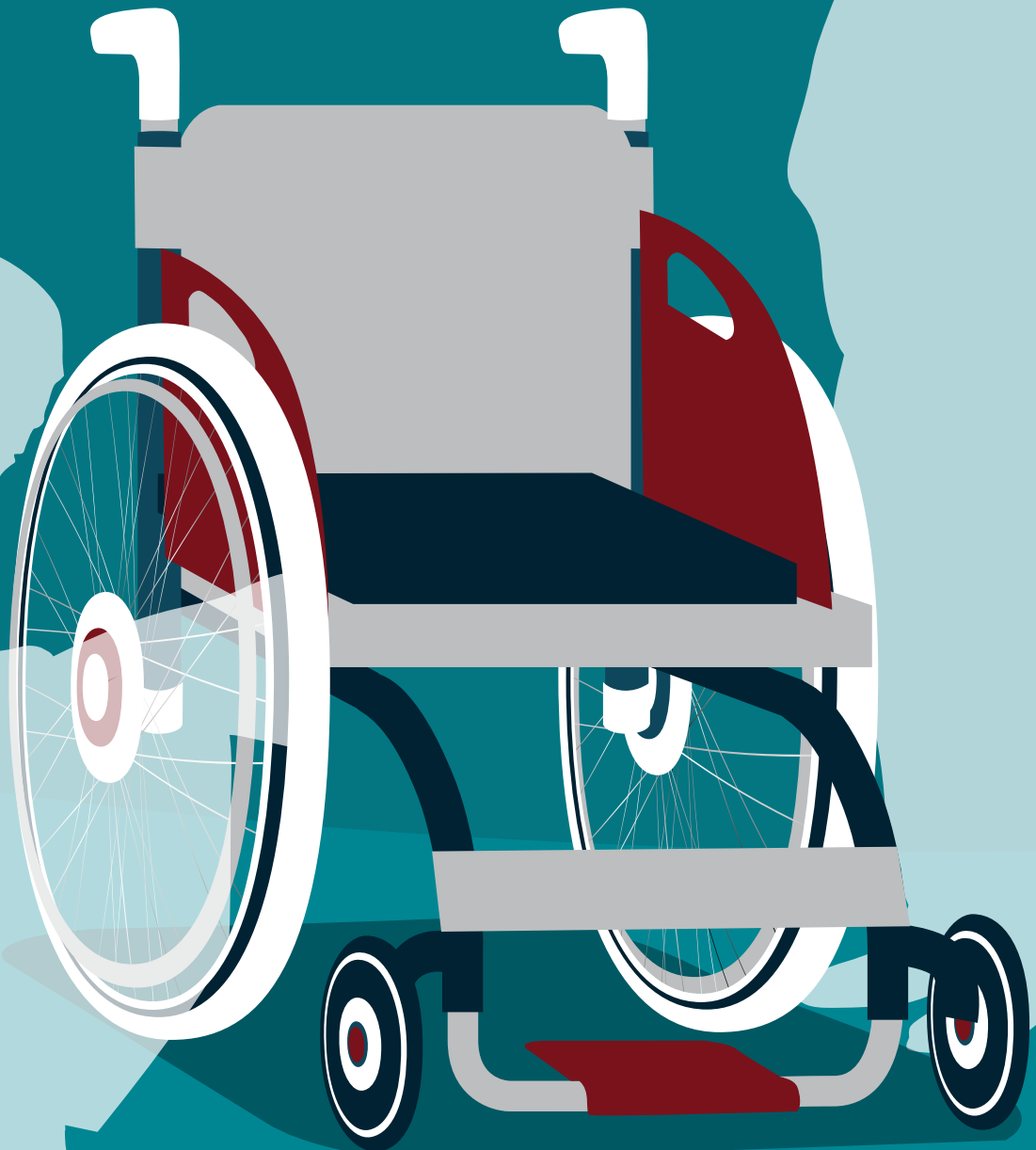




WHEELCHAIR

SERVICE TRAINING PACKAGE

For Stakeholders



Trainer's Manual



World Health
Organization



USAID
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WHEELCHAIR

SERVICE TRAINING PACKAGE

For Stakeholders



Trainer's Manual

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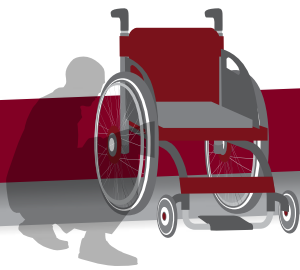
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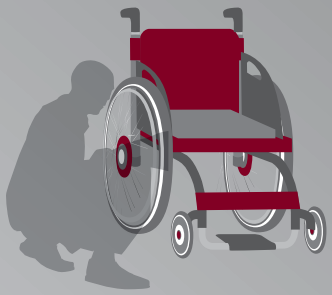
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Terminology

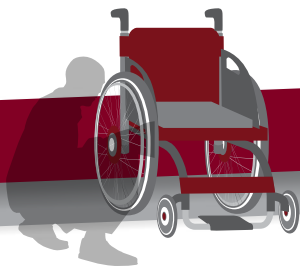
The following terms used throughout the training package are defined below.

Appropriate wheelchair	A wheelchair that meets the user's needs and environmental conditions; provides proper fit and postural support; is safe and durable; is available in the country; and can be obtained and maintained and services sustained in the country at the most economical and affordable price.
Manual wheelchair	A wheelchair that is propelled by the user or pushed by another person.
Postural support device (PSD)	A physical device that provides additional postural support.
Wheelchair	A device providing wheeled mobility and seating support for a person with difficulty in walking or moving around.
Wheelchair modification	A change made to a wheelchair.
Wheelchair provision	An overall term for wheelchair design, production, supply and service delivery.
Wheelchair service	That part of wheelchair provision concerned with ensuring that each user receives an appropriate wheelchair.
Wheelchair service personnel	Persons skilled in the provision of an appropriate wheelchair.
Wheelchair user	A person who has difficulty in walking or moving around and uses a wheelchair for mobility.



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About the Wheelchair Service Training Package for Stakeholders

Introduction

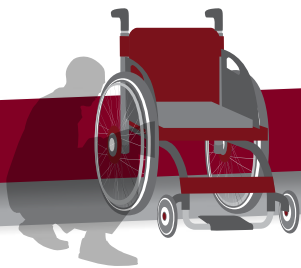
Following the release in 2008 of the **Guidelines on the provision of manual wheelchairs in less resourced settings**(1), in 2012 the first package within a range of **Wheelchair Service Training Packages (WSTP)** was released: the **Wheelchair Service Training Package Basic Level (WSTPb)**(2). This was followed in 2013 by the release of the **Wheelchair Service Training Package – Intermediate Level (WSTPi)**(3).

The WSTPb and the WSTPi are intended to support the training of personnel fulfilling the clinical and technical roles in a wheelchair service; in order to increase the number of personnel trained in basic and intermediate level wheelchair service delivery. However, WHO recognises that in order for this training to be effective; and for personnel to have access to the facilities, equipment and materials required to provide appropriate wheelchairs – effective planning, policy and support mechanisms need to be in place.

Hence, the World Health Organization (WHO) in partnership with the United States Agency for International Development (USAID) has now developed the third part of the WSTP consisting of two sub-packages: the **Wheelchair Service Training Package for Managers (WSTPm)** and the **Wheelchair Service Training Package for Stakeholders (WSTPs)**.

To establish a good wheelchair provision system in a country, all the related stakeholders including policy-makers, planners and implementers, manufacturers and suppliers of wheelchairs, providers of wheelchair services, disabled people's organizations, and wheelchair users, need to be involved. However, it is important that they are well informed, and understand the need for, and the benefit of appropriate wheelchair provision. This Wheelchair Service Training Package for Stakeholders (WSTPs) is therefore aimed at increasing awareness and involving them to establish appropriate wheelchair provision in their country/region.

This training package draws on the following key documents: The United Nations Convention on the Rights of Persons with Disabilities (CRPD)(4); the Guidelines on the provision of manual wheelchairs in less resourced settings; and the Joint position paper on the provision of mobility devices in less resourced settings(5).



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The wheelchair is one of the most commonly used assistive devices for enabling personal mobility. For people who have difficulty in walking or moving around, wheelchairs are essential tools for their mobility, empowerment, dignity and overall well-being. Mobility opens up the opportunities for wheelchair users to be independent and to access health care, education, work and employment, and also assists the wheelchair user to participate in social and cultural activities. However, WHO estimates that more than 70 million people need a wheelchair and only 5–15% have access to one.

The importance of mobility is reflected in the CRPD, which advocates for “effective measures to ensure personal mobility with the greatest possible independence for persons with disabilities”. To ensure effective personal mobility, wheelchair users need a wheelchair that fits correctly and meets their specific needs – especially lifestyle and environment. This requires an approach responsive to individual needs.

An effective way of meeting the individual needs of wheelchair users is the provision of wheelchairs through a well organized wheelchair service delivery system that is responsive to the expectations of the users, respects their dignity and is delivered by well trained personnel.

Trainers are encouraged to use this package to facilitate a standalone workshop focusing entirely on the need for and the benefit of developing an appropriate wheelchair provision system, or as an important element of a broader workshop addressing, for example, national rehabilitation or disability policy development/ review.

Target audience

The Stakeholder Workshop is intended for all kinds of personnel who could influence in developing or sustaining appropriate wheelchair provision.

Stakeholders may include:

- policy planners and implementers (for example, government);
- influential/respected leaders or politicians;
- disabled people’s organizations;
- users, their families, and caregivers;
- philanthropists/funders/donors;
- media (both digital and print);
- wheelchair manufacturers and suppliers;
- professional groups (such as the National/Regional Association of Physiotherapists);

- international and local non-governmental organizations; and
- any other local individuals or organizations who have the potential to contribute.

Purpose

WHO realizes that trained personnel alone cannot ensure appropriate wheelchair provision in the country or carry out their responsibilities as outlined in the *Wheelchair Guidelines*, unless and until there is a higher level of involvement to establish or improve wheelchair provision within the country. The purpose of the training package is to create awareness and develop the skills and knowledge of all personnel required to be involved (stakeholders) in establishing appropriate wheelchair provision in their country/region.

This package provides an overview of the stakeholder's role, informing them about the need for and benefit of appropriate wheelchair provision and getting their support to develop an appropriate wheelchair provision programme.

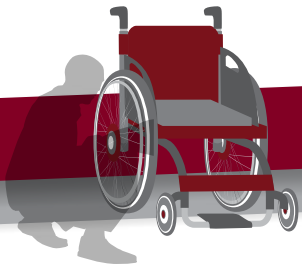
Scope

The training package can be delivered in a minimum of 3–4 hours, although this period may be extended according to the specific needs and resources available. Delivery of this training package will help stakeholders to:

- improve their understanding about the need for and benefit of an appropriate wheelchair;
- be better informed about their role in developing appropriate wheelchair provision;
- increase the quality of wheelchair service delivery;
- attain better understanding of barrier-free environments;
- gain more commitment to seek/provide appropriate budgetary support; and
- increase the sustainability of the wheelchair provision.

Trainers

The WSTPs Trainer's Manual is intended to be used by any organization or group of organizations intending to convene a WSTP Stakeholder Workshop. To ensure continuity with other WSTP packages, this training manual has been labelled as a Trainer's Manual but considering the diversity of the participants attending a WSTPs workshop, trainers need to play the role of facilitators and follow the basic principles of adult learning. Good selection of the trainers/facilitators of the workshop is important for its success. It is recommended that they have:



- experience training and facilitating people at an appropriate level;
- experience managing multi-stakeholder and multi-level audiences;
- a strong conviction that introducing appropriate wheelchair provision is beneficial to wheelchair users; and
- the ability to listen to and welcome different opinions, while at the same time ensuring the core principles of appropriate wheelchair provision are maintained and the purpose of the workshop is upheld.

