theatre, Contemporary and Integrated Dance with the aim to address and challenge people's state of mental-misconception on disabilities, thus encourage people to break barriers and realize that we are all abled and have our own abilities and no one is confined by physical limitations.

The organisation is at a critical stage of development where it needs to look at its strategy and this assignment will now formulate a Logic Model and hopefully as Kaplan (1999) describes the elements needed towards a workable operational plan into the desired direction...

“Organisational vision yields an understanding of what the organisation intends to do; strategy is a translation into how the organisation intends to realise its vision. Strategy entails the development of particular methodologies of practice, coupled with the adaptation of those methodologies to particular circumstances. Strategic thinking gives effect to vision; it operationalises a general direction”, (Kaplan 1999:24).

3. Logic Model:

The Logic Model is the relationship between available resources, planned activities and desired changes or results. This is an actionable plan which identifies potential risks and how outputs and outcomes might best be monitored and evaluated. This Logic Model will focus on two primary objectives: 1. Recruitment of disabled and non-disabled dancers and 2. The Awareness Building campaign of the organisation. These two objectives is to build a stronger organisation in terms of disabled/non-disabled dancers and the establishment of an integrated dance company within the mainstream of the arts and to have a plan in place to build a patron following and a sustainable funding network. The long term plan is to have 2 Corporate and 2 Government funders in the 3rd year and by the 5th year have the same amount of funding over a 2 year cycle.

See Addendum attached.

4. Project Cycle

Monitoring the organisation is about a focussed approach on processes (activities and outputs). This is also about monitoring outcomes and impacts as guided by an accompanying evaluation (Freeman, 2003). The question we need to ask is why is Monitoring and Evaluation and being aware of the cycle of events needed? The answer is quite simple: it is to plan projects better, to get a better understanding of what the organisation wants to change, to set regular monitoring of performance indicators, it keeps the organisation accountable to funders and the management committee and in this case of the Unmute Dance Company it will assist in determining the impact of activities on persons with disabilities.

The three main elements of a monitoring cycle is that of planning, monitoring and evaluation. The important focus should be on the various stakeholders throughout this process. More importantly it should be on protecting the rights of its beneficiaries every step of the way as it goes through these phases.

“Monitoring is a crucial part of accountability enabling the measuring and checking of whether government or development programmes are complying with human rights obligations and determining the impact of activities on persons with disabilities.” (Federal Ministry of Economic and Development, n.d.)

The critical aspect of Unmute is that they need to develop a monitoring and evaluation process. A suggested method could include quarterly reports to their management team which is a legal requirement for all registered Non Profit Companies with the Department of Social Development. The Logic Model also now gives them a framework to be able to monitor and evaluate their annual performance plan which enables them to give a clear report to their funders. The Logic Model also enables them to compile an annual report which can be tabled at the Annual General Meeting and circulated to their stakeholders.

The two models of Monitoring and Evaluation this assignment will look at is The International Classification of Functioning Disability and Health and the Washington Group 6 Questions. This will now be critiqued and interrogated on how it applies or not to Unmute’ s context.

5. ICF Critique:

Discussion and critique of the ICF and the Washington Group 6 Questions as tools to collect data to disaggregate disability.

The International Classification of Functioning Disability and health (ICF) is a framework that describes organising functioning and disability. Bickenbach (2010), states that “The ICF provides both a model of functioning and disability and a set of classifications for describing these phenomena in detail.”

This was approved by the World Health Assembly in 2001. This classification integrates the majority models for disability. ICF recognises the role of the environmental factors in creation of disability. The aims are as follows: a

multipurpose classification system, designed to serve various disciplines and sectors across different cultures and countries, it provides a specific understanding and studying of health and health related issues.

Modern society is obsessed by a need to systematize, generalise/and/examine the individual” Michel Foucault (1926-84)

The four classifications found in the ICF are:

- Body Functions – Level of functionality of the body
- Body Structures – Focussing on the impairment
- Activity and Participation – Functioning member of society and possible barriers faced
- Environmental Factors – How they pose as a barrier

The underlying principles are that of: Universality, parity and aetiological neutrality, environmental influence (WHO: 2001.) The model looks at: Multidimensional concepts relating to the function and structure of the body, activities functioning and limitations, participation of people in all areas of life. Environmental factors – what affects their experiences and are they facilitators for change or barriers. Conceptualises a person’s level of functioning as a dynamic interaction between his / her health, environmental and personal factors. Disability as multidimensional and interactive.

Examples of application: Model has been introduced into legislation and social policy for some countries. The model can be used in its full range as a framework for rehabilitation.

