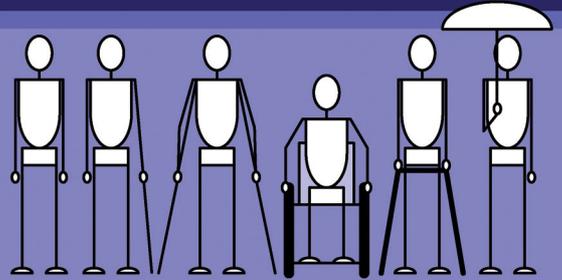


ECA

European Concept for Accessibility



ECA

for Administrations



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This “ECA for Administrations” is the result of exemplary cooperation between a number of partners all over Europe who share a strong commitment to the improvement of accessibility in the built environment as an essential condition for guaranteeing equal opportunities and full participation for ALL European citizens. I should like to take this opportunity to express to them all my admiration and gratitude for their dedication.

The publication by the Dutch CCPT of the “European Manual for Accessibility - 1990” and the “European Concept for Accessibility - 1996” were important milestones in the discussion on accessibility in Europe.

In 2003, members of the European Concept for Accessibility Network (EuCAN) contributed their knowledge and expertise on a voluntary basis to the preparation of “European Concept for Accessibility - ECA 2003”, thus underpinning its European dimension.

Accessibility is becoming a natural component of European policy papers, recommendations and directives. We should like to congratulate political decision-makers for their perspicacity in accepting accessibility as an essential quality criterion.

Silvio Sagramola
EuCAN coordinator

Minister for Families and Integration, Luxembourg



Five years after the publication of the “European Concept for Accessibility”, which laid the basis for achieving comprehensive, Europe-wide accessibility, comes its continuation: “European Concept for Accessibility for Administrations”.

Tailored for public authorities of all kinds, this publication is a useful toolkit designed to put into practice the principles described in the preceding volume. In addition to the numerous actors in the private, economic and voluntary sectors, the contribution of local, regional and national authorities is required to ensure correct implementation of the Design for All concept.

The publication gives examples in the areas of town-planning, tourism, public transport, public buildings and playground installations. Without the exemplary cooperation of people from an exceptionally wide variety of backgrounds, this publication, and the projects it illustrates, would not have been possible. I should like to pay tribute to all those involved. We need models of this kind to show that cooperation at various levels is a prerequisite for an inclusive society.

In this connection I should also like to congratulate Info-Handicap and the innovative ECA network for yet another excellent achievement.

Marie-Josée JACOBS

Minister for Families and Integration



The European Concept for Accessibility (ECA) for Administrations is to be welcomed and the team that worked on it congratulated for this achievement. ECA represents a well-known reference framework in urban planning and for improving the accessibility of the built environment for people with disabilities. This timely and well-targeted publication will help to bridge the gap between policy principles as included in ECA's 2003 Manual and their implementation and practice at national level by governmental administrations.

Accessibility is an essential step towards greater integration and participation of people with disabilities in society. The accessibility of buildings, products and services needs to be taken into account at the design stage, not as an afterthought. In this context, the Council of Europe promotes the Universal Design strategy, which aims to make the design and composition of different buildings, environments, products, and services accessible and understandable to, as well as usable by, everyone, to the greatest extent, in the most independent and natural manner possible, preferably without the need for adaptation or specialised solutions.

Existing buildings, however, should also be adapted to suit the needs of all citizens. The importance of agreeing on common, specific accessibility criteria has been stressed by the Council of Europe and supported by the community of international experts such as the European Concept for Accessibility Network (EuCAN), with whom the Council of Europe has excellent longstanding professional relations. Their work has mutually inspired each other: the Council's 1977 Resolution on the adaptation of housing and surrounding areas to the needs of disabled persons, its 1993 Accessibility Principles and Guidelines, its Disability Action Plan 2006-2015 or its 2007 Resolution "Achieving full participation through Universal Design" on the one hand, and the 1996 European Concept for Accessibility or the 2003 ECA Technical Assistance Manual on the other.

The 2008 ECA for Administrations shows once again the fruitful synergies and cross-fertilisation between the Council of Europe and EuCAN – between the European human rights organization and the Network of accessibility experts – aimed at improving the quality of life and enhancing the participation of people with disabilities in Europe.

Alexander Vladychenko
Director General of Social Cohesion
Council of Europe

1. INTRODUCTION



“Public authorities are not neutral observers of the economy. Public administrations are responsible for public procurement, pay wages, and collect taxes. They regulate in every area.

As soon as the price of black coffee climbs or a factory closes its doors, the press asks what the government is doing. The public calls for strong measures to sustain activity and repress abuse. In short, the government knows that it will be held responsible for anything that does not work, and tries, through its declarations and decisions, to convince public opinion that it has the situation under control.

The means available to authorities for acting on the economy are considerable: budget, taxes, currency, and credit. In total, spending by administrations represents today 30 to 50% of the national production in most developed countries.

Nevertheless the real impact of the government is limited. Fiscal and social legislation, the organisation of the public service are the result of a long tradition and above all of a fragile balance between diverging interests. This can be noticed as soon as there is an attempt to change anything, whether it is the tax on video-recorders or motorcycles, moving a bus stop or increasing the self-financed part of social security.

Moreover, in the market economy, the general balance results from the sum of billions of single personal decisions that nobody can dictate and everybody has to live with.

Finally, the State represents less than half of all public authorities and these are multiple and dispersed: ministries, regional councils, social security funds, and local councils. So they do not necessarily act as a single voice.

For the sake of argument, however, we will accept that the whole complex can be regarded as a single economic agent: “administrations”.

(Source : Michel Didier, Economie, les règles du jeu, "Economica", Paris, 2nd edition 1989)

1.1 Aim of this guide

Using European-wide experiences as an inspiration, this practical guide should allow local, regional or national administrations to start, maintain and complete the process of implementing Design for All approaches in the built environment through their internal procedures, maximising the use of available human and/or material resources.

Although there seems to be widespread general agreement that accessibility has to be implemented at all levels of daily life, reality clearly shows that most people do not really know what this means.

Nearly everybody is willing to support a Design for All approach, but very few people feel able to undertake pro-active steps towards concrete achievements. Decision-makers put the responsibility on the shoulders of planners and technicians, who in turn pass it on to clients.

In fact, it is the responsibility of planners and technicians to acquire the necessary know-how to advise both decision-makers and clients using correct and convincing arguments. They have to be creative and demonstrate how possible extra costs in the short term will be redeemed in the middle and long term. If, however, planners and technicians cannot come up with the right arguments because of a lack of experience or know-how, the quality of a project is bound to be dictated by purely financial considerations.

The aim of this guide is to demonstrate that the implementation of accessibility can only be managed by a team of people, all willing to take their individual responsibilities in their particular fields of expertise. Any group of persons working together needs a coordinator and in this case it can be the decision-maker, the technician or the client. Whoever it is, the coordinator will only be able to carry out his or her mission if all parties in the group are fully committed to the topic.

1.2 Content of this guide

Most of us are being “administrated” and obliged to live in the respect of a set of rules, regulations and procedures. Administrations are present in all sectors and at all levels of daily life and they have enormous power over people’s decisions.

This guide illustrates situations where administrations can intervene in the incorporation of Design for All approaches and suggests strategies for action and for monitoring and communicating results.

Due to historical, political and cultural differences throughout Europe, these strategies have to be flexible enough to be adapted to local, regional or national specificities.

We have tried to take European diversity into account through a set of case studies from different parts of Europe. Even if legislation and financial realities are quite different from one country to the other, the process of becoming aware of a problem and moving on to proposing a solution is universal and is the result of concerted action.

We will present “success factors” that play a crucial role in the development of solutions. Sometimes it will be enough to fulfil some of these indicators, but in most cases, in order to guarantee the sustainable implementation of Design for All, all of them will have to be fulfilled.

2. BACKGROUND



2.1 Accessibility and Design for All in the built environment

Built environments should enable all individuals to develop as persons, and so they have to be designed taking into account the diversity of the population and the need, which we all have, to be independent. Therefore built environments, and each of their elements and components, should be designed according to the concept for accessibility, understood as the provision of the environment with these characteristics which enable everybody to access the different facilities on offer: culture, space, buildings, communications, services, economy, participation, etc.

Thus an accessible environment has to be:

1. **Respectful**: it should respect the diversity of users; nobody should feel marginalized and everybody should be able to get to it.
2. **Safe**: it should be free of risks to all users; therefore, all those elements which form part of an environment have to be designed with safety in mind (slippery floors, parts jutting out, dimensions, etc.).
3. **Healthy**: it should not be a health risk or cause problems to those who suffer from certain illnesses or allergies.
4. **Functional**: it should be designed in such a way that it can carry out, without any problems or difficulties, the function for which it was intended.
5. **Comprehensible**: all users should be able to orient themselves without difficulty within a given space, and therefore the following are essential:

Information must be clear and the spatial distribution must be coherent.

- a) Clear information means: use of icons that are common to different countries, avoiding the use of words or abbreviations from the local language which may lead to confusion; for example, using the letter **C** on taps, which suggests **Cold** in English but **Caliente** (meaning hot – exactly the opposite) in Spanish.
 - b) Spatial distribution: this should be coherent and functional, rather than segregating and exclusive.
6. **Aesthetic**: the result should be aesthetically pleasing, as this will make it more likely to be accepted by everybody (the previous five points always being borne in mind).

Therefore, making environments accessible means making them respectful of people's needs and, in turn, encouraging people to respect their physical and social environment.

Moreover, creating environments with dimensional, perceptual, motor, cognitive and cultural diversity in mind breeds solidarity and facilitates interaction among people. It is a definitive step toward equal opportunities, that is, it offers everybody the possibility of exercising the right to the life he/she wants, to be independent, autonomous....., to be a person!