The workshop trainers/facilitators will be referred to as trainers throughout the remainder of this manual. It is recommended that there is one trainer for every 8–10 participants. Having an experienced wheelchair user, who knows the subject and training package well, can be an asset. Where more than one trainer is involved, it is recommended that sessions are split between the trainers to avoid one person leading too many consecutive sessions.

How to get started

Before carrying out the training programme, you must copy the relevant sections from the Pen Drive (inside the folder) to your hard drive. The simplest way to deliver the training programme is:

1. Open the Trainer's Manual from the manual folder and
 - 1.1. Read sections Guidance notes for trainers and How to prepare for the Stakeholder Workshop;
 - 1.2. Print and bind one copy of the Trainer's Manual for each trainer, if you do not have a hard copy;
 - 1.3. Print a timetable.
2. Make all the necessary arrangements, as suggested in the section How to prepare for the Stakeholder Workshop.
3. Give each participant one poster of the wheelchair service steps. If you do not have these in stock, they can be printed from the Pen Drive.
4. Open the timetable and click the hyperlinks of each session, which will take you to the exact slides and video location. The best way to deliver the training is to proceed through the lessons in sequential order, following the time allotted for each session as closely as possible.

I. Guidance notes for trainers

I.1 Workshop overview

Session		Minutes
S.1.	Introduction including keynote address	30
S.2.	Policy to practice	45
S.3.	Range of appropriate wheelchairs	30
	Break	30
S.4.	Working together for change	100
	Closing address	5
Total		240

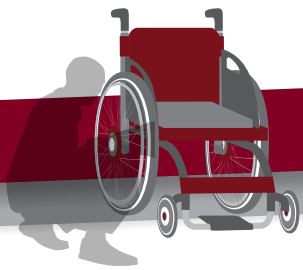
I.2 Workshop timetable and duration

The Stakeholder Workshop is outlined here as a half day workshop. It will be beneficial to allocate more time if possible, particularly in a situation where organizers hope to reach agreement from stakeholders on specific plans or actions.

The Stakeholder Workshop may be delivered as one half day session within a broader conference/workshop; or immediately before or after delivery of the WSTP Managers module.

A sample timetable for a morning half day workshop is provided below:

Time	Topic	Presenter
08:30 – 09:00	Registration	
09:00 – 09:30	Introduction including keynote address	Head of the host organization Guest speakers Representative/s from government and others User or leader of disabled people's organization/s
09:30 – 10:15	Policy to practice	Trainer
10:15 – 10:45	Break	



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10:45 – 11:15	Range of appropriate wheelchairs	Trainer
11:15 – 12:55	Working together for change	Trainer
12:55 – 13:00	Closing address	Trainer
13:00 – 14:00	Lunch	

Note: the timing will vary according to the number of guest speakers.

1.3 Session plans

For each of the sessions there is a detailed session plan to guide trainers in delivery.

At the beginning of each session plan is the following information:

- Objectives: detailing what that particular session is designed to achieve for participants;
- Resources: what resources are needed for the session;
- Context: how the session may need to be adapted for different contexts (or situations);
- To prepare: how to prepare for the session;
- Outline: an outline for the main parts of the session.

The rest of the session plan is divided into topics. For each topic, the session plan provides instructions on how to present or facilitate the information for that topic.

1.4 PowerPoint presentations

PowerPoint presentations (PPT) are provided for the sessions:

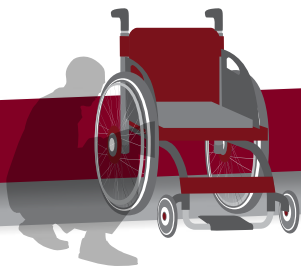
- Introduction
- Policy to practice
- Range of appropriate wheelchairs
- Working together for change.

1.5 Good practice training tips

Below are some tips for trainers to help make the workshop a success:

- keep discussions focussed on the session's topic;
- be an active listener—you will need to truly hear and understand what people say in order to guide the discussion effectively;
- listening carefully will set a good example for participants;

- stimulate and moderate discussions;
- do not allow an aggressive, talkative person or group to dominate;
- stay neutral and be cautious about expressing your own values;
- use conflict of opinion productively and don't allow participants to personalize their disagreements.



2. How to prepare for the Stakeholder Workshop

2.1 Know the current situation for wheelchair provision

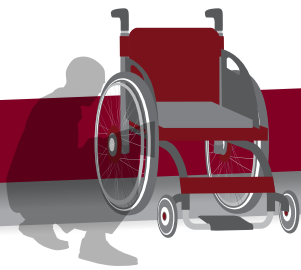
Organizations and trainers organizing a WSTP Stakeholder Workshop need a thorough understanding of wheelchair provision in the country, region, district or Sub-district. This includes:

- clearly identifying the different stakeholder organizations and key individuals;
- being aware of any existing wheelchair provision activities or initiatives;
- understanding current gaps in wheelchair provision; and
- knowledge of relevant regional/national laws, strategies, policies and action plans.

The checklist below can be used to summarise the national legal framework, such as the CRPD, national strategies, action plans, and laws(6).

This information will be used to create a legal framework handout to support Session 2: Policy to practice.

Legal framework	Aspect to check	Checklist
CRPD	Have the CRPD and its Optional Protocol been signed?	<input type="checkbox"/>
	Have the CRPD and its Optional Protocol been ratified?	<input type="checkbox"/>
Strategies	Does the country have a strategy or a national action plan in the poverty-reduction field?	<input type="checkbox"/>
	Does the country have a strategy or national action plan on disability issues? (For example, "strategy for promoting and protecting the rights of persons with disabilities").	<input type="checkbox"/>
Laws, decrees	If they exist, are these strategies in the disability sector accompanied by specific legislative documents (such as laws, implementation orders)?	<input type="checkbox"/>
Sector-based strategies	<p>Does the country have a strategy or specific national action plan in the following sectors:</p> <ul style="list-style-type: none"> • social services • education • inclusive education • employment • employment of people with disabilities • health • mental health • gender equality • ethnic minorities • children • elderly • social welfare in general • assistive technologies • other significant sector/s for access to quality services for persons with disabilities 	<input type="checkbox"/>
Local strategies	<p>Does the practice of community planning exist in the respective country?</p> <p>Is the planning process (in the field of disability and social services) centralized or decentralized? Up to which level of decentralization?</p> <p>Do community disability action plans (or similar) exist?</p>	<input type="checkbox"/>



The significance of signing and ratifying the CRPD

Signing the CRPD is a first step in government support of appropriate wheelchair provision:

- signing the CRPD indicates the government's moral intention to be bound by the Convention;
- ratifying the CRPD indicates the government's moral and legal obligation to implement the Convention.

2.2 Review each session plan and adjust if necessary

Review each session plan and identify who will facilitate each session. The sessions may need to be adjusted to suit the local context. Suggestions for adjusting sessions to different contexts are provided at the beginning of each session plan under the heading “context”.

2.3 Identify and prepare guest speakers

The overall purpose of the Stakeholder Workshop is to create awareness of the importance of appropriate wheelchair provision and the difference it can make to the lives of wheelchair users.

Strong presentations by relevant keynote speakers are an important part of the strategy to ensure that this message is well represented; and should be as relevant as possible to the context in which the Stakeholder Workshop is being held.

It is recommended to invite speakers representing the government and disability sectors (see Session 1).

1. Government representative/s: to represent government recognition and support of the right to mobility and the importance of wheelchair provision. In some countries, more than one ministry has responsibilities relating to wheelchair provision.

2. Representative/s of the disability sector

Wheelchair user representative: A person who has the lived experience of using a wheelchair and is willing to share their personal experience of how appropriate wheelchair provision has had a positive impact on their life. Such a presentation will highlight the importance of personal mobility with the greatest possible independence.

Respected leader in the disability sector: Keynote speaker who is well respected in the field, with the authority of their position, experience and leadership. Their role is to clearly present the message and to generate a sense of urgency and enthusiasm for change among the stakeholders.

Note: It is possible that one person may be able to fulfil the role of two of the above.

The trainer/s needs to identify and prepare the most appropriate speakers well in advance. A brief for the speakers is included in the Annexes. Some discussion between the trainer and the speakers is likely to be needed to refine the presentation to ensure that it will be appropriate to the context and current situation for wheelchair provision; and that it suits the speakers own style.

Prior to the workshop – check with the speakers whether they wish to use a PPT. If so, request that they provide the PPT no later than the day before. If this is not possible, ensure that the speakers arrive before the workshop starts, and have someone ready to load their PPT onto the workshop computer.

2.4 Invite participants

It is important to ensure that all relevant stakeholders are invited. Consult widely to make sure that no key organizations or individuals are missed. Think carefully about stakeholders whose voices need to be heard; stakeholders who have the potential to influence change; and stakeholders with the energy and commitment to act to create change.

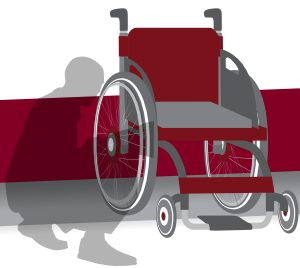
Sending invitations well in advance will help to ensure that people are able to attend. Ensure that the invitations clearly indicate the purpose of the workshop, and why it is important that stakeholders attend.

Number of participants: The number of participants will vary, depending on the number of stakeholders in the country, region, district or sub-district.

Represent all groups: The trainer should closely review the participant register list in order to represent all groups and organizations during the opening session of the workshop.

2.5 Plan the venue and room layout

Venue: The venue should also be booked well in advance. Ideally, the venue should provide an appropriate sized room for the number of participants and an area for the break. The venue must be wheelchair accessible throughout. This



includes access into: the building; the room in which the workshop will be held; the area for refreshments; and the toilets.

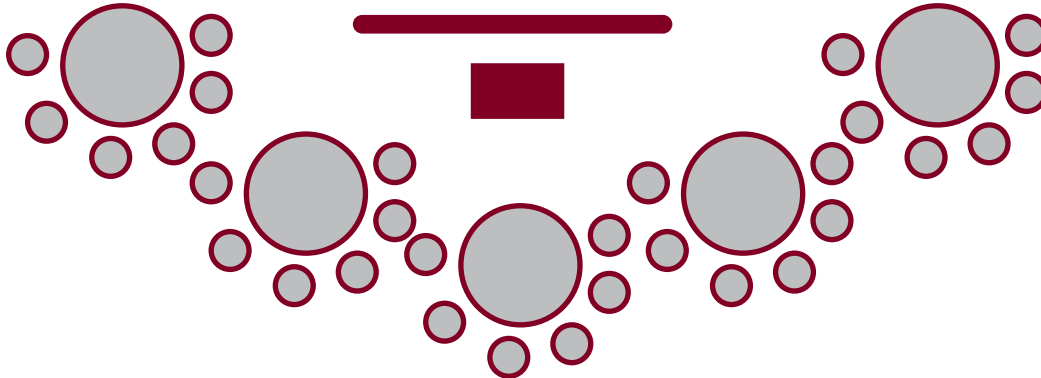
Setting up the room: Trainers should plan carefully how the room is set up. The Stakeholder Workshop includes plenary and group work sessions. Therefore, the layout should facilitate easy transition between plenary and group work.