Helander (2003) critiques the ICF to be:

- The system is complex and time-consuming to apply. Because of its terminology and sophistication only well-trained specialists can apply it. It is not operational, 90% of the work remains to be done and requires access to national data not available, endless testing and research.
- It does not apply to existing national legal systems, such as workman's compensation, benefits for disabled people and pension rights.
- The ICF focuses more on negative aspects when describing disability such as the use of words like: "problems", "abnormalities", "losses" and "deviations".
- The ICF does not take into consideration the daily experiences of persons with disabilities such as: extreme poverty, abuse, neglect, non-application of human rights.

While the ICF is complex and time consuming it is also a good tool for collection and production of data for comparative analysis and, development of policies and interventions. The ICF model can also be used to underpin reforms in education, employment, social welfare and ensure coherent implementation across various levels and sectors. The model can also be used as a unifying model in rehabilitation medicine practice.

6. Washington Group 6 Questions:

Washington group Disability measures 6 Short questions that could be used globally, developed at the United Nations International seminar 2001. The questions asked are focused on the difficulties people with disabilities face in doing certain activities. These difficulties can be because of a health problem and the response categories for the questions capture the severity of the difficulty experienced (i.e., no difficulty, some difficulty, a lot of difficulty, and cannot do at all). The Washington 6 has a clear link to the medical model of disability which views the problem of disability/impairment as a medical problem (problem of the body). It does not give cognisance to external factors that affect the person's life.

The questions are; Mannan (2014)

- Do you have difficulty seeing, even if wearing glasses?
- Do you have difficulty hearing, even if using a hearing aid?
- Do you have difficulty walking or climbing steps?
- Do you have difficulty remembering or concentrating?
- Do you have difficulty (with self-care such as) washing all over or dressing?
- Using your usual (customary) language, do you have difficulty communicating, (for example understanding or being understood by others)?

These questions are more focused on collecting data and while this is important one is not able to gather all information through a census process. These questions place limitations on the different areas of disability and exclude people with psychiatric and emotional disabilities.

Disability should not only be viewed in terms of the difficulties brought on by the impairment but also how the impairment affects/limits one from interacting with others.

In the South African context we need to recognise the social challenges and this adds to the complexities of implementing these two models. Unmute Dance Company is an emerging integrated Dance Company, the first of its kind. This means that the environmental factors is fundamental to the functioning of Unmute.

7. SWOT Analysis:

A Logic model is a tool to clarify and depict a program within an organization. The model can describe the theory of change that the organization you evaluate must undergo and bring structure. The strength of the logic model is to

support a variety of management activities such as: clarity on where an organization are at and articulate clearly what you want to achieve. A Logic Model can also assist to identify the relevant needed resources to implement activities. This is especially true for an emerging organisation where it can help to create realistic operational budgets and work plans.

A proper planned logic model can be used as a powerful communication tool to show stakeholders and funders, the link between the activities and outcomes. The logic model is designed as a collective involving all stakeholders and it promotes ownership of activities both internal and externally.

Weaknesses of the logic model is that it does not from the beginning, include the perspectives of person with disabilities. It does not guide the user how to highlight difficulties often encountered and keys to success. The logic model is more a desktop orientated exercise for example it does not advocate to adopt a community based approach in the project implementation phase.

My suggestion is that that the logic model should be used in conjunction with the Monitoring Manual and Menu (MM &M) for CBR and other community –based disability inclusive development programs. The principles of MM&M such as; monitoring is locally owned and controlled; it is participatory and inclusive; that information is used for the benefit of the stakeholders; that information that does not change should be collected only once, that monitoring is easy and part of everyday routine; use networks to sustain and build capacity for monitoring activities; and that any programme that conducts monitoring activities should adopt ethical practices.

8. Conclusion:

In the Unmute Logic Model above the assignment has taken the Washington Group 6 questions into consideration and have adapted it in their program framework. In order for Unmute to fully address disability accessibility in an arts

environment. The logic model looked at what could be possible restrictions for the dancers for an example accessible rehearsal and performance spaces. The arts environment also need to be ready to host an integrated arts company as Unmute, hence the Logic Model looked at elements such as the services of a Physiotherapist, Assistive Devices and from the start to adhere to the specific disability of the dancers. The focus should not just be on physical disabilities but also that of deaf and blind dancers hence the model makes a point of highlighting the assistance a deaf dancer who would need an interpreter and a blind dancer who would need an assistant. These models of a Logic Framework, Project Cycle and Monitoring and Evaluation are very scientific approaches. The disability organisations has specific elements which will have direct bearing on its desired outcomes. The fact that it needs more human resources capacity to assist its participants in terms of medical support and assistance and physical space requirements should be taken seriously. Unmute has to look at these factors when it executes its deliverables from being an emerging Dance Company transitioning into a professional Dance Company.

Therefore we have taken the assignment beyond the Washington 6 questions and have focussed more on articles 27 and 30 of the UNCRPD (2007) which has a broader perspective of inclusion of people with disabilities in creative and cultural life, and to be fully incorporated in a holistic lifestyle in an inclusive society.

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