Those administrations which strive to make environments accessible to all are demonstrating their desire to offer the population a good quality of life and provide people with better opportunities to develop, both socially and personally.

It should also be remembered that administrations are responsible for public spending. In this respect, making environments accessible has a direct effect on public spending:

- Hazardous situations, and therefore the number of accidents, are reduced in accessible environments.
- When interaction with the environment is easy there is less need to provide individual assistance (whether by other people or through designs which compensate for environmental deficiencies).

It should be remembered that accessibility makes towns and cities more attractive, both for the people who live in them and for potential visitors (tourism) - not to mention those companies or professionals that are looking for a suitable environment in which to set up their business.

For the purposes of this guide, Design for All can be defined as a philosophy and a process for achieving universal access including environments, products and services that are designed in a respectful, safe, healthy, functional, comprehensible and attractive way.

Design for All, a European development of the 1990s, recognizes that “Inclusion” equals “Accessibility” and applies to social, cultural, intellectual and environmental conditions (cf. EIDD 2004 and Build for All Reference Manual 2006). Thus it challenges administrations to ensure accessibility to the built environment through their internal procedures.

In some European countries the concept of accessibility still aims at “equal opportunities for people with activity limitations” but, in our interpretation, the approach to Accessibility and Design for All aims at enabling ALL people to have equal opportunities to participate in every aspect of society. To achieve this approach, everything that is designed and made by people to be used by people must be accessible, convenient for everyone in society to use and responsive to evolving human diversity (cf. EIDD 2004 and Build for All Reference Manual 2006). In this way, implementing Design for All in the built environment with a Design for All approach will bring administrations not only social but also economic benefits.

Many other concepts have similar aims:, e.g. Universal Design (USA, Japan), Inclusive Design (UK), Barrier-Freedom (Germany) or Obstacle-Freedom (Switzerland). We support a Design for All approach that is based on the principle of inclusion of the “end users” in all stages of the design process while responding to human diversity.

It is a challenge and an opportunity for administrations to address additional citizens/clients/customers etc. with different customs, age, abilities and preferences regarding services and infrastructure. To face this challenge, administrations should know how to start, maintain and complete the process of implementing Design for All approaches in the built environment, offering services and facilities which are well-adapted to the users' diversity.

2.2 European approaches to Accessibility and Design for All by EuCAN - the European Concept for Accessibility Network

Since the 1990s EuCAN, the European Concept for Accessibility Network has been an important force in the campaign towards a harmonized European approach to accessibility and Design for All. In this context, the 2003 ECA was an important milestone, although it was not a European policy paper but rather a source of inspiration for political action and a source of information for the development of regulations and standards.

The 2003 ECA targeted all those willing to contribute to the European effort of making the built environment accessible for all, and continues to do so. In combination with the ECA website (www.eca.lu) all experts in the field of accessibility were and are able to continuously contribute and increase knowledge on this subject.

This guide is based not solely on the 2003 ECA but also on the experiences of the Build for All-Project (www.build-for-all.net) as published in the Build for All Reference Manual (2006).

The main objectives of the Build for All Project, in which EuCAN was a partner, were to raise awareness of accessibility to the built environment and to provide practical guidance to those preparing calls for tender for design and construction works under the European Union's Public Procurement Directives.

The Build for All Reference Manual consists of two parts: a Handbook and a Toolkit. The Handbook provides background information for raising the awareness of decision-makers and civil servants about the importance of accessibility in the built environment for all citizens and the supporting role which public procurement can play in achieving this. The Toolkit provides a practical approach for contacting authorities with a view to including certain procedures and technical requirements in procurement, so as to ensure that accessibility criteria are met in design and construction work.

3. HOW TO MANAGE AND SUCCEED



3.1 Areas of intervention

The impact of decisions made by administrations can be seen in many different areas.

For the sake of clarity, we have identified 4 broad areas for which administrations are responsible. In each of the 4 areas, administrations influence single or multiple tasks.

3.1.1 Internal organisation

Diversity in staff policy – Internal communication – Respectful cooperation – Non-discriminatory procurement – ...

3.1.2 Services offered to the public

Sustainable behaviour – Accessible events – Accessible sports, culture, leisure – Accessible tourism activities – Support of sustainability – Inclusive employment – Inclusive education – Social services – Health services – Support to immigrants – Social solidarity – Cooperation – Justice – Economy – Consumer policy – Internal and external affairs – Traffic, transport – Research – ...

3.1.3 Infrastructure

Housing – Public buildings – Public spaces – Vehicles – ...

3.1.4 External communication

ICT - Marketing and public relations – ...

All tasks give administrations scope for adopting participative/inclusive approaches.

3.2 Interdependent Success Factors (ISF)

A Design for All approach can be implemented in many of the areas falling under the responsibility of administrations, as the implementation method described in the following pages will demonstrate.

Various experiences across Europe have shown that in spite of different approaches, certain factors emerged which positively influence the development of a Design for All approach. These are the 7 **Interdependent Success Factors (ISF)**, which have to be considered to ensure successful and satisfactory implementation of Design for All approaches in the built environment.

These ISF are:

- Decision-maker commitment
- Coordinating and continuity
- Networking and participation
- Strategic planning
- Knowledge management
- Resources
- Communication and marketing

Case studies from all over Europe (see also chapter 4.2) have shown that there is a strong link between the success of projects or initiatives and the simultaneous presence of all 7 ISF, especially when present and combined in a proportion which takes the local culture into account.

It is therefore highly recommended that all 7 ISF are included in the most promising project management scenarios.

On the other hand, if one or more ISF is missing or disappears along the way, there is a high risk of the project not reaching the expected goals or results. It is therefore worthwhile to analyse already existing initiatives that at a certain moment have become inefficient or stopped and checking whether one or more of the 7 ISF was insufficiently or not at all developed

Because of their essential role, not only for new projects but also for up and running initiatives, it is important to acquire a thorough understanding of each of the 7 Interdependent Success Factors:

3.2.1 Decision-maker commitment

Despite the diversity of social or political systems, the implementation of any Design for All process generally stands a greater chance of success when it is of general political interest.

In most European countries, politicians cannot take the risk of leading initiatives that do not respond to a political need. This need may be dictated through financial, socio-cultural or ecological arguments and it is then a question of the politicians' experience and skill when it comes to seeing how the political interest will be translated into action. It is their responsibility to forecast future needs and anticipate the conditions that will be necessary to safeguard individual rights and enhance community welfare in the future.

But although decisions made by politicians have – in most cases – the greatest impact, as they concern whole populations, decisions are not only made at the political level. Responsibility for the quality of life is shared by stakeholders¹ and decision-makers at any level that has an impact on the development, implementation and monitoring of policies and strategies.

This means that the higher the positions occupied by “decision-maker commitment” in the management structure, the greater are the chances for the other ISF to have an effective impact. Conversely, if it occupies a low position, the greater is the risk of not being able to guarantee the sustainability of actions.

¹ In the sense of to ISO 10006 „stakeholders“ are all persons who have an interest in or are in any way concerned by a project.

For a strategic process of planning and realising it is necessary to identify all stakeholders and to involve them in the development process by using a local / regional network. It is therefore useful to differentiate between internal and external stakeholders.

Internal stakeholders work directly in a development process or in a certain project (e.g. with team members) or are directly related to the project (e.g. customers, distributors).

External stakeholders are indirectly related to the realization of a project or its results (e.g. associations for people with disabilities).

3.2.2 Coordinating and continuity

Administrations mostly commit to the creation of Design for All by appointing a committed person. In the medium- and long term, structures have to be developed that work independently of the committed persons. To ensure the sustainability of the development process and to work on it professionally, it is useful to assign a work unit that is financially independent and thus to appoint a coordinator with financial resources within the administration.

The coordinator's role mainly consists - on an ongoing basis - of setting up and maintaining network communication, following up strategies and actions defined in the master plan and storing and circulating knowledge accumulated and produced during the process. The higher the position of the coordinator, the greater the impacts of internal and external communication.

Nevertheless, the coordinator has to ensure the continuity of the process so that no momentum is lost over the years due to decreasing stakeholder commitment and that there is no risk of all the efforts and resources allocated being lost at any stage along the road.

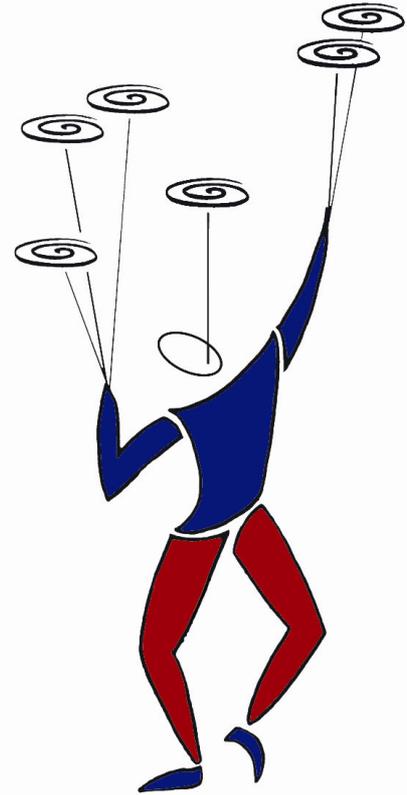


Figure 1: The Coordinator works on the inclusion and maintenance of all ISF

3.2.3 Networking and participation

Any concerned stakeholders should be invited to participate in the process from the outset. Indeed, in some cases, if one of them is absent, it will be preferable to suspend the process until their involvement can be guaranteed.

In order to identify which stakeholders should be invited diversity and inclusiveness have to be ensured. Stakeholders could be for example users of the built environment (staff members, external visitors), as well as persons responsible for the maintenance, legal requirements and (public or private) funding sources (e.g. politicians, employees, volunteers), and other experts providing input for certain areas (e.g. architects, engineers, geographers, planners, craftsmen, therapists).