The layout will depend on the number of participants. Some suggestions have been given below:

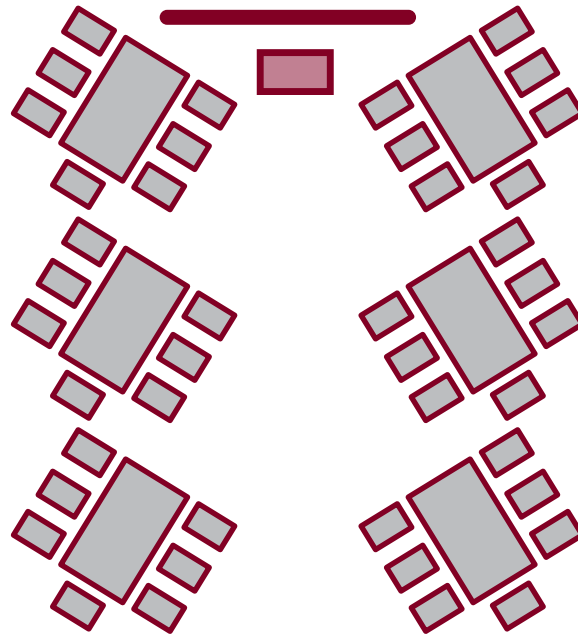
Room layout for groups of up to 30 people

The best room layout is setting up round tables in a semicircle, or rectangular tables like a fishbone, as shown below. This allows the group to be simultaneously organized into subgroups by table for discussion and in plenary to listen to presentations or sharing in plenaries.

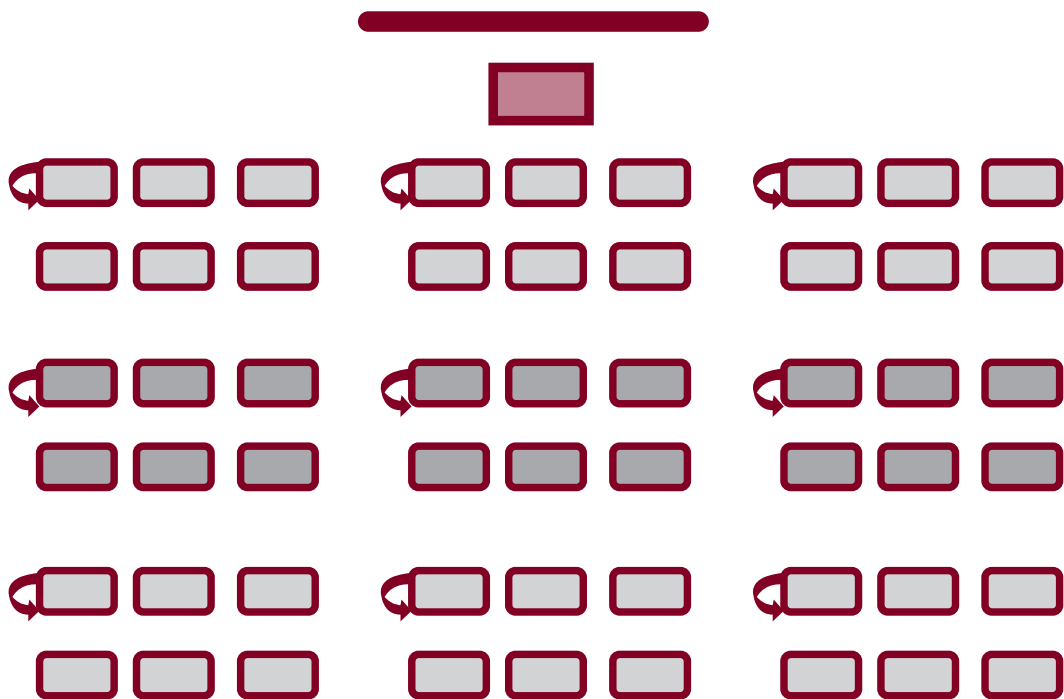
Option 1: Round tables in a semicircle

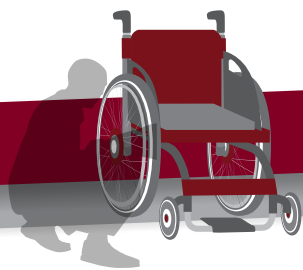


Option 2: Oblong tables in a fishbone



Room layout for larger groups (50 or more)





For bigger groups and smaller rooms, participants can be seated in rows like in an auditorium but with mobile chairs, so people in the first row can turn their chairs around to make a group with people in the second row as shown above. This allows the group to shift between plenary and small group work quickly.

2.6 Prepare resources and equipment

Resource	Quantity	✓	Comment/instructions
Trainer's Manual	1 per trainer	<input type="checkbox"/>	Order from WHO or print and bind
Service steps poster	1 per participant	<input type="checkbox"/>	Order from WHO or print
Supplementary resources: references for trainer/s. Also decide how to share these with participants according to resources available. For example on a USB stick/Pen Drive; via an internet based sharing facility; or by providing website references.			
Guidelines on the provision of manual wheelchairs in less resourced settings	At least 1 sample copy	<input type="checkbox"/>	
United Nations Convention on the Rights of Persons with Disabilities (CRPD)	At least 1 sample copy	<input type="checkbox"/>	
Joint position paper on provision of assistive devices in less resourced settings	At least 1 sample copy	<input type="checkbox"/>	
CBR Guidelines Introductory booklet and Health component	At least 1 sample copy	<input type="checkbox"/>	
WSTP logo	1 high resolution sample	<input type="checkbox"/>	For participants to use to show their commitment to appropriate wheelchair provision
Forms:			
Participants register form	1 per workshop	<input type="checkbox"/>	Sample available on Pen Drive
Name tags	1 per participant/speaker/trainer	<input type="checkbox"/>	Produce locally and use WSTP logo
Timetable	1 per participant	<input type="checkbox"/>	Sample available on Pen Drive
Photo consent form	1 per participant	<input type="checkbox"/>	Adapt the sample form on the Pen Drive for the host organisation
Attendance certificate	1 per participant	<input type="checkbox"/>	Prepare participant attendance certificate or adapt the template provided on Pen Drive

Posters – awareness-raising posters to be put up in workshop venue:

WSTP basic: wheelchair service steps; wheelchair mobility skills; pressure sores; and how to care for a wheelchair at home.	4	<input type="checkbox"/>	Order from WHO or translate (if necessary) and print Available on Pen Drive
WSTP intermediate: children and wheelchairs; different positions; postural support device (PSD) table; and intermediate wheelchair user training checklist.	4	<input type="checkbox"/>	

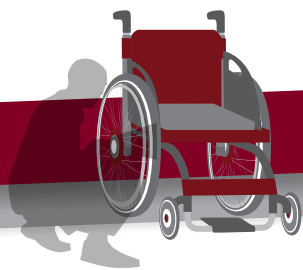
Videos – with English subtitles:

What an appropriate wheelchair means to me	S.2.	<input type="checkbox"/>	Available on Pen Drive. Consider editing subtitles to local language
Wheelchair service delivery	S.2.	<input type="checkbox"/>	
Benefits of extra support–Chaeli	S.3.	<input type="checkbox"/>	
Benefits of an appropriate wheelchair	S.3.	<input type="checkbox"/>	

Equipment

Item	Quantity		Comment/instructions
Data projector	1	<input type="checkbox"/>	
Computer	1	<input type="checkbox"/>	
Speakers	1 set	<input type="checkbox"/>	To assist in hearing the Videos
Microphones	2 or more, depending on participant numbers	<input type="checkbox"/>	A microphone for the trainer and speakers; and a “roving” microphone/s for participants asking questions or for gaining feedback from small groups
Large whiteboard	1	<input type="checkbox"/>	
Whiteboard marker pens	3–4	<input type="checkbox"/>	
Flip chart stand and paper	1 stand and 1 pack of paper	<input type="checkbox"/>	
Flip chart pens	3-4	<input type="checkbox"/>	
Masking tape or similar	1 roll	<input type="checkbox"/>	To attach flip chart sheets and posters to walls

Note: For groups of less than 20 people, feedback from small groups to the plenary can be written on flip chart paper. However, for larger groups – feedback may be typed into a PowerPoint slide and projected as small groups give feedback.



Detailed session plans

S.1: Introduction

OBJECTIVES	<p>By the end of this session, participants will be able to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> have a better understanding of the current situation/policy of wheelchair provision in the country and a way forward for further improvement and sustainability. 	
RESOURCES	<p>For the session:</p> <ul style="list-style-type: none"> <input type="checkbox"/> PPT: S.1:Welcome and keynote address 	
CONTEXT	<p>Adapt this session to suit the context participants will be working in. Think about:</p> <ul style="list-style-type: none"> <input type="checkbox"/> whether an opening ceremony should be included appropriate to the culture and context; <input type="checkbox"/> what start time is appropriate for guest speakers and participants. 	
TO PREPARE	<ul style="list-style-type: none"> <input type="checkbox"/> Invite guest speakers well in advance. <input type="checkbox"/> Meet guest speakers well in advance to support preparation of presentations (refer to brief for speakers in Annexes). <input type="checkbox"/> Insert name/s of workshop speakers on first slide <input type="checkbox"/> Check uploaded presentations for guest speakers (if applicable). <input type="checkbox"/> Upload relevant image on slide in PPT for guest wheelchair user representative. <input type="checkbox"/> Review the participant register in order to acknowledge all the different stakeholder groups/organizations participating during the welcome address. <input type="checkbox"/> Review number of speakers and timing of their presentations prior to finalising the timetable. 	
OUTLINE	<ol style="list-style-type: none"> 1. Introduction 2. Guest speakers 3. Keynote address - wheelchair user/representative 4. Questions and answers. 	<p>5</p> <p>10</p> <p>10</p> <p>5</p>
Total session time		30

1. Introduction (5 minutes)



Introductions:

Guest speakers and trainer/s: Host to welcome all participants and introduce dignitaries and trainer/s.

Participants: The introduction of participants (name and organization that they represent) will vary according to the size of the group and as per local culture and customs. For larger groups, it is not practical for every participant to introduce themselves. It is however, helpful to introduce the range of stakeholders present and encourage them to talk to each other during the breaks.

2. Guest speakers (10 minutes)



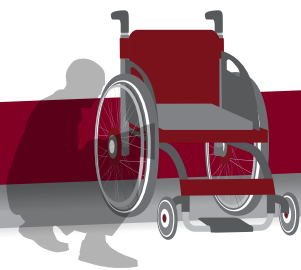
Introduce: Invite the first guest speaker and request him/her to describe the current state of wheelchair provision in the country.

Introduce: Invite the second guest speaker, preferably a government representative, to talk about what the government is doing to address the needs of wheelchair users in the country.

3. Keynote address – wheelchair user/representative (10 minutes)



Introduce: Keynote speaker to share his/her experience of living as a wheelchair user and what he/she thinks is the way forward for wheelchair provision in the country.



4. Questions and answers (5 minutes)



Explain:

- There are five minutes available for questions for guest speakers.

Invite questions from the audience to the speakers.

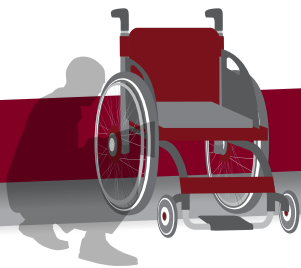
Monitor time closely.

Explain:

- There will be further opportunities for questions during the workshop. Participants are also encouraged to make the most of breaks for exchanging questions and information.

S.2: Policy to practice

OBJECTIVES	<p>By the end of this session, participants will be able to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> create a sense of urgency about the importance of appropriate wheelchair provision; <input type="checkbox"/> highlight the needs of wheelchair users in the country and the benefits to all when wheelchair users are as mobile and as independent as possible; <input type="checkbox"/> advocate for national policies and standards and awareness of disability rights; in order for users to access quality wheelchairs through a service. 	
RESOURCES	<p>For the session:</p> <ul style="list-style-type: none"> <input type="checkbox"/> legal framework handout – one for each participant, plus one additional copy per group for the activity; <input type="checkbox"/> sample copy of Wheelchair Guidelines; CBR Guidelines Introductory booklet and Health component; Joint position paper on provision of assistive devices in less resourced settings; <input type="checkbox"/> PPT: S.2: Policy to practice; <input type="checkbox"/> video: What an appropriate wheelchair means to me; <input type="checkbox"/> video: Wheelchair service delivery. 	
CONTEXT	<p>Adapt this session to suit the context. Think about:</p> <ul style="list-style-type: none"> <input type="checkbox"/> the most relevant case studies for the context; <input type="checkbox"/> the key messages you want to communicate. 	
TO PREPARE	<ul style="list-style-type: none"> <input type="checkbox"/> Plan grouping according to the number of participants – see notes in How to prepare for the stakeholder workshop on planning the venue and room layout. <input type="checkbox"/> Research information required to complete the summary of official policies in section 2.1 and prepare and translate a legal framework handout in advance. 	
OUTLINE	<ol style="list-style-type: none"> 1. Introduction 2. What is the need and unmet need? 3. Importance of wheelchair provision 4. Importance of government support 5. Everyone has rights 6. Policy reaches the individual through services 7. Make rights real with a national plan 8. Benefits for all 9. Key point summary 	<p>2</p> <p>3</p> <p>3</p> <p>5</p> <p>5</p> <p>5</p> <p>17</p> <p>3</p> <p>2</p>
Total session time		45



FOR STAKEHOLDERS

WHEELCHAIR

SERVICE TRAINING PACKAGE

I. Introduction (2 minutes)



Start with the aim of the workshop.

Highlight:

It is important that we work together to achieve a shared vision for wheelchair provision in our country.

An appropriate wheelchair is an essential step to participation in social life, work and education. Personal mobility is a right that can be met by receiving an appropriate wheelchair delivered through a service by trained personnel.

Housekeeping

Ask participants to refer to their copy of the workshop timetable. Highlight the start and finish times and breaks.

Explain the general housekeeping:

- location of toilets
- refreshments
- who to talk to about travel logistics (if required)
- what to do in the event of an emergency.

Explain expectations:

- turn off mobile phones during the sessions
- sharing your thoughts and opinions is encouraged.

2. What is the need and unmet need? (3 minutes)


Ask: Do you know how many people in our country need wheelchairs?

Acknowledge answers.

What is the need in our country?

	Population	People who need a wheelchair
WHO	7 000 000 000	70 000 000
Insert country	Insert country population	Insert 1% of country population

2.2 Policy to practice



Explain:

- WHO estimates that 1% of any population need a wheelchair.
- The population of this country is X (*insert population from census. Calculate 1% of the census population of the country*)(7).

Unmet need for services

- WHO estimates that more than 70 million people (1% of any population) need a wheelchair but only 5–15% have access to one. (WHO factsheet on disability)
- There is a need for urgent action to improve access to high quality affordable wheelchairs.



2.3 Policy to practice



Explain:

- The need and unmet need.

Ask:

- What percentage of the population in need can access a wheelchair within the country?

Acknowledge answers.

3. Importance of wheelchair provision (3 minutes)

Introduce video: **What an appropriate wheelchair means to me.** In this video, experienced wheelchair user Faustina explains the difference it made to her life when she received a wheelchair through a service.

Video presentation

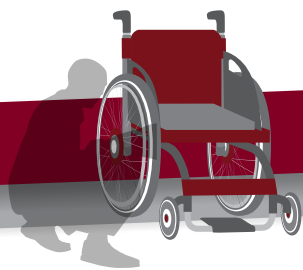


What an appropriate wheelchair means to me

2.4 Policy to practice



Show video.

**Highlight:****An appropriate wheelchair provided through a service gave Faustina:**

Dignity: because she no longer falls out of her wheelchair on rough roads.

Independence: because she is now able to push safely and independently on rough roads and slopes near her home and work.

Confidence: because she feels less disabled.

Increased self-esteem: because she feels better about herself because the wheelchair is personal to her.

Introduce Shobha from India's story, which demonstrates the impact of an appropriate wheelchair on Shobha and her community.

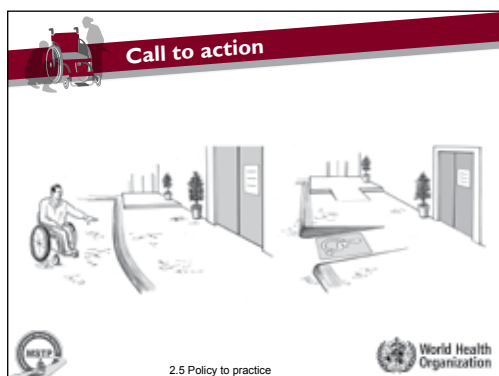
Explain:

This story highlights the importance of receiving an appropriate wheelchair through a service as a first step to inclusion and participation in society.

Shobha lives in a village in Herepalya, Karnataka State, India. Shobha contracted polio when she was less than a year old, and had to crawl around her home and local village in order to get around. This continued for many years until Shobha was assessed by the rural wheelchair service team of the Association of People with Disability (APD) and prescribed an appropriate wheelchair. With her wheelchair, Shobha can now move about her home and community independently. As well as positively affecting Shobha's mobility, her wheelchair has increased her economic independence. APD provided Shobha with the opportunity to participate in a tailoring vocational training programme and she now runs her own tailoring service from her home. With an appropriate wheelchair, she can now travel easily and safely around her village and further afield to visit her customers and deliver orders. Shobha is keen to continue expanding her own tailoring enterprise and live independently.

4. Importance of government support (5 minutes)

Explain: We need to create a strong and urgent message, which makes the government feel compelled to act.

**Explain:**

- We will hear a story from Kenya on government policy on the provision of assistive devices.

Read how government support of appropriate wheelchair provision has developed in Kenya

The first legislation supporting people with disabilities in Kenya was passed after then-president Mwai Kabaki was involved in a road accident after which he had to use a wheelchair for about seven months. The first act he passed after returning to his duties as president was the Persons with Disabilities Act No. 14 of 2003, which established The National Council for Persons with Disabilities as a state corporation in November 2004.

Why was this the first Act passed?

Because he realised how difficult life could be without mobility. At that time, he was campaigning for an upcoming election and it was not possible to continue without the wheelchair. He personally felt the need for personal mobility and accessibility. When he won the election, on the basis of the new law, he started making assistive devices available and government buildings accessible.

5. Everyone has rights (5 minutes)

Human rights apply to everybody

enable

Development and human rights for all
(<http://www.un.org/disabilities/>)

- UN Convention on the Rights of Persons with Disabilities (CRPD)
- The focus of the CRPD is to make sure that everybody recognizes that these are rights for all; including people with a disability.

2.6 Policy to practice

World Health Organization

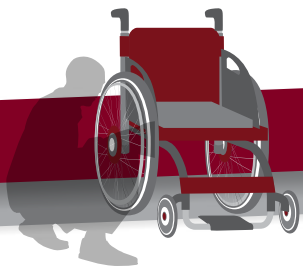
Explain:

- Everyone has the same rights.
- The UN Convention on the Rights of Persons with Disabilities (CRPD) clarifies and qualifies how all categories of rights apply to persons with disabilities and identifies areas in which adaptations have to be made for persons with disabilities to effectively exercise their rights.

Explain: There are a number of articles in the CRPD that reinforce the importance and relevance of appropriate wheelchair provision.

Ask: Does anyone know which article of the CRPD specifically refers to mobility?

Acknowledge answers.



What does 'personal mobility' mean?

- Article 20 of the CRPD says:
 - **All people have a right to personal mobility.**
- Personal mobility means:
 - The ability to move in a manner and at the time of one's own choice.

MSTP World Health Organization
2.7 Policy to practice

Explain:

Article 20 of the CRDP says:

- All people have a right to personal mobility.


Personal mobility means:

- The ability to move in a manner and at a time of one's own choice.

Mobility is part of rehabilitation

Article 26

- Habilitation and Rehabilitation States Parties shall promote the availability, knowledge and use of assistive devices and technologies, designed for persons with disabilities, as they relate to habilitation and rehabilitation.



MSTP World Health Organization
2.8 Policy to practice

Explain:

- Article 26 talks about the importance of rehabilitation and habilitation.
- Personal mobility is an essential part of rehabilitation.

Notes for trainers:

- *Rehabilitation – restoring abilities to participate in society;*
- *Habilitation – building abilities for the first time.*

Mobility gives access to other rights

Mobility is the first step to accessing other rights:

Article 19: Living independently and being included in the community.

Article 24: Education.

Article 25: Health.

Article 27: Work and employment.

Article 30: Participation in cultural life, recreation, leisure and sport.



MSTP World Health Organization
2.9 Policy to practice

Explain: Mobility is also the first step in creating access to other rights:

- Article 19 – Living independently and being included in the community.
- Article 24 – Education.
- Article 25 – Health.
- Article 27 – Work and employment.
- Article 30 – Participation in cultural life, recreation, leisure and sport.

First step to inclusion



MSTP World Health Organization
2.10 Policy to practice


Explain:

- In brief, mobility is the first step to inclusion or for any next steps.
- However, one needs to have an appropriate wheelchair.

6. Policy reaches the individual through services (5 minutes)

The importance of trained personnel

To ensure the optimal match between the users and the products, wheelchairs need to be delivered by appropriately trained personnel following **eight steps**.



2.11 Policy to practice


World Health Organization

Explain:

- It is through a proper wheelchair provision system that individual needs are met.
- Importance of training of service providers and eight steps of wheelchair service.

The importance of training users

- Essential for individuals to be as independent as possible.
- Major role in environmental adaptation, repair and maintenance of their wheelchair.
- A permanent wheelchair user requires lifelong access to wheelchair services.




2.12 Policy to practice

World Health Organization

Explain:

- Training of users is equally important, especially to make optimum use of the wheelchair in their own environment and also in repair and maintenance.
- A permanent wheelchair user requires lifelong access to services.

Video presentation



Wheelchair service delivery

2.13 Policy to practice

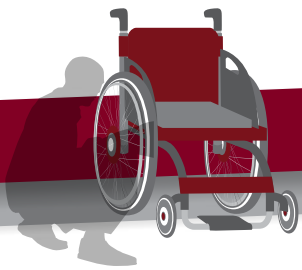
World Health Organization

Introduce video: **Wheelchair service delivery**

Explain:

- The *Wheelchair Guidelines* define eight key service steps. These eight steps are taught on WSTPb and WSTPi. The video describes an approach to wheelchair provision, which supports the *Wheelchair Guidelines*.

Show the video.

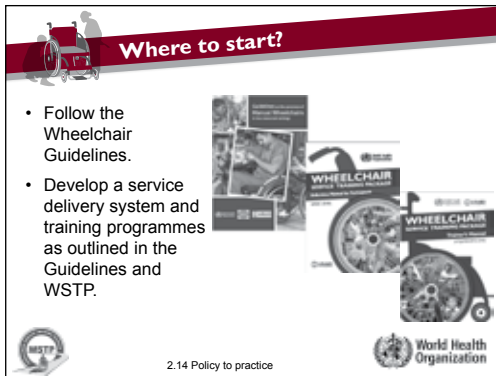


7. Make rights real with a national plan (17 minutes)

Explain: We have been using the term wheelchair provision.

Ask: What does this term actually mean according to the *Wheelchair Guidelines*?

Encourage answers.



Explain: The Guidelines on the provision of manual wheelchairs in less resourced settings make recommendations on:

- design
- production
- supply and
- service delivery.

The wheelchair service training packages (WSTP) provide the necessary knowledge and skills to establish appropriate wheelchair provision.

Explain: For wheelchair provision to be effective and sustainable, it is necessary to be supported by policy and planning. The *Wheelchair Guidelines* are a tool to develop policy and implement the CRPD.

Introduce the group activity.

Explain: We are going to work in groups to review a handout of government support for people with disabilities. This will summarise the support from government now:

Activity	
Groups:	Divide participants into four groups. Allow up to 10 participants per group – and create additional groups if necessary.
Instructions:	Ask participants to refer to their copy of the legal framework handout. Request one volunteer per group to record any comments or corrections from the group. Give an additional handout to each group leader.
Monitor:	Monitor the groups, and assist as needed.

Activity	
Time:	Allow 5 minutes to review the handout and 10 minutes for feedback. Allow more time for feedback if more than four groups are giving feedback.
Feedback:	Request feedback from each group in turn. Note any comments on flip chart paper. For large groups, it may be necessary to write on a slide in PPT so that everyone can read the comments.