For practical reasons, and due to the diversity of possible actors (politicians, employees, volunteers and external experts), it can be more effective to set up different (sub-) networks.

The coordinator (see section 3.2.2) should guarantee efficient cooperation within the network(s) based on clear rules for participation. The principle of consensus will be a key issue in guaranteeing both success of the project and recognition for the achieved results.

3.2.4 Strategic planning

To follow a strategic planning a Master Plan should be designed – including all strategies, resources, time-schedule (short, medium, long-term), coordination and concrete actions to be carried out, with well-defined milestones to facilitate the follow-up. It should be as detailed and accurate as possible and must be evaluated at the end of the process.

However a Master Plan should not be rigid. It should allow flexibility in order to ensure that all stakeholders actively participate in the process. From the initial broad goals to detailed actions, all elements of the plan must be subject to negotiation with the aim of achieving consensus at every step.

On the other hand, progress made, the knowledge acquired about the topic and changing circumstances or opportunities are likely to bring about the need for a change in strategies, a rescheduling of actions, and a reallocation of resources.

To ensure the success of the process and all actions a constant evaluation and update of the strategic planning is necessary e.g. an annual survey and Master Plan update approximately every five years.

A master plan can be set up in **5 consecutive steps**:

- 1) Carry out a Situation-Analysis or **SWOT** Analysis
- 2) Set up Aims
- 3) Create Strategies
- 4) Define Actions and Resources
- 5) Ongoing Evaluation



Figure 2: Developing a Master Plan

The purpose of the Situation-Analysis is to understand the context in which a Master Plan is identified. In this context a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) would be a straightforward method that provides direction and serves as a basis for developing a Master Plan.

A possible **SWOT** analysis (cf. CBM 2008):

Strengths – identify already existing accessibility features, see how they can be maintained and potentially improved or amended.

Weaknesses – should be minimised and if possible removed (make sure that construction or heritage regulations are not breached).

Opportunities – identify and elaborate on how best to apply minimum standards; prioritise.

Threats – should be mitigated and solutions should be elaborated in consultation with (technical) experts and management of the built environment.

While following a strategic planning, immediate measures can be taken at the outset. In this context it is essential to document what is to be done and by whom, till when, with what funding and as which priority. That means that the process of implementation can start right after a first meeting or decision and does not have to wait until the finalisation of the whole master plan or process.

3.2.5 Knowledge management

Good knowledge management should guarantee – on a regular basis – the transfer of acquired know-how in an efficient, considerate and open way.

Too often administrations consider accessibility to be an issue only for people with activity limitations, because they are the most visible user group of the built environment and one of the few that vindicates improvements in this context.

But any user of the built environment has the ability to know what he or she expects from administrations, according to his or her own experience and knowledge. Therefore, although the views and participation of people with activity limitations are indispensable (“nothing about us without us”, slogan of the European Year of People with Disabilities 2003), the solutions proposed should be the result of the work of multi-disciplinary experts and a tried and tested case analysis.

Knowledge acquired at local level may need supplementing with information about similar cases faced by other administrations or with the experience of external experts in order to avoid “reinventing the wheel”. Participation in national or international networks dealing with a given subject is therefore another good opportunity for sharing knowledge and experiences.

Finally, let us not forget that a user cannot become an expert overnight and that, similarly, technical staff in an administration need to acquire the skills enabling them to participate efficiently in the process.

As a result, throughout the working process, all stakeholders should be able to acquire a solid common knowledge base.

3.2.6 Resources

The administration has to provide and allocate the resources required to complete all phases of the project. These resources may be financial, human or technical.

Sometimes it is the availability of resources or the possibility of obtaining financial support that triggers the launch of a project and, although unexpected resources are always welcome, the continuity of the project must be guaranteed from the outset, so that it is not jeopardised should these funds dry up unexpectedly at some stage.

Sometimes it is not funding but a creative (re)allocation of human and/or economical resources, or just taking advantage of opportunities, that permits concrete achievements along the process.

The inclusion of Design for All criteria or conditions in calls for tender (for the construction of new streets, buildings or websites, for the purchase of vehicles,

equipment or devices) is a typical instance where administrations can obtain results without compromising the own resources.

3.2.7 Communication and marketing

External communication, strategic marketing activities and continuous public relations are important for sustainable success and external recognition.

Communicating the intentions of the administration at an early stage and publicising the goals achieved when the project ends will highlight the commitment of all members involved and inspire other administrations to take up the challenge.

The so-called AIDAS-Model is relevant in this context. AIDAS is an acronym used in marketing to describe a list of methods that are very often followed when a person or institution is selling a product or service (cf. Fig. 3):

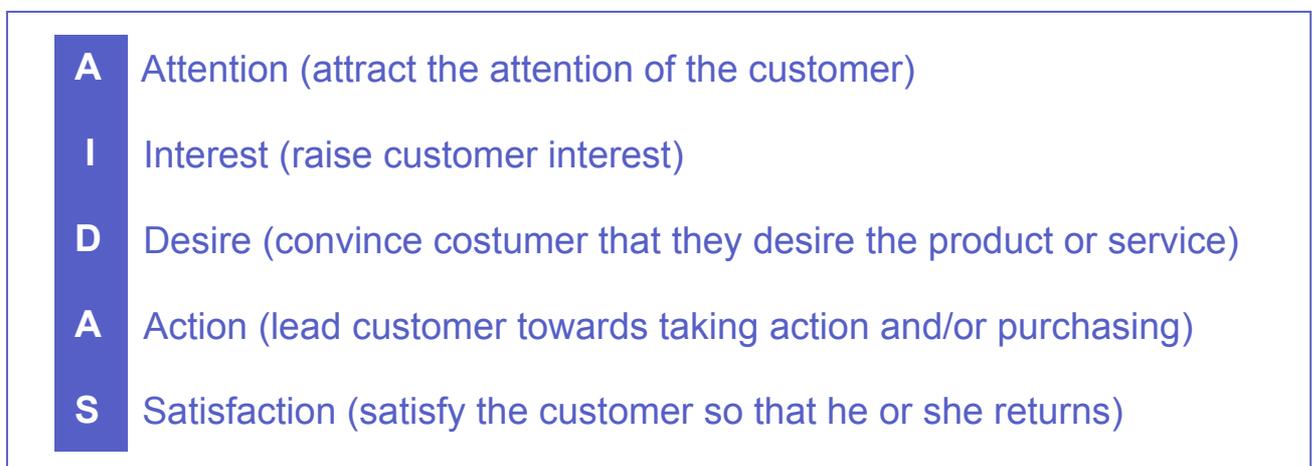


Figure 3: AIDAS. Model (Source: Ferrell/ Hartline 2005).

National and international recognition, through involvement in Design for All networks, can increase the sense of achievement.

For successful administrations marketing is far more than public relations. Marketing is considered to be a whole and sustainable process which includes services and infrastructure. User diversity must be respected. Nobody must feel excluded and everybody should have the possibility to use the services offered.

3.3 Phases of transition

Experience all over Europe has shown that implementing Design for All approaches is a process that can only be completed step by step. Every administration has to decide when and how to start, which path to follow and what targets to be achieved.

Generally speaking, the development process in a given administration, (for example in a local authority or region) takes place in four phases of transition (cf. BMWi 2004-changed):

1. Awareness Phase
2. Starting Phase
3. Developing Phase
4. Consolidating Phase

In reality, the phases are of course not clearly distinguishable and their duration also varies depending on the administration, its facilities and services.

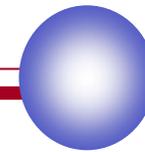
Nevertheless, all four phases display certain characteristics and actions that are common to all administrations. The tables (table 1 and 2) give an overview of these characteristics and actions combined with the Interdependent Success Factors (ISF) presented in Chapter 3.2.

In order to respond in an appropriate and balanced way to all ISF mentioned before, the participation of all stakeholders and available resources has to be considered in all phases according to the local or regional culture and conditions.

Table 1: Phases of transition responding to the ISF – an overview

Interdependent Success Factors (ISF)	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase
Decision-maker commitment	(Political or strategic) motivation or interest for action.	“Green light” for launching the process or the preparation of first concrete steps.	Direct (participation) or indirect (mandate) support of the process.	Direct (participation) or indirect (political / strategic) support to maintaining the process ongoing.
Coordinating and continuity	Motivation, showing interest.	Define of roles, nominations (coordinator or secretary).	Organise acquisition and sharing of knowledge, maintain network and follow-up of actions, reporting.	Guarantee continuity (for example through permanent monitoring system or creation of new responsibilities).
Networking and participation		Invitation of internal / external partners and define roles, structures and working methods.	Establish clear structure, responsibilities and working methods. Knowledge transfer and consensus on strategies and actions.	Maintain structure and acquisition of expertise.
Strategic planning	Wishes and expectations are indefinite, vague.	Wishes and expectations are structured. Concrete goals, aims and actions are discussed and agreed.	Development of a master plan with agreed and fixed strategies, actions, time scale and resources. Ongoing adaptation.	Organise permanent quality and success control (benchmarking, cost benefit analysis etc.).
Knowledge management	Interest and questions have appeared.	Situation analysis (legal framework, documentation, etc.). Identify needs for education and/or external expertise.	Set up common knowledge base (education, training, information, conferences, etc.). Organise Knowledge transfer.	Management of created knowledge.
Resources	(Unexpected) availability of funds stimulates creativity and awareness. Volunteership is stimulated.	Needs are identified and allocation of resources is clarified.	Allocation of resources according to master plan and opportunities.	Assign stable resources (for coordination, management of knowledge, success control, etc.).
Communication and marketing	Interest appears (through key experiences, press releases, etc.).	Communication / announcement of intentions. Looking for external exchange and communication.	Development of a Marketing Plan including communication. Strategies according to Master Plan. Regular communication / feed-back of steps achieved.	Documentation and dissemination of results (speeches, presentations, website, etc.). Permanent quality and success control (Customer Relationship Management).