8. Benefits for all (3 minutes)

Explain: When a person receives an appropriate wheelchair through a service, opportunities for social life, work and education open up.

Explain:

- Studies have shown that assistive technologies, when appropriate to the user and the user's environment, have a significant impact on the level of participation which people with disabilities are able to achieve(8).
- Assistive devices provided through a service have been reported to reduce the time and physical burden for caregivers(9).

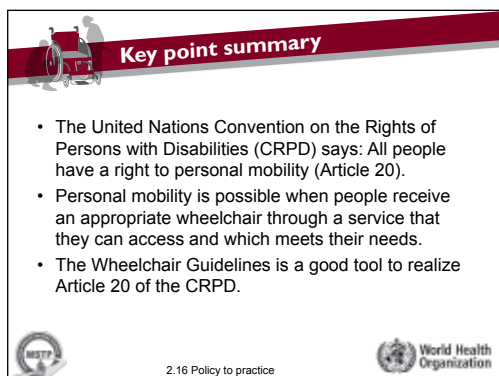
Introduce the story of Saraswathi from India, which demonstrates the impact of an appropriate wheelchair on an individual and her family

Saraswathi was born in 1985 and at the age of 4 contracted polio, which paralysed both her legs. Unable to walk, despite the use of calipers and regular therapy, Saraswathi became completely dependent on her family, who live in a very small village in Karnataka State.

As a young adult, Saraswathi came into contact with the wheelchair service provider in the region, the Association for People with Disability (APD). This organization assessed her needs and prescribed her an appropriate wheelchair. After receiving it and learning new mobility skills through APD, Saraswathi was then able to establish a small shop selling general provisions. This employment earns her enough money to be the main financial support for her entire family of six. With greater independence and mobility, she has also been able to develop a much wanted social life within her community.

9. Key point summary (2 minutes)

Summarise: Wheelchair provision is about enabling people with disabilities to become mobile, remain healthy, and participate fully in community life.



Key point summary

- The United Nations Convention on the Rights of Persons with Disabilities (CRPD) says: All people have a right to personal mobility (Article 20).
- Personal mobility is possible when people receive an appropriate wheelchair through a service that they can access and which meets their needs.
- The Wheelchair Guidelines is a good tool to realize Article 20 of the CRPD.

2.16 Policy to practice

World Health Organization

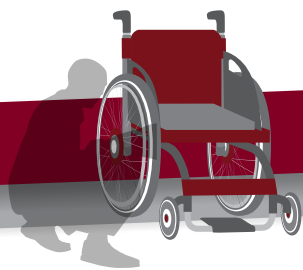
Read the key points:

- The UN Convention on the Rights of Persons with Disabilities (CRPD) says: All people have the right to personal mobility.
- Personal mobility is possible when people receive an appropriate wheelchair through a service that they can reach.
- To better ensure implementation of Article 20, stakeholders can refer to the *Wheelchair Guidelines* and Chapter 7 of the Joint position paper on provision of assistive devices in less resourced settings.

Summarise: We cannot afford not to support appropriate wheelchair provision in our country.

S.3: Range of appropriate wheelchairs

OBJECTIVES	<p>By the end of this session, participants will be able to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Explain what makes a wheelchair appropriate and the need for a range of different types of wheelchairs. 	
RESOURCES	<p>For the session:</p> <ul style="list-style-type: none"> <input type="checkbox"/> PPT: S.3: Range of appropriate wheelchairs; <input type="checkbox"/> video: Benefits of extra support – Chaeli; <input type="checkbox"/> video: Benefits of an appropriate wheelchair. 	
CONTEXT	<p>Adapt this session to suit the context participants will be working in. Think about:</p> <ul style="list-style-type: none"> <input type="checkbox"/> the range of products locally available; <input type="checkbox"/> how such products perform in different environments. 	
TO PREPARE	<ul style="list-style-type: none"> <input type="checkbox"/> Gather resources and read through the session plan. <input type="checkbox"/> Read Chapter 6 and 7 of the Joint position paper on the provision of mobility devices in less resourced settings. 	
OUTLINE	<ol style="list-style-type: none"> 1. Introduction 2. Importance of an appropriate wheelchair and cushion 3. Providing proper fit and postural support 4. Meeting the user's needs and environment 5. Importance of a safe and durable product 6. Principles of providing appropriate wheelchairs 7. Key point summary. 	<p>2</p> <p>7</p> <p>5</p> <p>5</p> <p>5</p> <p>4</p> <p>2</p>
Total session time		30



1. Introduction (2 minutes)

Explain: In this session we will look at the importance of having access to a range of appropriate wheelchairs.

2. What is an appropriate wheelchair and cushion (7 minutes)

Explain: The *Wheelchair Guidelines* define what is an appropriate wheelchair.

What is an appropriate wheelchair?

An appropriate wheelchair (fit for purpose):

- meets the user's needs;
- meets the user's environment;
- right match for the user (size and support);
- safe and durable;
- can be maintained and repaired locally.

3.2 Range of appropriate wheelchairs

World Health Organization

Read the definition of an appropriate wheelchair.

An appropriate wheelchair:

- meets the user's needs;
- meets the user's environment;
- is the right match for the user (size and support) to sit upright;
- is safe and durable;
- can be maintained and repaired locally.

Explain: Every wheelchair user needs a cushion.

Need for cushions

- Every wheelchair user should use a cushion.
- The type of cushion best suited to the user will depend on their needs.
- Any person at risk of developing a pressure sore needs a pressure relief cushion.


3.3 Range of appropriate wheelchairs

World Health Organization

Explain:



- The type of cushion best suited to the user will depend on their needs. For this reason, wheelchair services need to have at least a small range of cushions available.
- Every wheelchair user should use a cushion.
- Any person at risk of developing a pressure sore needs a pressure relief cushion.

Explain: Comparatively, there is a higher cost to not having the right cushion and teaching people how to use it; for example, treating pressure sores, which can take months or years to heal.



Reduced life expectancy


- Average life expectancy in well resourced countries is approximately 38 years for people injured between the ages of 25-34.
- Data from a Bangladesh study suggests the median life expectancy following spinal cord injury is 5.36 years.
- 80% of the people within the study died at home, and of those who died at home, one-third had pressure sores at the time of death.

3.4 Range of appropriate wheelchairs

Explain:

- The average (median) life expectancy in well resourced countries is approximately 38 years post injury for people injured between the ages of 25-34 years(10).
- In contrast, a study carried out in Bangladesh found the median life expectancy following spinal cord injury to be 5.36 years, with 56.4% of people dying within five years of their injury(11).
- 80% of the people within the study died at home, and of those who died at home, one-third had pressure sores at the time of death.


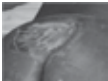




Cost of pressure sores

In 1999, a hospital cost survey in Sri Lanka showed:

- a superficial pressure sore taking 6 weeks to heal @ US\$ 286 and
- deep pressure sore taking one year to heal @US\$ 2483.

Introduction of the right equipment and patient education reduced incidence of pressure sores during hospital stay by 70% and expenditure on dressings by nearly 60%.

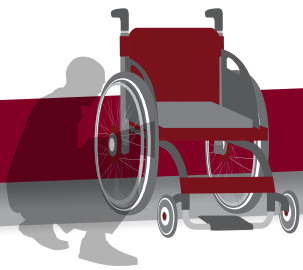
3.5 Range of appropriate wheelchairs

Explain:

- In a rehabilitation hospital in Sri Lanka, a hospital cost survey was carried out on the spinal injuries unit in 1999. At that time, it took an estimated six weeks to heal a superficial pressure sore at a cost of US\$ 286. A deep pressure sore requiring one year to heal cost an estimated US\$ 2483.
- Within one year of introducing a focus on education; low-cost pressure relieving cushions and pressure relieving mattresses within the hospital, the incidence of pressure sores developed in hospital reduced by 70% and expenditure on dressings reduced by just under 60%.

- According to the WHO *World Report on Disability*(12), a hospital programme in Sao Paulo, Brazil introduced a service with a focus on education to reduce secondary complications for people with spinal cord injury and this helped to reduce the incidence of pressure sores by 23%.

Explain: Having access to an appropriate cushion with education on how to use it is an important part of preventing health complications and even premature death.



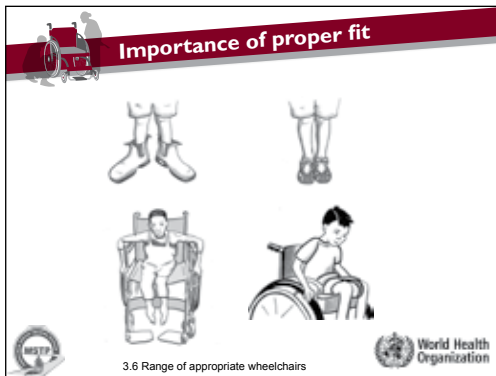
FOR STAKEHOLDERS

WHEELCHAIR

SERVICE TRAINING PACKAGE

3. Providing proper fit and postural support (5 minutes)

Explain: To provide proper fit a size range is required; including an option for children.



Click to bring up one image at a time.

Ask: What do you see here?

Suggest:

- Child in adult shoes.
- Wrong size, too big.
- Child unable to run around and do what he/she needs to do.

Click on next image of well-fitting shoes.

Explain: The child now has the right type of shoes, which fit correctly, enabling the child to run around and play.

Click: on image of child in wheelchair.

Ask: What do you see here?

Suggest:

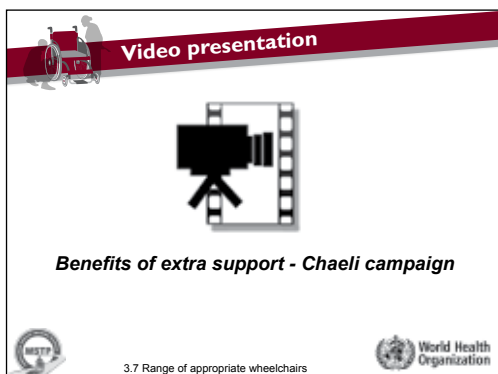
- Child in adults chair, wrong size.
- Difficulty moving around and playing.

Click on final image.

Explain: With the right type and size of wheelchair, a child has the maximum opportunity to do what they need to do.

Explain: People have different postural support needs and therefore require wheelchairs with different types of support.

Introduce video: Benefits of extra support – Chaeli

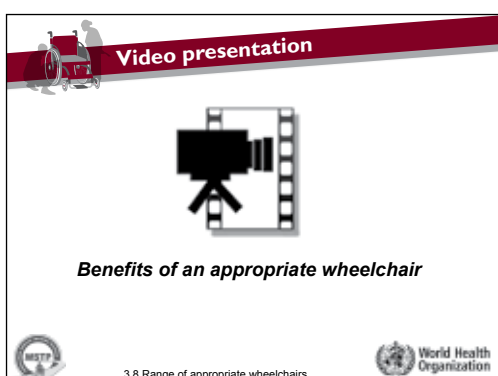


Ask: participants to listen to Chaeli describing how extra support from a young age has helped her.

Show video.

4. Meeting the user's needs and environment (5 minutes)

Introduce video: Benefits of an appropriate wheelchair.



Ask: participants to observe how the different wheelchairs help people in the video carry out their work or activities.

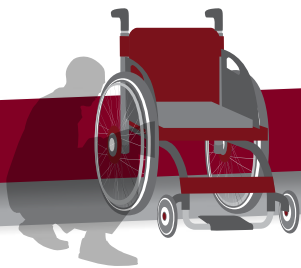
Show video.

Explain: The video highlights that different wheelchairs are suited to different environments. When people receive a product that does not work well in their environment – the wheelchairs are often discarded.