4. PRACTICAL APPLICATION



Using different case studies, the ISF and their importance within the different phases of development will be practically demonstrated. On the basis of the 7 ISF and the above mentioned model of transition phases a template (table 2) was developed and sent to all members of the European Concept for Accessibility Network with a request to include their international experiences of the existing ECA for Administrations

Table 2: Example of possible phases of transition towards an accessible local authority or region for All responding to the Interdependent Success Factors (ISF) - © Aragall/Neumann/Sagramola 2008

	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase	Comments
Decision-maker commitment					
Coordinating and continuity					
Networking and participation					
Strategic planning					
Knowledge management					
Resources					
Communication and marketing					

On the basis of this template real case studies as well as a number of simulated case studies from all over Europe and Israel will be presented and classified regarding the process of the 7 ISF and the 4 phases of transition. The template should be used by administrations as a self-assessment tool with a view to creating and enhancing Design for All (see chapter 4.3.). Used efficiently, it will help political or administrative decision makers to identify areas of activities and the structuring of outstanding actions.

4.1 Real Case Studies

In order to facilitate the reading of the case studies, the main elements have been summarized on a double page. Readers interested in further details are kindly invited to view the detailed presentation in the “documents” section at www.eca.lu.

TITLE / SUBJECT:	Nature Park South Black Forest Accessible for All
ABSTRACT:	The Nature Park South Black Forest wants to develop and promote the accessibility of their nature experiences for all guests
NAME OF THE ADMINISTRATION:	Nature Park South Black Forest
MAIN OFFICE LOCATION:	Feldberg/Germany
COUNTRY:	Germany
YEAR OF PROJECT START:	2005
YEAR OF PROJECT END:	Not defined yet
PERSON COMPLETING THIS FORM:	Peter Neumann
DESCRIPTION:	Projects and actions: 1) SWOT-Analysis of 7 Points of Interest, 2) Qualification seminars and face-to-face coaching for different stakeholders of the region, 3) 3 public conferences with important associations, politicians and the press
MORE INFORMATION OR REFERENCES:	www.naturpark-suedschwarzwald.de ; www.neumann-consult.com

	Awareness Phase (2005)	Starting Phase (2005-2006)	Developing Phase (2006ff.)	Consolidating Phase	Comments
Decision-maker commitment	The marketing officer and the director of the nature park attended two conferences about Tourism for All and showed interest in the topic.	Green light to sign an agreement with a consultancy specialised in Tourism for All.	Follow-up projects were developed during the first projects.		The argument of the economic impact of accessible tourism was very important for the commitment of the nature park.
Coordinating and continuity		The consultancy took over the coordination for the first project in close cooperation with the marketing officer and director of the nature park.	The marketing officer and director of the nature park were identified as the main contact persons for DFA in the nature park.		The administration of the nature park has no resources for a special DFA coordinator.

Networking and participation		A working group was established.	Several meetings to collect information in the network about what has been done and what should be done within the next year.		Critical: The network was not stable during the process.
Strategic planning		The idea to develop a master plan for the whole region was discussed but rejected due to the lack of financial resources. The next step will be to develop master plans for selected municipalities within the nature park.			The tourism practitioners of the region are more interested in “product development and marketing” than in developing a master plan.
Knowledge management		One important part of the project was the know-how transfer of ongoing projects and actions via PR and website.	Organisation of 3 public conferences sponsored by the federal Ministry of Economics of the Federal Ministry of Baden-Württemberg.		
Resources		Financial resources by the nature park for the start-up phase.			Critical: Problem to generate more financial resources.
Communication and marketing		All activities were accompanied by PR.	All activities and conferences were accompanied by PR.	.	Critical: A marketing plan is still lacking.

TITLE / SUBJECT:	Accessibility management in the City of Barcelona
ABSTRACT:	Brief summary of the management of the accessibility in the city of Barcelona from 1980 to 2007
NAME OF THE ADMINISTRATION:	Ajuntament de Barcelona
MAIN OFFICE LOCATION:	Barcelona
COUNTRY:	Spain
YEAR OF PROJECT START:	1980
YEAR OF PROJECT END:	Not defined
PERSON COMPLETING THIS FORM:	Francesc Aragall
DESCRIPTION:.	Barcelona has improved accessibility in a systematic way with evidence-based results. Although progress has been very significant, the process has also threats and aspects that can be improved.
MORE INFORMATION OR REFERENCES:	www.bcn.cat

	Awareness Phase (before 1990)	Starting Phase (1990-1996)	Developing Phase (1996-2006)	Consolidating Phase (2007-20??)	Comments
Decision-maker commitment	Some politicians were concerned but there was no clear decision about how to deal with accessibility.	Politicians committed to improve accessibility and to organize the Olympic and Paralympics Games at the same venue for first time in history.	Politicians requested and then approved an Accessibility Plan to make the city accessible in 10 years (1996-2006).	Politicians are still concerned by improvement of the accessibility and proud of achievements.	It is unusual for politicians to show the same level of commitment during such a long period and allocating continuously the resources needed.
Coordinating and continuity	Employees from social services tried to convince municipal technicians about the need for accessibility.	There was no clear coordination position but the tasks of networking and knowledge management were carried out by staff members from Institutes for People with Disabilities.	Creation of a Municipal Group for the Improvement of the Accessibility, with a political leader, secretary and a representative of each municipal area. The secretary assumed the three main roles of a coordinating person	The Municipal Group meets regularly. In 2008 the Accessibility Office will be established to consolidate the secretary position.	The challenge will be to assume the secretary responsibilities within a team.
Networking and participation	From the 80s there was strong pressure from the associations of people with disability	Meetings with people with disabilities and city architects took place	The Group linked with the Institute for people with Disabilities to inform about the evolu-	People with disabilities are confident with the tasks carried out by city technicians.	Only very seldom other groups of citizens have been involved in a participatory process.

	campaigning for better accessibility.		tion and to receive feedback from users.	A “common language” has been developed among people with disabilities and all city departments.	Not all the employees are aware of the accessibility policies and actions.
Strategic planning		No Master Plan but the commitment to ensure that any new work should be accessible. Some experiments about street design and urban furniture where also developed.	An Accessibility Plan was approved and it consisted in a Diagnosis, action plan and budget for the improvement of accessibility in streets, municipal buildings and transport. Beaches, parks and website were included later. A management system to control private works was established.	After the Plan there were isolated actions like pedestrian streets, improvements in bus stops and the development of a consistent information collection system. The need to group all these actions in a new Plan is recognised and will be done in 2008.	Taxis never were considered in the plan. The Plan lacks clear milestones at certain moments. The challenge in a very big organisation is to maintain the network among departments.
Knowledge management	Lack of legal framework and professional knowledge.	New Catalan Law (1991) and some employees of the city started to become “experts” and advised others’ projects.	Active research of information from departments and participation in national and international networks.	The Group faces the challenge of making all the information kept by the secretary accessible to employees, citizens and visitors.	Lack of fluent communication between departments includes risk of losing history and part of the knowledge when key people retire.
Resources	Not defined	Budget for experiments and specific budgets for accessibility were included in new projects.	Resources were always adjusted to the Plan.	The resources to develop the defined actions are allocated.	
Communication and marketing	Bad image of the local administration when the demands of the associations reached the media.	The politicians’ reputation grew among organisations of people with disability and the success of the Paralympics improved the city’s reputation on accessibility.	Many invitations to expose the accessibility management system; many visitors from around the world to know more about it, positive features about the subject in the media.	The city follows the same track The need for the improvement of internal communication and dissemination throughout publications has been perceived.	The city’s reputation is losing strength because expected new impressive developments do not appear yet. On the Web accessibility appears as an issue for people with disabilities.

TITLE / SUBJECT:	Accessibility of routes and public buildings in Saronno
ABSTRACT:	Follow-up of the Saronno Town Plan for the Elimination of the Architectural Barriers
NAME OF THE ADMINISTRATION:	Comune di Saronno (Varese- Italia)
MAIN OFFICE LOCATION:	Saronno/Italy
COUNTRY:	Italy
YEAR OF PROJECT START:	1994
YEAR OF PROJECT END:	2006 (Follow-up is being planned)
PERSON COMPLETING THIS FORM:	Isabella Steffan
DESCRIPTION:	In 1994, 30 public buildings and all the city routes were analysed, and several priority interventions were planned and carried out. After 10 years, the planned work has been carried out in almost all the buildings. What is particularly innovative about this project is that for the first time each public building was designed to be linked by a protected and accessible network (although more work needs to be done); there was basically an extension of the PEBA (originally designed just for buildings) to public routes.
MORE INFORMATION OR REFERENCES:	Arch. Renato Cattaneo and Dott. Dario Lucano (Councillors) - Arch. Massimo Stevenazzi (urbanistica@comune.saronno.va.it)

	Awareness Phase (before 1994)	Starting Phase (1994-1996)	Developing Phase (1996-2006)	Consolidating Phase (2007-20??)	Comments
Decision-maker commitment	The local associations representing people with disabilities urged the local authority to eliminate architectural barriers in the Municipality (mainly streets and public buildings).	The Municipality issued a call for tenders on the subject won by Studio Steffan and Studio ADR, a consultancy specialised in Design for All.	The Technical offices of the Municipality followed-up the project throughout the whole process by supplying the necessary plans and technical documents.	After the contract with the consultancy, the Municipal offices carried on with the elimination of architectural barriers in Saronno.	The municipality would like to promote the accessibility and safety in a strategic pathway that should connect the various schools of the town.
Coordinating and continuity		The consultancy was in charge of the coordination activities.	All through the two years, the Municipality appointed an engineer to liaise with the coordinator.	After expiration of the contract, the Municipality took over the activities that remained to be done.	High turnover of staff resulted in loss of contact between the consultancy and the Municipality.