Explain:

- In this image, there are three wheelchairs. The first two have been abandoned because they need repair and there are no spare parts available.
- The third has been donated and is new; however, it feels wobbly and unstable when used outside and the person who received it feels unsafe.
- This person has three wheelchairs but none of them provides an appropriate solution for his needs.



5. Importance of a safe and durable product (5 minutes)

Explain: We have discussed the importance of the product matching the person and their environment. Now we will consider factors that influence the safety and durability of products.

Ask: What happens when a wheelchair is not durable?

Cost of poor durability

- Products which are not durable have to be replaced more often than durable products.
- A cheap and inappropriate product may break down after a few weeks or months and require replacing – it also can cause injury to the user.
- An appropriate product can last 3–5 years and provide better value for money in the long run.

3.10 Range of appropriate wheelchairs

Explain:

- Products that are not durable have to be replaced more often than durable products.
- An inappropriate product may break down after 1-6 months and require replacing. An appropriate product can last 3–5 years (6–10 times longer) and provide better value for money.

Cost of not considering environment

3.11 Range of appropriate wheelchairs

Click through the pictures and

Explain:

- These examples of piles of discarded wheelchairs that cannot be repaired are found in many countries around the world.

Cost of not considering environment

3.12 Range of appropriate wheelchairs


- They either remain within storerooms/ gymnasiums or outside along with other broken or discarded equipment or hospital waste.

Appropriate product supply

When procuring or receiving donated products ensure that:

- the range of products are suitable for the environments in which they will be used;
- products are durable when used in rough and harsh environments;
- the available products can be repaired locally.

3.13 Range of appropriate wheelchairs



Explain: When procuring or receiving donated products ensure that:

- the range of products are suitable for the environments in which they will be used;
- products are durable when used in rough and harsh environments;
- the available products can be repaired locally.

Maintenance, repairs and follow-up



3.14 Range of appropriate wheelchairs



Explain:

- Step eight of the eight wheelchair service steps is maintenance, repairs and follow-up.
- All users and their family members should be taught simple maintenance and repairs to prolong the life of their product.


6. Principles of providing appropriate wheelchairs (4 minutes)

No single product can meet the needs of all users. Therefore, a range of wheelchairs is required.

Explain: In order for countries to meet their obligations related to assistive technology (mobility devices), outlined in the CRPD the following key principles need to be considered(13).

WHEELCHAIR

SERVICE TRAINING PACKAGE




Some key factors – 5A/Q

Principles of developing provision system for appropriate wheelchairs:

- 1. Acceptability** – users must be involved in all stages of wheelchair provision.
- 2. Accessibility** – wheelchairs and related services must be accessible to everyone with an identified need.
- 3. Adaptability** – wheelchairs and related services need to be adapted and modified to ensure they are appropriate to the needs of the individual.

3.15 Range of appropriate wheelchairs




Some key factors – 5A/Q

- 4. Affordability** – wheelchairs and associated services must be affordable.
- 5. Availability** – facilities, personnel and products must be sufficient for the needs of the population and provided as close as possible to the people's own communities.
- 6. Quality** – Products, facilities and services are of an appropriate quality.


3.16 Range of appropriate wheelchairs



Read the list slowly.


- 1. Acceptability** – People with disabilities must be involved in all stages of mobility device provision.
- 2. Accessibility** – Mobility devices and related services must be accessible to everyone with an identified need.
- 3. Adaptability** – Mobility devices and related services need to be adapted and modified to ensure they are appropriate to the needs of the individual.
- 4. Affordability** – Mobility devices and associated services must be affordable.
- 5. Availability** – Facilities, personnel and products must be sufficient for the needs of the population and provided as close as possible to the people's own communities.
- 6. Quality** – Products, facilities and services are of an appropriate quality.

7. Key point summary (2 minutes)




Key point summary

- There is no one wheelchair type that will meet the needs of every wheelchair user.
- Wheelchair users need a wheelchair that meets their needs, suits their environment and is safe and durable.



3.17 Range of appropriate wheelchairs

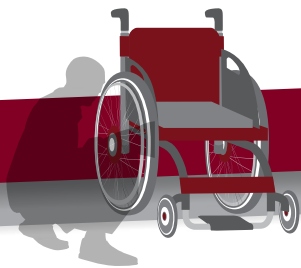


Explain:

- There is no one wheelchair type that will meet the needs of every wheelchair user.
- Wheelchair users need a wheelchair that meets their needs, suits their environment and is safe and durable.

S.4: Working together for change

OBJECTIVES	<p>By the end of this session, participants will be able to:</p> <ul style="list-style-type: none"> <input type="checkbox"/> explain the role stakeholders should play in facilitating the introduction or improvement of adequate wheelchair provision; <input type="checkbox"/> propose strategies to help the change process: create a sense of urgency, form a powerful partnership, communicate the vision of success, remove obstacles, and provide support. 	
RESOURCES	<p>For the session:</p> <ul style="list-style-type: none"> <input type="checkbox"/> PPT slides: S.4:Working together for change; <input type="checkbox"/> video:A take home message. <p>For trainers:</p> <ul style="list-style-type: none"> <input type="checkbox"/> “Leading change for better health” Chapter 6 of Managers Who Lead MSH 2005 page 149. 	
CONTEXT	<p>Adapt this session to suit the context in which participants will be working. Investigate to provide local examples about:</p> <ul style="list-style-type: none"> <input type="checkbox"/> statistics and stories of living conditions of people with mobility disabilities, and their access to appropriate wheelchair services to support the need to create a sense of urgency; <input type="checkbox"/> current efforts and successes in wheelchair provision; <input type="checkbox"/> institutions and organizations that can be involved and committed to support wheelchair provision. 	
TO PREPARE	<ul style="list-style-type: none"> <input type="checkbox"/> Gather resources. <input type="checkbox"/> Read “Leading change for better health” Chapter 6 of Managers Who Lead MSH 2005 page 149. <input type="checkbox"/> Review PPT slides and read through session plan. Prepare the slide on the number of people requiring a wheelchair in the slide in PPT Working together for change. <input type="checkbox"/> Identify a person to record minutes and agreed actions. <input type="checkbox"/> Prepare four sheets of flip chart paper with the following headings: Sense of urgency; Creating a core team; Communicating the vision and strategy; Immediate actions to provide support. 	
OUTLINE	<ol style="list-style-type: none"> 1. Introduction 2. How to communicate a sense of urgency 3. How to involve and commit stakeholders 4. How to communicate the vision or picture of success 5. Developing a positive vision or picture of the desired future 6. How to provide support and remove obstacles 7. Strategies to help the change process 	<p>6</p> <p>3</p> <p>5</p> <p>3</p> <p>40</p> <p>3</p> <p>40</p>
Total session time		100



FOR STAKEHOLDERS

WHEELCHAIR

SERVICE TRAINING PACKAGE

I. Introduction (6 minutes)

Link this session with previous sessions. In the previous sessions, we discussed the huge unmet need in wheelchair provision. Personal mobility allows many people with disabilities to become productive members of their family and communities. For many people, an appropriate, well designed and well-fitted wheelchair can be the first step towards inclusion and participation in society.

Introduce the challenges for stakeholders to help the change process.

Challenges for the stakeholders

- Meeting the unmet need - improving access to high-quality wheelchairs at an affordable cost.
- Implementing WHO Wheelchair Guidelines and the Wheelchair Service Training Package (WSTP).

There is a need of higher level involvement to establish or improve wheelchair provision within the country

4.2 Working together for change

World Health Organization

Explain:

- WHO, in partnership with USAID, has developed the *Wheelchair Service Training Packages (WSTP)* to help ensure people can access appropriate wheelchairs.
- The purpose of the overall training package is to create awareness and develop the skills and knowledge of all personnel involved in wheelchair provision.
- However, these trained personnel alone cannot ensure appropriate wheelchair provision in the country or carry out their responsibilities as outlined in the *Wheelchair Guidelines*, unless and until there is higher-level involvement to establish or improve wheelchair provision within the country.

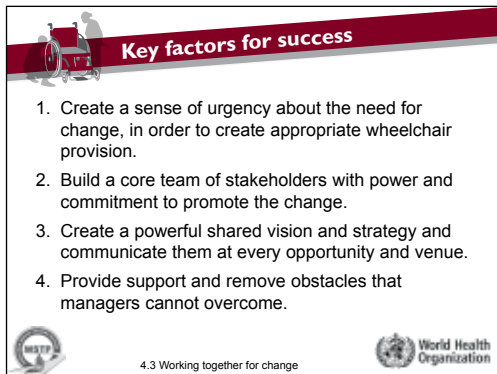
Ask: What do you think should be the stakeholders' role to ensure the establishment or improvement of wheelchair provision within the country?

Acknowledge answers and write on the whiteboard.

Most important answers:

- creating awareness of the need;
- promoting and developing new policies;
- facilitating access to resources;
- creating partnerships and alliances.

Explain: Introducing or improving wheelchair provision implies an organizational change. However, organizational change can be very hard. Stakeholders can play an important role to facilitate this change as agents of change.



Key factors for success

1. Create a sense of urgency about the need for change, in order to create appropriate wheelchair provision.
2. Build a core team of stakeholders with power and commitment to promote the change.
3. Create a powerful shared vision and strategy and communicate them at every opportunity and venue.
4. Provide support and remove obstacles that managers cannot overcome.

MSTP World Health Organization
4.3 Working together for change

Explain: Key factors for success.

- Many studies have been carried out to increase understanding of the things that make organizational change more likely to succeed(14).

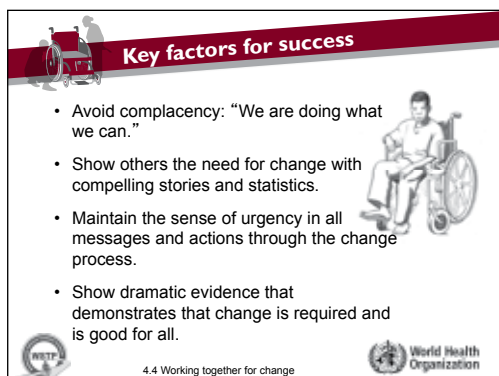
Explain: During this workshop, we are going to focus on four major things that Stakeholders can do to lead change. These are:

1. Organizations face many competing priorities. Unless stakeholders create a clear and consistent message about the sense of urgency, appropriate wheelchair provision will be lost in the managers' priorities.
2. It is necessary to form a partnership of stakeholders with the power and commitment to promote the change.
3. In order to involve and commit different stakeholders, a clear, powerful vision or picture should be created and communicated at every opportunity and venue.
4. When the implementation starts, stakeholders should be there to provide support and remove the obstacles that managers at the service delivery level cannot overcome.

2. How to communicate a sense of urgency (3 minutes)

Ask:

How do you think you can create a sense of urgency?



Key factors for success

- Avoid complacency: "We are doing what we can."
- Show others the need for change with compelling stories and statistics.
- Maintain the sense of urgency in all messages and actions through the change process.
- Show dramatic evidence that demonstrates that change is required and is good for all.

4.4 Working together for change

World Health Organization

Explain:

- Avoid complacency: "We are doing what we can."
- Show others the need for change with compelling stories and statistics.
- Maintain the sense of urgency in all messages and actions through the change process.
- Show valid and dramatic evidence that demonstrates that change is required.

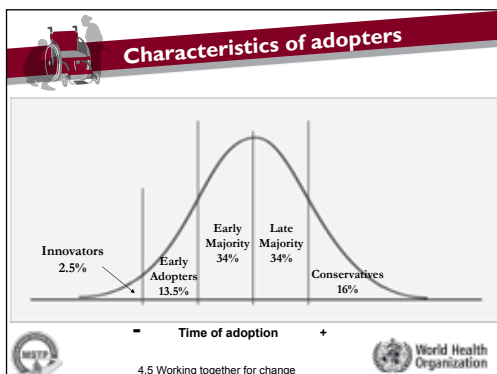
Highlight: A sense of urgency means there is a need that cannot be avoided or delayed

- Stakeholders' actions and decisions must demonstrate that appropriate wheelchair provision is a priority. Do not underestimate the effort it takes to change the current situation.
- If there is no sense of urgency, people are not going to make the additional effort it takes to make a change.