Networking and participation		Since the beginning of the project, local associations representing people with disabilities were involved.	At the end of the two-years of supervision phase a final public conference was held.	Work has gone on for another 8 years afterwards (to the present day).	Follow-up is being planned.
Strategic planning	The Municipality had the idea to develop a master plan for the elimination of architectural barriers within the entire Municipal area.	The plan drafted by the architects that won the tender was coordinated with the existing plans for traffic management, cycling pathways and road safety.		The plan has been embedded within the Municipal plans for the management of the local territory.	
Knowledge management		The contractors have developed software that enables the Public Authority to manage the priorities of the works to be done and the methodologies and solutions to be adopted.	Training has been supplied to public officials that needed to use the software. Training was offered also to the workers actually working "on the ground".	The Municipality still owns the software.	Critical point: due to the high turnover of staff within the Municipal offices, it is difficult to ensure continuity in the use of the software.
Resources		Most of the expenses incurred were covered by a budget resulting from a specific law of the Lombardy Region allowing Public Authorities to spend 10% of the fixed urbanisation charges for accessibility.			The money through the Regional law is continuously set aside.
Communication and marketing	Interest appears through the issue of a call for tender.	The municipality involved, since the beginning of the project, the local associations representing people with disabilities.	At the end of the two-year supervision phase the citizens of Saronno were invited to attend a final conference.	The experience has been published as a case study in specialist magazines and during national and international conferences.	

TITLE / SUBJECT:	Life pathways for building and urban accessibility
ABSTRACT:	Implementation of the local Plan for the Elimination of Architectural Barriers through an empirical survey on the existing barriers.
NAME OF THE ADMINISTRATION:	Municipality of Lodi (Milano- Italia)
MAIN OFFICE LOCATION:	Lodi/Italy
COUNTRY:	Italy
YEAR OF PROJECT START:	2006
YEAR OF PROJECT END:	2008
PERSON COMPLETING THIS FORM:	Isabella Steffan
DESCRIPTION:	<p>The project aims at improving and implementing the local Plan for the Elimination of Architectural Barriers, through an empirical survey on the existing barriers. People with disabilities will highlight the obstacles that they normally face during their daily activities. The survey will also see the participation of students of a technical school, in order to integrate their education with a specific project on these themes.</p> <p>The Municipal Technical Office will make sure that the necessary works for the elimination of the existing barriers will be implemented, and different competent organisations will be urged to make their structures accessible in a short period of time.</p>
MORE INFORMATION OR REFERENCES:	Silvana Cesani – Councillor (silvana.cesani@comune.lodi.it)

	Awareness Phase (before 2006)	Starting Phase (2006)	Developing Phase (2008)	Consolidating Phase (2008-20??)	Comments
Decision-maker commitment	The Local Authority realised that after the specific Plan (PEBA) some barriers were still present, so it took on the plea of Local and Regional Committee CRABA/CLEBA to improve the Plan.	Green light to sign an agreement among the Municipal Office of Lodi, the CRABA, the CLEBA, the Technical Institute "A. Bassi". (Surveyors section).	The Municipal Technical Office follows the whole process.	The Municipal Office is assessing whether there is the possibility to collaborate on a continuous basis on this subject.	The Municipality of Lodi was keen to show citizens its permanent commitment to the elimination of architectural barriers.
Coordinating and continuity		Representative from CRABA/CLEBA were responsible for coordination.	The offices of the Councillors for Public Works, City Planning and Social Policies were the points of contact between the		The Councillors were very interested in showing to citizens their commitment to the elimination of architectural barriers.

			Municipality and the coordinators.		
Networking and participation		The working group was composed of associations with people with disabilities, the technical institute, and professionals as tutors.	The group met periodically, to follow and assess progress towards the objectives.	The aim is to keep the collaboration between the technical office and CLEBA active.	
Strategic planning	The idea was to improve the existing Plan with design solutions and works for removing the remaining barriers.		No master plan as such, but implementing the necessary interventions soon.	Projects for the realisation are due to be done between 2008 and 2009.	
Knowledge management		The relevant experts are summoned: Municipal Technical Office, private Professionals and teachers of the Technical School.	Knowledge transfer was done mainly from the experts to the students of the technical school, as part of the educational aim connected to the main project.	The ultimate aim is to create the foundation for developing within the technical office a specific competence and sensitivity about accessibility.	
Resources		The project is mainly on a voluntary basis. It has a low budgeted cost to cover the tutoring and operational expenses.	The project is mainly on a voluntary basis. The project has a low budgeted cost, for the printing and seminar expenses.		In the preliminary budget for 2008 of the Municipality, a substantial amount of money is earmarked for the new Plan that will be drafted at the end of the project.
Communication and marketing		The project and its phases will be presented to the citizens by some press releases and conferences.	Elaboration and production of a book about the project experience.	The project experience will be published in various magazines, and will be presented at national and international conferences.	

TITLE / SUBJECT:	Accessibility of Maccabi Health Care Services
ABSTRACT:	Case study reflecting the process planning and implementation of upgrading 70 various types of health facilities (such as clinics, laboratories, PT facilities etc), county wide, to fit for all
NAME OF THE ADMINISTRATION:	Maccabi health services – Properties & Logistics Division
MAIN OFFICE LOCATION:	Tel – Aviv
COUNTRY:	Israel
YEAR OF PROJECT START:	2005
YEAR OF PROJECT END:	2008
PERSON COMPLETING THIS FORM:	Judith Bendel
DESCRIPTION:	-
MORE INFORMATION OR REFERENCES:	http://www.access-unlimited.co.il or Bendelj@hotmail.com

	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase	Comments
Decision-maker commitment	Director of Maccabi Health Services was aware of the newly revised equal rights laws which include the chapter on accessibility to public facilities as well services. The head of logistic dept. appointed a leading staff member (architect) who attended a full course on accessibility.	"Maccabi" sign agreement with "Access Unlimited" to promote 20 of the Maccabi facilities to fit all.	The coordinator is involved in the planning stage.	The results of the first stage of the work were presented to the director who gave the "green light" to progress to another 50 facilities. The idea of upgrading the existing facilities was extended to new facilities, and became the norm for all the service facilities.	In spite of the cost, the commitment of directorate has deepened.
Coordinating and continuity		Head of Maccabi's building dept. was appointed to be the coordinator between Access Unlimited and the deferent departments and facilities.	Several meetings were held with regional directors and facility directors to get them involved from the start. One person in each region was nominated as regional coordinator.	Audit and later consulting visits were coordinated in each facility with the relevant team.	

Networking and participation		Involvement of people with disabilities was coordinated by Access Unlimited.	meetings were held with regional directors and facility directors to collect general information about the existing and common accessibility issues.	Work teams were developed for each region including the architects that were appointed to carry out the physical part of the plan.	
Strategic planning		Main goals and time table of the different project stages were set for all regions.	The plan consisted of audit, which resulted in calculation of budget and then the operational plan for each facility.		So far about 75% of the project has been completed.
Knowledge management	Although there is a strict legal framework, there is a vast discrepancy between requirements and lack of professional knowledge.	Access Unlimited staff provided support for Maccabi professionals.	A conference was set up which included professionals from other organizations as well as the commissionaire for equal rights for people with disabilities.	Access Unlimited staff became an integral part of the working team.	
Resources			Maccabi provided the funding for the entire project.	Resources were mostly adjusted to plans.	Budget considerations resulted in the choice of the plan suggested for the specific facility. For example in one occasion the decision was to move the service to another facility.
Communication and marketing		Access information was added to all publications of services. A new form of verbal information on CD was produced.			

TITLE / SUBJECT:	Accessibility of railway services in Luxembourg
ABSTRACT:	Results of the cooperation between the national railway company and the national disability information and meeting centre
NAME OF THE ADMINISTRATION:	Société des Chemins de Fer Luxembourgeois (CFL)
MAIN OFFICE LOCATION:	Luxembourg
COUNTRY:	Luxembourg
YEAR OF PROJECT START:	2007
YEAR OF PROJECT END:	Ongoing
PERSON COMPLETING THIS FORM:	Silvio Sagramola
DESCRIPTION:	
MORE INFORMATION OR REFERENCES:	http://www.cfl.lu and http://www.welcome.lu

	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase	Comments
Decision-maker commitment	Info-Handicap had long lasting contacts with the national railway company concerning accessibility questions.	In 2000, the CFL started to collect systematically information about the accessibility of the railway stations in Luxembourg and the rolling material.	The accessibility of CFL railway stations is continuously evaluated. The access of persons with reduced mobility to trains is facilitated through mobile ramps and special platforms. The new generation of CFL trains is equipped with ramps and with accessible toilets. All renovation works are done in conformity with the accessibility legislation, including guiding lines, elevators, parking spaces...	idem	Changes at personal and organisational level bear the risk of repeatedly calling into question already agreed procedures.
Coordinating and continuity	During the years, the contact persons changed, due to personal and organisational changes	Due to the organisational structure of the CFL, competences are divided and held by	idem		The European legislation requesting a separation between managing infrastructures and usage of the railway.

	on both sides.	many different persons and departments.			Network, renders difficult a coherent accessibility approach. Infrastructure like platforms, railway stations, buildings, parking places, etc., is under the authority of the State, whereas the rolling stock belongs to the different railway companies (SNCF, SNCB, CFL, SBB...).
Networking and participation		The CFL cooperates with Info-Handicap and the format of the network depends on the task to be achieved (technical advice, awareness raising, management of complaints).	Idem		
Strategic planning		The CFL contracted Info-Handicap and its relevant partners to carry out an analysis of all railway stations.	All the railway stations have been checked and the CFL are including the accessibility aspects in their planning for renovation works.	The aim is to make a maximum of infrastructural and organisational elements accessible.	
Knowledge management		Due to the organisational structure of the CFL, knowledge is hold in different departments.			
Resources		Resources are made available when there is a consensus on actions to be financed.			
Communication and marketing		CFL supported the publication of the "European Concept for Accessibility" in 2003 and participates in public conferences dealing with the topic.	A guide for railway passengers with disabilities has been published Details about the accessibility of railway stations are published on http://www.cfl.lu or http://www.welcome.lu .		

TITLE / SUBJECT:	Toerisme voor iedereen (Tourism for All)
ABSTRACT:	The Tourism for All project is an initiative to stimulate (economic and social) investments in the Tourism Branch. The project co finances Best Practices of touristic entrepreneurs.
NAME OF THE ADMINISTRATION:	Province of Limburg
MAIN OFFICE LOCATION:	Heerlen
COUNTRY:	Netherlands
YEAR OF PROJECT START:	2006
YEAR OF PROJECT END:	2008
PERSON COMPLETING THIS FORM:	George van Lieshout, programme manager
DESCRIPTION:	Phase 1: Early Adopters. Phase 2: Dissemination. Phase 3: Snowballing. Phase 4: Enterprising.
MORE INFORMATION OR REFERENCES:	www.ng4all.nl

	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase	Comments
Decision-maker commitment	The Governor of the Province Limburg searched for initiatives to silver the chances from the elderly. Searched for innovative approaches.	New economic impulses were to be found. People with special needs could profit from the interest in Seniority.	Tourism for All was based on years of experience in consultancy in the accessibility field.	The project started with an allowance. After two years the activities were continued as a private initiative.	This was seldom seen in the Netherlands.
Coordinating and continuity	A Public / Private cooperation was set up to achieve our goals.	The Chamber of Commerce, the Province and several project partners were combined in an advisory board.	As much as possible through the internet: all procedures were downloadable. As transparent as possible.	The project only had a few meetings. Most of work was done on the ground.	Success of the project is in the simplicity: No bureaucracy. Quick Decision making. Just one responsible partner decides.
Networking and participation		The project started by learning from a similar Belgium Initiative: Tourism Flanders.	Organise Business meetings and meet and greets. Communicate about improving quality and turn over.	Create long term contacts. Monitor entrepreneurs that made investments for at least 3 years, so that the effects of their investments become visible.	

Strategic planning		The project started by attracting individual entrepreneurs.	These entrepreneurs form the Early Adopters. They stimulate colleagues to act likewise. (Snowball effect).	The third step in the master planning is to organise public / private Best Practice initiatives with local communities. Tourist entrepreneurs and local government invest in the same accessibility goals.	Develop a formula out of it and export the formula to other regions or countries.
Knowledge management	Learning from others: not reinventing the wheel.	Using existing procedures. Let entrepreneurs do as much as they can, using self assessments and automatic web tools.	Let the internet do the work. Network a lot.	Communicate about successes.	
Resources		The Provinces create a fund of 300,000 Euros. Entrepreneurs receive max. 10,000 Euros if they invest in projects that benefit elderly and people with special needs.	The project co-finances entrepreneurs that invest more than 20,000 Euros. They receive a 10,000 euro voucher.	Multiply effect: every euro of allowance by the province was multiplied by private entrepreneurs. The total project turnover in 2.5 years was 1.2 million euro.	CSR minded private companies (banks, e.o) pay their interest in the project. They see the combination of both economic impulses and the social necessity.
Communication and marketing	We started with the help of branch organisations and employers forums.	We organised TV broadcasts on local TV: Very effective.	Make a very clear branding: an own and recognisable look & feel.	We published a book where we described all the best practices. The book also explains where the tax money went to.	Make it sexy!! Don't talk about disability or sickness: talk about chances. Be proud.

TITLE / SUBJECT:	Accessibility of the Novi Sad University Campus
ABSTRACT:	The table provides an overview of the process of creating an accessible University Campus in Novi Sad, and generally, a survey of the activities implemented with the aim of creating an accessible environment in Novi Sad
NAME OF THE ADMINISTRATION:	-
MAIN OFFICE LOCATION:	Novi Sad
COUNTRY:	Serbia
YEAR OF PROJECT START:	Was not strictly defined, but work began in 2001.
YEAR OF PROJECT END:	Not defined
PERSON COMPLETING THIS FORM:	Miodrag Pocuc
DESCRIPTION:.	This case study describes the process of raising the awareness and creating an accessible Campus in the University of Novi Sad initiated by the Novi Sad Association of Students with Disabilities (NSASD)
MORE INFORMATION OR REFERENCES:	www.czuns.org

	Awareness Phase 2001 - 2002	Starting Phase 2002 - 2003	Developing Phase 2003 – 2008	Consolidating Phase 2008 - ...	Comments
Decision-maker commitment	NSASD initiated actions to raise the awareness on the University of Novi Sad (UNS) inaccessibility. The UNS provided the NSASD with premises within the Campus.	The founder of the UNS was the Autonomous Province of Vojvodina not the city, thus the representatives of the NSASD concluded they would have to advocate for the accessibility of the UNS Campus on their own.	The NSASD members decided to organize seminars on the topic of accessibility at the University level at the level of the City, the Province of Vojvodina and of the Republic of Serbia.	Today, when works are being carried out in the city, accessibility is taken into consideration. This is mainly limited to removing the physical barriers and/or installing traffic lights with auditory signals at signalled crossings.	A negative aspect is the emergence of self-proclaimed accessibility experts who disregard some accessibility aspects such as services and/or communication that do not receive the attention they should.
Coordinating and continuity	Several enthusiasts and students searched for information on accessibility, organized and/or attended accessibility meetings organized on the city level.	There was political will at city and province levels; NSASD created links with the city public companies in charge of managing public spaces. There was no official coordination.	In cooperation with the City Building Institute and the UNS physical barriers on pedestrian ways to and within the Campus were removed. Single faculties had to provide accessibility of their buildings.	There is still no official coordination, but there is an idea to prepare a kind of strategic plan that would be implemented.	The inexistence of official coordination is one of the crucial deficiencies. This led to some erroneous solutions and some faculties have even today not fulfilled their obligations.

Networking and participation	NSASD joined a city team of representatives of NGOs, city and public community companies working on barrier elimination.	The NSASD networks with Serbian NGOs involved in accessibility issues and takes part in conferences at state level.	NSASD participated in numerous accessibility related events and developed exchange of experience with other organizations.	Significant networking and information exchange is ongoing with organisations abroad involved in issues of accessible environment.	A lot has been done in the area of networking and exchange of information. There remains room for further improvements.
Strategic planning	The Accessibility Team work was mainly a response to a need, without an overview of the whole problem of city inaccessibility.	There is a kind of short-term plan to do something on a small scale or on a limited area and thus make at least a small step forward.	None.	There is still no clear plan, but there is awareness that a new comprehensive city accessibility plan has to be produced.	The inexistence of a plan and the lack of a comprehensive vision is one of the main deficiencies of the work implemented in this area.
Knowledge management	There was no concrete knowledge on how and in what way it could be done. Local organisations lacked links with organisations abroad experienced in this kind of work. There were no publications in Serbian dealing with accessibility.	The representatives of the NSASD started to search for professional publications in this area.	The NSASD translated accessibility publications that were distributed. At the initiative of the NSASD the Fac. of Technical Sciences (FTS) introduced the subject of accessibility without consultation with NGOs, resulting in a misconception.	Authorities recognized a need to increase knowledge and cover travelling expenses to professional events. There is an increase in accessibility-related research. In 2008/09 the FTS will introduce a new subject: Principles of Universal Design.	Results are most visible in the area of education and raised awareness, and knowledge management in general. The FTS understood that during the introduction of a subject it is necessary to communicate with NGOs and experts in this area.
Resources	There were no resources to support the work in the field of accessibility.	The NSASD intended to make a review of accessibility-related facts and to explore possible solutions. There was no available funding.	Achieving the accessibility of the UNS Campus plateau was done by the City building Institute, a public company. There is still no budget available.	Ministries support projects promoting accessibility although there is still no systemically allocated budget for funding accessible environment initiatives.	None of the work carried out was funded under the budget line 'investment'. Hence the limited work carried out and the lack of monitoring.
Communication and marketing	Very poor. Accessibility was not recognized as a particularly important topic by the media.	There was no continuous and systematic communication with the public.	In the media accessibility was increasingly mentioned, but treated with a charity approach.	Accessibility is publicly much more discussed as a human right.	Communication among the stakeholders lacks a strategic framework.

TITLE / SUBJECT:	Accessibility of Belliard Building – Brussels
ABSTRACT:	Design for All Project of the Belliard Building, headquarters of the EESC and CoR (Committee of the Regions)
NAME OF THE ADMINISTRATION:	European Economic and Social Committee (EESC)
MAIN OFFICE LOCATION:	Brussels
COUNTRY:	BELGIUM
YEAR OF PROJECT START:	2003
YEAR OF PROJECT END:	2003
PERSON COMPLETING THIS FORM:	Arch. Mitzi Bollani
DESCRIPTION:	Architect & designer - expert on Design for All _ Accessibility Health & Safety.
MORE INFORMATION OR REFERENCES:	www.mitzibollani.com

	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase	Comments
Decision-maker commitment	In December 2002 THE EESC published a call for tender to verify the accessibility of the Belliard Building during its reconstruction. (50,000 square metres). A consultancy specialised in Design for All, won the call.	In February 2003 the consultancy inspected the building checking the plans and issued her Audit: 18 new lifts were inadequately sized, there were steps approaching all rooms, including “accessible” toilets.	The audit conclusions aimed at making all spaces accessible: conference rooms, including interpreter booths and press rooms, restaurants, coffee bar, library, print-shop, parking area, and risk reduction in case of accident or fire.	The conclusions respected the initial project to the utmost and did not increase the costs of the reconstruction. The architects’ builder agreed with the proposed changes and carried them out.	The consultancy’s advice meant that the project went beyond complying with planning regulations.
Coordinating and continuity		At the first meeting between EESC management and the architects, the consultancy increased awareness of the new and intricate “DESIGN FOR ALL” concept – Accessibility, Health and Safety for all, including people with activity limitations.			