3. How to involve and commit stakeholders (5 minutes)

Explain: Research has demonstrated that there are a few people who easily adopt change and a few people very resistant to change. The majority of people rest in the middle waiting to see how a change process goes before deciding which side to take.

If you make a graph and distribute in columns the number of people who easily adopt the change in the first column; the more resistant in the last column, and the others in the middle, you will find a graph like that shown on the slide.



Explain: Adopter categorization:

- **Innovators, small group of around 2.5%:** They are happy to take risks, like to do new things.
- **Early Adopters, 13.5%:** This is a very important group because they are usually opinion leaders, well known. People look to them and follow them.
- **Early Majority, 34%:** Pay attention to see what others are doing to learn from them, especially from the Early Adopters.
- **Late Majority, 34%:** Adopt when the change is already in place. They need proof something works before changing.
- **Conservatives or traditionalists, 16%:** It is important to know what their concerns are and address them, but all efforts should not be focused in trying to change them.

Explain: As we want to introduce a new approach to wheelchair provision, where should we focus? Very often, we focus on arguing or trying to convince the conservatives or traditionalists. We should focus most on supporting the Early Adopters and the Early Majority. Studies show that after these groups adopt a change, it is difficult to stop that change.

Explain: According to the previous slide, there is a need for early adopters who are committed to change to create a core team for change.

Ask: What kind of qualities should the members of the core team have?

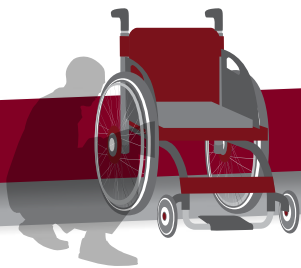
The core team should have a combination of people with enough power to make things happen and enthusiasm and commitment:

- Power of their position
- Experience
- Leadership
- Credibility
- Team work.

Explain:

- The core team should have a combination of people with enough power to make things happen and enthusiasm and commitment to involve others.

Read the list of qualities on the slide.



FOR STAKEHOLDERS

WHEELCHAIR

SERVICE TRAINING PACKAGE

Explain: Depending on the particular circumstances of wheelchair provision in the country, the list of stakeholders may change.

Who are the stakeholders?

- Policy planners and implementers (For example, government).
- Manufacturers and suppliers.
- Professional groups (such as Physiotherapists/Occupational Therapists).
- International NGOs.
- Disabled people's organizations or users groups.
- Disabled people, their families, and caregivers.

4.7 Working together for change

World Health Organization

Read the list of the stakeholders on the slide.

Explain: To be successful at forming the core team, it is necessary to:

Build a core team of stakeholders

- Showing enthusiasm and commitment to involve others.
- Modelling the behaviour needed: commitment, trust and teamwork.
- Structuring productive meetings.
- Focusing on the early adopters.

4.8 Working together for change

World Health Organization


Read the characteristics on the slide.

4. How to communicate the vision or picture of success (3 minutes)

Explain: To involve and convince people about the importance of appropriate wheelchair provision, you need to create a clear and moving vision of where you want to go and what you want the service or programme to become, *a picture of the desired future*.

Create a picture of the desired future

- Create a clear and moving vision of the desired future.
- Involve those who will need to carry out the vision when creating it.
- The vision will remind you why are you doing what you are doing and provide inspiration when facing obstacles.
- It is also necessary to create a clear strategy of how the process will be implemented.




4.9 Working together for change

World Health Organization

- People usually support what they create. Try to create a shared vision or picture that is developed and owned by those who will need to carry it out.
- Leading with vision helps to remind you why you are doing what you are doing and provides inspiration to keep the team going in the face of obstacles.
- It is also necessary to create a strategy for implementing the change. Follow the eight steps from the beginning.

Be consistent with the message



4.10 Working together for change

World Health Organization

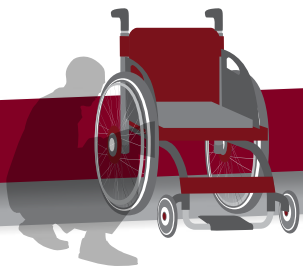
Explain:

- Keep communication simple and catchy.
- Take audience needs and concerns into account when preparing your messages.
- Use all opportunities at hand: For example, face-to-face meetings, conferences, local radio/TV, webpages, cell phone messages.
- Be consistent with your messages. One action speaks louder than a thousand words.

5. Developing a positive vision or picture of the desired future (40 minutes)

Explain: As we can see from the previous sessions, there are many benefits of appropriate wheelchair provision. It is important to have a powerful and engaging vision statement to communicate to all people involved.

We are going to create a shared vision. This is the picture of what we want to achieve or create in the future together.



WHEELCHAIR

SERVICE TRAINING PACKAGE

Activity	
Groups:	Individually.
Instructions:	<p>Explain: Think about a time in the future, three years from now. Imagine that we have accomplished all that is important to us in wheelchair provision.</p> <ul style="list-style-type: none"> • What picture do you see in your mind that represents this achievement? • What impact do you see on wheelchair users? • What changes do you see in stakeholder participation? • What changes do you see in provision? <p>Ask each participant to write a newspaper headline reporting the group accomplishments three years from now. This can be through words or pictures.</p>
Monitor:	Monitor the group, and assist as needed.
Time:	10 minutes in total.
Feedback:	Encourage two or three participants to share their examples and write on the whiteboard.

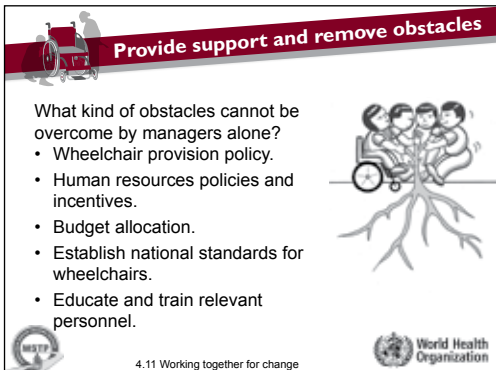
Most important answers:	
<ul style="list-style-type: none"> • people with disabilities now become mobile and are able to participate in community life; • stakeholders are organized and co-operate to provide access to affordable, durable, and appropriate wheelchairs for users in need; • service providers are offering integrated services adapted to the clients' needs including training for users to use and maintain their wheelchairs; • better accessible environments exist so people with disabilities can use their wheelchairs everywhere. 	

Activity	
Groups:	Divide into groups of 4–6 people (be sure to mix people from different organizations in each group).
Instructions:	<p>Ask each group to share among its members their individual vision or picture for the future of appropriate wheelchair provision.</p> <p>Ask them to create one shared vision combining the best aspects of individual visions.</p> <p>Record their vision on a flip chart to share in the plenary.</p>
Monitor:	Monitor the groups, and assist as needed.
Time:	20 minutes to discuss and 10 minutes for feedback.
Feedback:	<p>Ask each group to present their vision with the plenary.</p> <p>Remark on the common elements of the visions and ask for volunteers to combine the visions and share it with the group later.</p>

6. How to provide support and remove obstacles (3 minutes)

Explain: We talked about three key elements to introduce organizational change successfully:

- create a sense of urgency;
- form a core team of people to move the initiative forward; and
- communicate the vision or picture of success and the strategy at every opportunity.



Provide support and remove obstacles

What kind of obstacles cannot be overcome by managers alone?

- Wheelchair provision policy.
- Human resources policies and incentives.
- Budget allocation.
- Establish national standards for wheelchairs.
- Educate and train relevant personnel.

4.11 Working together for change

World Health Organization

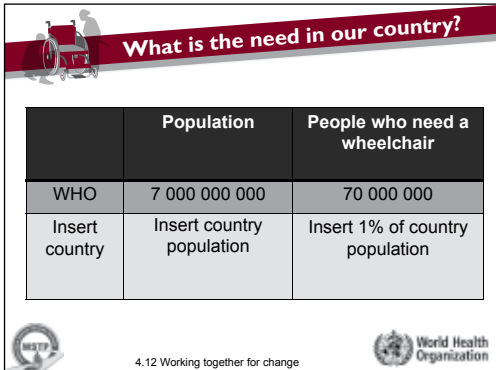
Explain:

- The fourth key factor is an important role that stakeholders should play – provide support and remove obstacles that managers alone cannot overcome.

Read the possible areas of intervention on the slide.

Highlight: Stakeholders can use their power and relationships to move forward and support wheelchair provision.

Summarise: There are four key elements to help the change process that become important roles for all stakeholders such as you.



What is the need in our country?

	Population	People who need a wheelchair
WHO	7 000 000 000	70 000 000
Insert country	Insert country population	Insert 1% of country population

4.12 Working together for change

World Health Organization

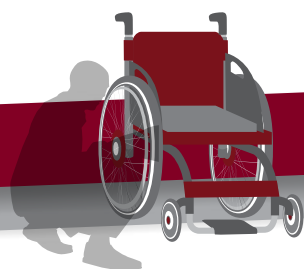
Explain:

Now that you know the size of the need.

Read out the estimated number of people requiring a wheelchair in the country.

Ask:

1. How are you going to contribute to create a sense of urgency about the need for change in wheelchair provision in our country?



What is the need in our country?

1. Create a sense of urgency about the need for appropriate wheelchair provision.
2. Build a core team of stakeholders with power and commitment to promote the change.
3. Create a powerful shared vision and strategy and communicate them at every opportunity and venue.
4. Provide support and remove obstacles that managers cannot overcome.

4.13 Working together for change

2. How can you contribute to form a core team with power and commitment to promote the change?
3. How can you share the positive vision or picture of the future of adequate and appropriate wheelchair provision?
4. How can you provide support and help remove obstacles, so appropriate wheelchair provision can be improved or implemented?

7. Strategies to help the change process (40 minutes)

Explain: In order to take us further, we will discuss your ideas for actions we as stakeholders can take to implement or improve wheelchair provision.

Activity	
Groups:	Divide in groups of 4–8 people. Decide if mixed (different types of organization or similar) groups will be more useful to take actions forward.
Instructions:	<p>Ask each group to analyse what actions are needed to move forward in the implementation or improvement of wheelchair provision by answering the following questions:</p> <ul style="list-style-type: none"> • What actions can we as stakeholders do to create a sense of urgency in the appropriate provision of wheelchairs? • What can we do to create a core team of stakeholders with enough power and commitment to move this initiative forward? • How can we communicate the vision or picture of success and the strategy of adequate wheelchair provision? (eight steps). • What immediate actions can we undertake to provide support for wheelchair provision? <p>Ask each group to record their answers to be shared in the whole group discussion.</p>
Monitor:	Monitor the groups, and assist as needed.
Time:	15 minutes to discuss and 20 minutes to feedback.

Feedback:

Ask a representative of each team to share the actions they propose to move forward the implementation or improvement of wheelchair provision as follows:

- Team 1 presents actions it proposes to create a sense of urgency. After finishing, the rest of the teams can contribute more actions if they are different.
- Team 2 presents actions to create a core team of stakeholders. The rest of the teams can contribute any complementary actions.
- Team 3 presents actions to communicate the vision and the strategy. The teams can complement if needed.
- Team 4 presents immediate actions to provide support for wheelchair provision. The other teams can complement if needed.

Record: Take notes of the actions proposed on a flip chart. Use one sheet for each key factor labelled with its title: Sense of urgency, Creating a core team, Communicating the vision and strategy and Immediate actions to provide support.

Display: the four flip chart sheets on the wall.

Ask:**What will be the next steps?**

- Who will be responsible for compiling the visions into one?
- When will it be distributed to everyone?
- Are you going to form a task force to initiate some of the actions proposed?
- Who will take these actions further?
- Are you going to meet again? When?