Networking and participation					
Strategic planning	The consultancy's advice was not limited to accessibility as per rules but extended to the innovative DESIGN FOR ALL method also including safety and health.	The strategy was to cover the EESC's responsibility towards third parts (visitors and workers) as regards accessibility, safety and health; enabling the architects not only to maintain their project but also improve it; avoiding delays and cost increases to the builder.	All requirements were successfully met, respecting the constructions terms as foreseen.		
Knowledge management	Audit presentation, inspection of the building site to agree the working time with the master builder.	The technical dept of the EESC monitored the correct implementation of the proposed improvements throughout the works.	The architects appreciated the Design for All advice and they were glad to learn about it. The architects and the EESC official responsible verified that accessibility (as well as Design for All) was not included in the "Blue book" rules.	The group of experts (EGA) under the mandate of the EC in 2003, informed the office responsible for the "Blue Book" amendment that accessibility (as well as Design for all) was missing.	
Resources	The budget for the advice was provided by the EESC.	The strategy consisted in avoiding extra cost.	Extra costs were successfully avoided.		
Communication and marketing					

TITLE / SUBJECT:	Lousã – Accessible Tourist Destination
ABSTRACT:	The project, developed by the Lousã Municipality, aims to make Lousã an international example of accessible tourism and to create a European Accessible Destinations Network .
NAME OF THE ADMINISTRATION:	Lousã Municipality and Provedoria Municipal das Pessoas com Incapacidade da Lousã
MAIN OFFICE LOCATION:	Lousã
COUNTRY:	Portugal
YEAR OF PROJECT START:	2007
YEAR OF PROJECT END:	Not Defined
PERSON COMPLETING THIS FORM:	Nuno Peixoto and Rafael Montes – ProAsolutions.pt Lda
DESCRIPTION:	Nowadays accessibility is considered as an important social and economical issue being seen as a new way to create new business and employment since tourism for disabled people is a growing business opportunity.
MORE INFORMATION OR REFERENCIES:	www.cm-lousa.pt/provedoria

	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase	Comments
Decision-maker commitment	ARCIL is a local association. Its goal is to promote rehabilitation, formation and social and professional integration of disabled people.	ARCIL and Lousã Municipality took part in PROACCESS, a EU project to create a technical team to eliminate architectural barriers.	ARCIL proposed to Lousã Municipality the creation of a “Provedoria Municipal das Pessoas com Incapacidade da Lousã” (PMPIL) in 2003. The goal was to manage accessibility & disability-related issues.	“Lousã – Accessible Touristic Destination” project started in September 2007. The project has been seen as a strategic one and is personally led by the Mayor of Lousã.	
Coordinating and continuity	Meetings took place between the Mayor, Education and Social Action Councillor and the future ombudsman to establish PMPIL responsibilities and resources.	Nomination of the ombudsman for the “Provedoria Municipal das Pessoas com Incapacidade”(PMPIL), his assistant, the Accessibility Technical Group (GTA).	PMPIL and Lousã Municipality analyzed the accessibility needs in order to progressively remove the architectural barriers.	With the presentation of Lousã – Accessible Touristic Destination, the organizational structure will also include an architect with Design for All abilities and staff specialized in tourism management.	

Networking and participation	PMPIL requested information and explanation about accessibility-related issues from several public bodies (Rehabilitation State Secretary, etc).	Partnerships between PMPIL, Lousã Municipality, local authorities and ARCIL to remove all the architectural barriers in Lousã Municipality and to make beaches accessible.	An agreement between the Municipality and Rehabilitation National Institute established of the Disabled People Information and Mediation Service in 2006.	Lousã Municipality applied under the INTERREG IV program, to secure partnerships between municipalities from Southern Europe which will allow knowledge exchange.	
Strategic planning	PMPIL started an accessibility diagnosis.	Following the diagnosis results, several actions took place in order to respond to some urgent needs regarding access to buildings and thoroughfares.	PMPIL and Lousã Municipality decided to develop a Strategic Accessibility Plan to Lousã's entire Municipality, having contracted ProAsolutions.pt Lda.	Development of "Lousã Accessible Touristic Destination" project.	
Knowledge management	Accessibility and disability information research (European programs, legal framework, participation in seminars and meetings with government institutions).	PMPIL created a service to inform disabled people and their families about their rights, proper solutions to overcome daily difficulties, information about disabilities and how to deal with.	All the information was broadened to all interested citizens, municipal civil servants and institutions.	Participation in workshops related to Accessible Tourism. A tourism specialized company was contracted in order to develop the "Lousã – Accessible Touristic Destination" project.	
Resources	Not defined. ARCIL had financial and logistical support from Lousã Municipality.	Application submitted to PROACCESS European project. The remaining financial support was provided by Lousã Municipality.	Application submitted to Human Potential Operational Program (POPH) to obtain finance to develop a Strategic Accessibility Plan.	Application submitted to INTERREG-IV-C (SUDOE Program) to develop an Accessible Tourism Destinations European Network.	
Communication and marketing	No communication and public relations strategy.	After the PMPIL foundation a website and a blog were set up to inform about their objectives, actions and accessibility-related information.	The "Accessible Lousã Label" was awarded to several public and private institutions and companies. The goal is to reward and encourage action to make installations accessible.	PMPIL organized a congress on "Accessible Tourism". Two journalists will be part of GTA being responsible for a wider dissemination of all PMPIL actions.	

TITLE / SUBJECT:	Model region Tourism for All in the Thuringian forest
ABSTRACT:	The administration of the Association of the Thuringian Forest Natural Park wanted to secure a competitive advantage by implementing Tourism for All as a quality standard
NAME OF THE ADMINISTRATION:	Association of the Thuringian Forest Natural Park
MAIN OFFICE LOCATION:	Friedrichshöhe
COUNTRY:	Germany
YEAR OF PROJECT START:	2001
YEAR OF PROJECT END:	2006
PERSON COMPLETING THIS FORM:	Markus Rebstock (Transport and Spatial Planning Institute; Erfurt University of Applied Sciences)
DESCRIPTION:	The main goal of the project was to develop a rural mountainous region in Germany to a model region for Tourism for All. For this about 25 part projects all along the “touristic service chain” were realised during the term of validity. Numerous institutions have participated in the project, including universities, consultants, tourism stakeholders and associations of people with disabilities.
MORE INFORMATION OR REFERENCES:	www.verkehr-und-raum.de

	Awareness Phase (before 2001)	Starting Phase (2001)	Developing Phase (2001-2006)	Consolidating Phase (continuous process)	Comments
Decision-maker commitment	A private organisation initiated the project but got in trouble with the formal procedure and the public law.	The association of the Thuringian Forest Natural Park adopted the project executing organisation from the private organisation.	The association of the Thuringian Forest Natural Park was responsible for the project office and the office staff.	The association of the Thuringian Forest Natural Park is responsible for the implementation of the part projects after the project end.	Due to problems with the law in the beginning of the project, its reputation was very bad especially by the regional government.
Coordinating and continuity	The private organisation coordinated the first project draft submitted for funding by the German Ministry for Research and Development.	The association of the Thuringian Forest Natural Park adopted the responsibility for coordination of the future part projects, which the region had to develop.	The project office had to go along with the part projects and was responsible to give guidance to the project partners.	The project office was closed after the end of the project.	The responsibility for coordinating changed several times during the project phase, so continuity was a real problem.
Networking and participation	For preparation of the first project draft a private organisation was established with members from the touristic	The regional network “InnoRegio-Netzwerk” was established with local stakeholders from the touristic sector and	The “InnoRegio-Netzwerk” met several times to coordinate and vote for new part project ideas and to discuss	After the end of the project there are efforts to continue the “InnoRegio-Netzwerk”. For this the private associa-	Networking was one of the main success factors of many part projects, because Tourism for All needs products

	sector and people with disabilities.	administrations and with all project participants.	the project preliminary and end results.	tion BAREGIO was founded in 2007.	and cooperation all along the touristic service chain.
Strategic planning	In the first project draft the overall project strategy was developed, in which all part projects had to fit.	To get a substantiated basis for planning potentially successful part projects a master plan was produced by a professional tourism consultant.	To develop part projects all along the touristic service chain the project office coordinated the part project ideas in reliance to the overall strategy.	Some part projects continued after the official end of the project to implement the ascertained results. Also some follow-up projects especially in the field of public transport and new mobile technology were funded.	Strategic planning was very important and successful in reliance not to support project ideas which don't fit in the overall project strategy. So it was possible to realise projects all along the touristic service chain.
Knowledge management	Leaving aside the good overall project idea a lack of professional knowledge exists.	In the starting phase organisations of people with disabilities and professional consultants briefed the "InnoRegio-Netzwerk" in relation to the major needs of the target groups.	Every part project presented their preliminary and end results at the "InnoRegio-Netzwerk" meetings, so that every member had the possibility to benefit from the knowledge generated.	A lot of part projects published their results in several project reports, so that every member of the local network could consult certain themes.	The publication of the main project results at no charge made it possible to reach stakeholders all over the German-speaking countries active in this field.
Resources	For preparation of the first project draft own capital and human resources were assembled.	The German Ministry for Research and Development funded the staff of the project office.	The German Ministry for Research and Development allocated an amount of about 7 million € for the overall project.	After the end of the project new financial resources have to be acquired. In some thematic fields the regional government funded follow-up projects.	Altogether enough money was allocated for the project. However the funding was only deployable for research, not for implementation.
Communication and marketing	The private organisation produced a map of the region to advertise the overall project idea.	A professional marketing company developed a corporate design for the model region, which had to be used by all project partners.	The project office produced several press reports and conferences for local and regional newspapers. In addition a special edition of the in-house journal was produced.	Some part project results were officially delivered to the local stakeholders in order to implement the results.	Although marketing was successful, more activities to advertise the overall project in the region would have been good.