Record: Take notes of the next steps, with people responsible and dates on a flip chart or directly into a PPT.

Closing address (5 minutes)



Explain:

- The logo represents a commitment to get people on the road – no more locked inside their houses or huts – increasing the participation and inclusion of people with disabilities: through provision of appropriate wheelchairs delivered through services by trained personnel.

Encourage participants to use the WSTP logo.



Introduce video: A take home message.

Show video.

Thank all the stakeholders for their active participation and contributions.

Notes for trainers:

Trainers/local host may choose how they wish to present certificates and close the training programme. Wheelchair service steps poster can be given out here or during an earlier session.

Annexes

Annex I: Brief for government representative

Suggested points for consideration

Time suggested: 5–10 minutes

Purpose of communication

To stress the urgency of the situation of disabled people in the country, highlighting what the government is doing to address the issue and urging other stakeholders to also take action where they can.

Introduction

- Who are you and what department do you represent?
- What is its role in disability?

The current situation

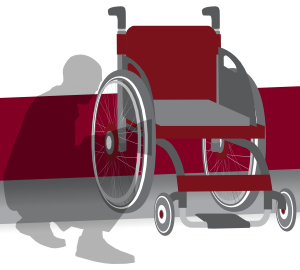
- Legislation exists but there is still a huge need.
- Outline the need for wheelchairs (1% of the country's population).
- Outline the other needs of disabled people as you see them: for example rehabilitation, education, employment and inclusion in community life.

Background

- When did your country ratify the CRPD and Optional Protocol? Refer to Article 20, which is specifically about the right to personal mobility.
- Outline any local laws or policy relating to disability.
- How do you monitor and enforce legislation?
- What are the challenges with this?

The next steps

The *Wheelchair Guidelines* are a tool to support the implementation of the CPRD.



Possible recommendations that you may wish to consider:

- Collaborate: Together we can achieve more – the government wants to work with rehabilitation services and disabled people, NGOs, INGOs, DPOs, to improve the situation and fulfil its obligations under the CRPD.
- Work together to develop national policy on assistive devices.
- Products (for example, wheelchairs, tricycles): Improve the volume, range and quality of products available to disabled people.
- Standards: Adopt specific wheelchair standards, in line with the *Wheelchair Guidelines*.
- Services: Develop more services, of better quality.

Conclusions and next steps

- All stakeholders in this room can play a role in moving forward with the next steps.
- We need to act quickly as disabled people are some of the most marginalized in our country.
- We need to ensure that the conclusions from this workshop are moved forward and should elect a task force to oversee that this is done.

Annex 2: Brief for wheelchair user representative

Time suggested: 5–10 minutes.

Tone: People will be motivated by a passionate, engaged and urgent tone.

Purpose of communication

To bring to life a picture of what it is like being a wheelchair user in your country so that workshop participants are compelled to act to quickly bring about change and improve the quality of life of wheelchair users.

Introduction

Who are you and what organization (if any) do you represent?

Background

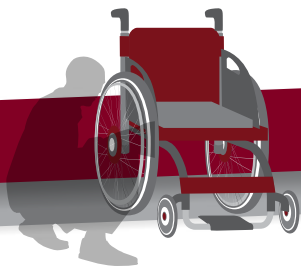
Some key messages

- The CRPD provides a framework for how life should be for disabled people in our country. Of particular relevance to this workshop is Article 20 on mobility, which pledges “to ensure personal mobility with the greatest possible independence for persons with disabilities”, including through access to quality mobility devices and training(15).
- Why is mobility so important? Because inclusion and participation of disabled people can only be achieved if disabled people are mobile.
- In order to be mobile, disabled people need appropriate wheelchairs that fit them.

Current situation

Your story: People will be engaged by your story. When you look through these questions and think about your experience as a wheelchair user, ask yourself if this is representative of the majority of wheelchair users in your country. If it is not, include what it would be like for a typical wheelchair user as well. If you have real-life examples, use them. You want this part to vividly highlight the challenges that disabled people face.

- When did you become disabled?
- How long have you been a wheelchair user?
- What challenges have you faced?
- Did you have to go far to get your wheelchair? Did you have a choice in the type of wheelchair you received and did you have to pay for it?
- Is your wheelchair safe and reliable and can you get it repaired if you need to?



- How easy is it for you to carry out your day-to-day activities in the wheelchair?
Do you feel included in society?

Conclusions and next steps

Key message

- Inclusion and participation of disabled people can only be achieved if disabled people are mobile.
- We all need to work together to ensure that this is made possible – all stakeholders in this room can play a role.

Consider finishing by addressing this question

- What are your hopes for the future (for yourself and for all wheelchair users)?

Method of presentation

It is not necessary to have a PPT for this presentation. However, it would be helpful to have one image to insert into a PPT while the wheelchair user is sharing their story. If the speaker would prefer to prepare a PPT, ensure it is uploaded in advance of the workshop if possible.






Annex 3: Some common quotes and statistics




- Disability and Poverty(16)

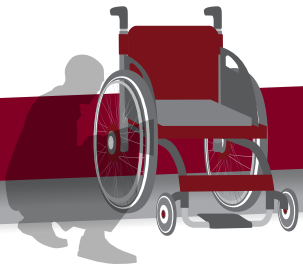
There are 1 billion people in the world with a disability, and 700 million of these people live in economically poorer countries. Within this 700 million:

- only 10% of primary-school aged children go to school
 - the adult literacy rate is just 3%
 - unemployment is about 80%.
- Poverty and exclusion mutually reinforce one another. People with disabilities are disproportionately represented among the world's poorest people.
 - In economically poorer countries, 98% of children with a disability do not attend school(17). Universal primary education requires specifically targeting children with disabilities.
 - An estimated 10% of the world's population have disabilities and about 80% of these live in developing countries(18).
 - Children under 5 diagnosed with a disability are less likely to receive the same level of health care as is given to non-disabled children. Disabled children can be looked on as a burden, and families living in poverty may be unable or unwilling to spend scarce resources on a disabled child.
 - Disability issues are inseparable from development issues. A true global partnership for development cannot be achieved as long as people with disabilities remain outside development policy, planning and programming (See articles 31 & 32 of the CRPD).
 - Disabled people's exclusion has a devastating impact on economies both in the developing and developed world.
 - In many low-middle income countries only 5–15% of people who require assistive devices and technologies have access to them(19).
 - "Disability is not a specialist issue: it is a human rights issue. Disabled people's priorities are for food, shelter, family life, clothing, income and full participation just the same as anyone else(20)."
 - Poor people with disabilities are caught in a vicious cycle of poverty and disability, each being both a cause and a consequence of the other(21).

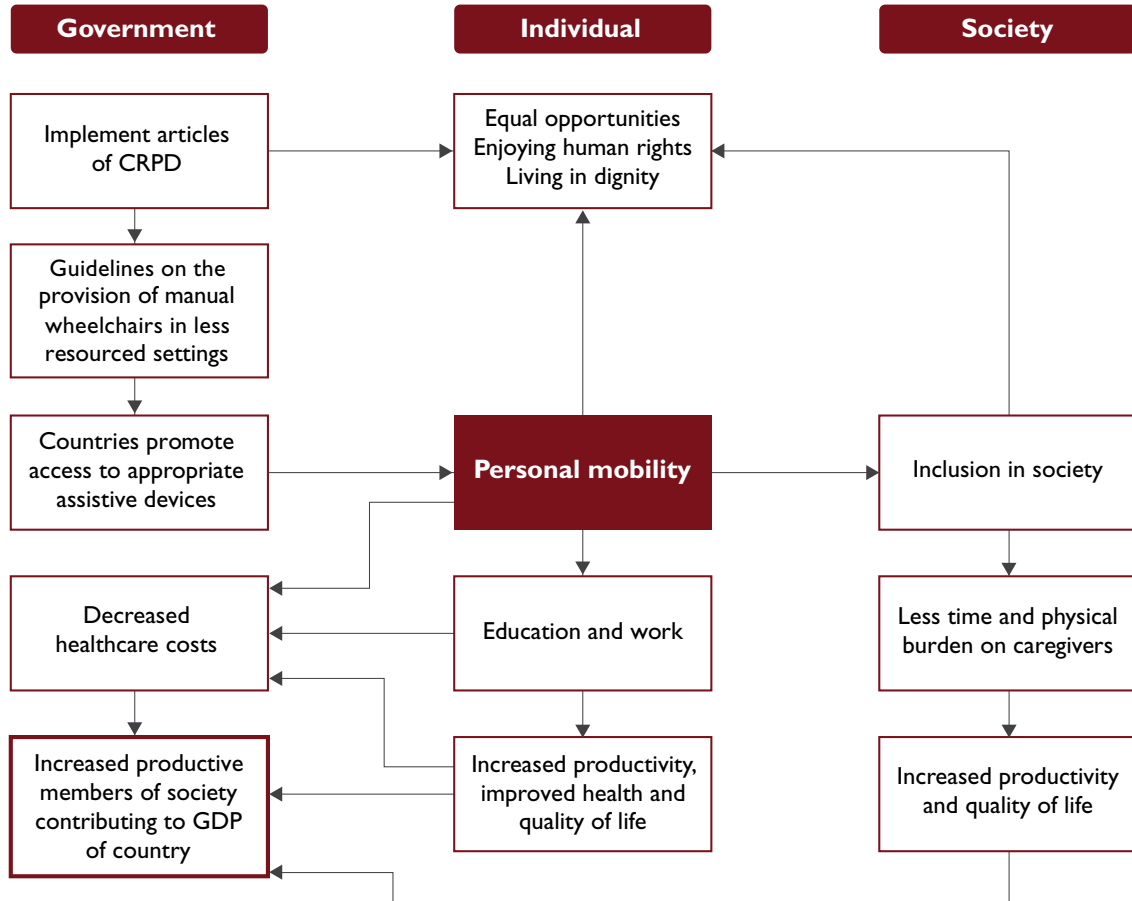
Annex 4: The eight steps of wheelchair provision

Step	Summary	
1. Referral and appointment	The way that wheelchair users are referred will vary. Users may refer themselves or be referred through networks made up of governmental or nongovernmental health and rehabilitation workers or volunteers working at community, district or regional level. Some wheelchair services may need to actively identify potential users if they are not already receiving any social or health care services or participating in school, work or community activities.	
2. Assessment	Each user needs an individual assessment. This includes gathering information about the wheelchair user's lifestyle, the work they do, where they live, and their physical condition.	
3. Prescription (selection)	Using the information from the assessment, a wheelchair prescription is developed together with the user, family member or caregiver. The prescription details the selected wheelchair type, size, special features and modifications. Also detailed is the training the user needs to use and maintain the wheelchair well.	
4. Funding and ordering	A funding source is identified and the wheelchair is ordered from stock held by the service or from the supplier.	
5. Product preparation	Trained personnel prepare the wheelchair for the initial fitting. Depending on the product and service facilities, this may include assembly, and possible modification, of products supplied by manufacturers or production of products in the service workshop.	

Step	Summary	
6. Fitting	The user tries the wheelchair. Final adjustments are made to ensure the wheelchair is correctly assembled and set up. If modifications or postural support components are required, additional fittings may be necessary.	
7. User training	The user and caregivers are taught how to safely and effectively use and maintain the wheelchair.	
8. Follow-up, maintenance and repairs	Follow-up appointments are an opportunity to check wheelchair fit and provide further training and support. The timing depends on the needs of the user and the other services that are available to them. The service may also offer maintenance and repairs for technical problems that cannot be easily solved in the community.	

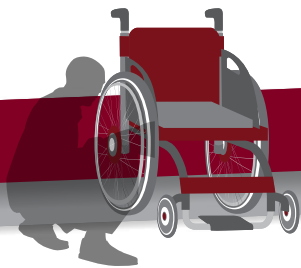


Annex 5: Appropriate wheelchair provision benefits all



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FOR STAKEHOLDERS

WHEELCHAIR

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