TITLE / SUBJECT:	Public playgrounds in Münster for All
ABSTRACT:	The city of Münster wants to develop playgrounds which are accessible for all and offer possibilities to play for disabled and able bodied children
NAME OF THE ADMINISTRATION:	City of Münster
MAIN OFFICE LOCATION:	Münster
COUNTRY:	Germany
YEAR OF PROJECT START:	1995
YEAR OF PROJECT END:	Continuous process
PERSON COMPLETING THIS FORM:	Doris Rüter (coordinator for disabled people in the city of Münster)
DESCRIPTION:	The City of Münster has developed a list with criteria for play equipment for public playgrounds. Parents of disabled children were involved in this process. Moreover, the planning process of each playground offers possibilities to participate for children.
MORE INFORMATION OR REFERENCES:	www.muenster.de/komm , (Publikationen, Integratives Spielen auf öffentlichen Spielplätzen)

	Awareness Phase (before 1995)	Starting Phase (1996)	Developing Phase (1996-1997)	Consolidating Phase (continuous process)	Comments
Decision-maker commitment	Parents informed the city that they wished all playgrounds offering at least one playing possibility to be usable by disabled children. This is important to show children that inclusion is possible.	The commission for the integration of disabled people brought forward a motion to the district councils (responsible for public playgrounds) and suggested to put at least one play equipment for all on every public playground.			The argument that it is not the aim to create special playgrounds for disabled people but to offer possibilities for every child and to bring integration forwards was very important.
Coordinating and continuity		The coordinator for disabled people in the city of Münster set up a working group in charge of developing solutions.			It was very important to have the planning department and parents coordinated by a person knowing the needs of both groups.
Networking and participation	The parents were also supported by a working group of the commission for	Several meetings of a member of the "City Department of Greensward and		Children are involved in the process of planning playgrounds and their ideas are passed on to	There was very good networking during the whole process.

	promoting the integration of disabled people in Münster.	Environmentalism”, parents of disabled people and an employee of an advisory board for families with disabled children took place.		organizations of disabled people. This process makes it possible to consider the interests of both parties.	
Strategic planning			The working group developed a list with play equipment addressing both disabled and able bodied children. The building administration decided to use it as a basis for the planning of playgrounds.	The working group for the integration of disabled children visited a few playgrounds and was content with the results of working with the list of play equipment for all.	It was helpful to develop the list. It is still the basis for planning. Lack of permanent evaluation of the results.
Knowledge management		Active research of information about the needs of disabled people concerning playing on public playgrounds.			
Resources		No additional staff resources	No additional financial resources		A systematic “Design for all approach” since the beginning had as a result that no extra resources were needed.
Communication and marketing			The results of the process were presented in the commission of promoting the integration of disabled people, the commission for children and the district councils. Articles in the local newspapers.		

4.2 Simulated Case Studies

TITLE / SUBJECT:	Accessibility management in the school
ABSTRACT:	Simulated case that shows how this tool can be used to start planning the accessibility improvement process in an educational centre in Spain.
NAME OF THE ADMINISTRATION:	Primary Education School
MAIN OFFICE LOCATION:	
COUNTRY:	Spain
YEAR OF PROJECT START:	
YEAR OF PROJECT END:	
PERSON COMPLETING THIS FORM:	Francesc Aragall
DESCRIPTION:	To make accessible an school to guarantee equal opportunities consist not only in to remove the physical barriers but to adapt the materials, didactical methodology, evaluation systems and social interaction among the community members. This can only be achieved throughout the real integration of children with disability in the general scholar system.
MORE INFORMATION OR REFERENCIES:	

	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase	Comments
Decision-maker commitment	The School Council (were both parents and teachers are represented) decides to start the process.	Green light to start the process.	The Plan presented by the Committee in charge is approved.	The School Council allocates the necessary own resources and demand the external resources to the administrations competent.	
Coordinating and continuity		A committee of parents and teachers is appointed and a teacher is delegated to draw up an Action Plan.	The coordinator organises the required meeting with students, parents and teachers. He/she also follows up, adapts to circumstances the Action Plan and reports about it.	She/he networks with other school in the same process and looks for other areas of improvement to be planned.	

Networking and participation	The enrolment of a student with a disability obliges the centre to improve accessibility.	The decision to improve accessibility of the school is communicated to all parents, teachers and students using the appropriate language.	Several meetings take place to report improvements and meetings with other involved administrations are organized.	Accessibility and equal opportunities become a common effort at all levels of the school.	
Strategic planning		Main actions to make possible the participation of the child with disability are taken and the main goals for all the school are defined.	Concrete steps and actions are planned according to available resources.	Once the Action Plan is fulfilled, a new Plan starts to improve in new areas.	
Knowledge management		Once the actions and goals are defined the coordinator looks for the expertise needed, both internally and externally.	School staff are educated and trained in the issue.	A document about the accessibility and equal opportunities criteria of the school is prepared to inform all new teachers and parents.	
Resources		Staff tasks are reallocated to enable some teachers to work in the subject. A general budget is defined.	Talks are held with other administrations to identify external resources.	The school has sufficient resources to make the improvements needed.	
Communication and marketing		All communication methods are used to communicate the school's determination to make the school accessible in the community.	The communication tools of the school are made accessible.	The achievements are communicated to all educational establishments in the country.	

TITLE / SUBJECT:	Inclusion of Design for All conditions in the procurement process
ABSTRACT:	In this case we illustrate how the template can be used by the project management to prepare a project to include Design for All and accessibility clauses in the procurement procedures of a given administration.
NAME OF THE ADMINISTRATION:	Any administration
MAIN OFFICE LOCATION:	Anywhere in the world
COUNTRY:	
YEAR OF PROJECT START:	
YEAR OF PROJECT END:	
PERSON COMPLETING THIS FORM:	Francesc Aragall
DESCRIPTION:	According to EC Directives 2004/EC/18 and 2004/EC/19 the administrations can include, among others social and ecological criteria, accessibility and Design for All criteria or conditions to select, evaluate and contract companies that provide products or services. In this example we present a simulated situation of an administration willing to include such criteria in its procurement process.
MORE INFORMATION OR REFERENCES:	www.build-for-all.net

	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase	Comments
Decision-maker commitment	Motivation: With little effort almost everything purchased by the administration will be accessible.	Green light for a pilot experience.	Support the process by giving green light to include clauses in all calls for tenders.	Debate and declare officially the administration's intention to systematically include this kind of clause.	Positive experience and knowledge acquired could lead to requests for other social clauses (e.g. sustainability, equality).
Coordinating and continuity	Importance of accessibility is recognised and politicians are encouraged to support the process.	Legal staff member selected to coordinate actions, with those responsible for procurement concerning street works, renovations, parks, websites, vehicles... Guarantee legality and seek technical support when needed.	Network with all call for tender writers and support them in the inclusion of the clauses.	Monitoring the system Look for other potential CSR (Corporate Social Responsibility) issues to include in the procurement processes.	Lack of clear positions and management risks to complicate coordination work.

Networking and participation		Inviting call for tender authors, experts in Design for All, users and usual providers to discuss the subject. Pilot experience evaluated.	All participants assume own role and working rules defined. Meetings become regular. Acquired knowledge and know-how distributed.	Keep structure and acquisition of expertise. Each department reports on achievements and follow-up of the process.	
Strategic planning		Wishes and expectations structured. Clear agreement reached as to which clauses to include and how to do it.	Well-defined plan of how to include the clauses in all departments. Creation of technical specifications and system on how to control their implementation in calls for tender.	Permanent quality and success control.	
Knowledge management	Interest and questions appear.	Looking at state of the art (legal framework, documentation, etc.). the web www.build-for-all.net about the subject is found Identify needs for external expertise.	Acquire common knowledge base (education, training, information, conferences, etc.). Knowledge transfer to all departments.	Management of created knowledge. Usual providers are invited to improve the clauses. The City participates in networks to exchange experiences.	
Resources		Needs identified and allocation of resources clarified.	Coordinator time and some hours of external expertise.	Assign task to coordinator (for coordination, management of knowledge, success control, etc.).	In the absence of resources in the starting phase, contracting external expertise is difficult.
Communication and marketing	Interest appears (through key experiences, press releases, etc.).	Communication of intentions. Looking for external exchange and communication.	To convince providers that while accepting the clauses they increase their capacities.	Documentation and dissemination of results (speeches, presentations, website, etc.). Permanent quality and success control.	

TITLE / SUBJECT:	The Flag of Towns and Cities for All
ABSTRACT:	Cities that commit to improve constantly their accessibility receive every year the Flag from the Design for All Foundation (DfA-Fd)
NAME OF THE ADMINISTRATION:	Any city or town
MAIN OFFICE LOCATION:	
COUNTRY:	
YEAR OF PROJECT START:	2007
YEAR OF PROJECT END:	Not defined
PERSON COMPLETING THIS FORM:	Imma Bonet
DESCRIPTION:	To receive the Flag of Towns and Cities for All the city should commit to: Devoting at least 2% of their investment budget in tangible actions that improve the accessibility in the fields of: space and public transport, buildings, cultural and tourist services, health and educational services, citizen information and relationships between citizens and the administration. Ensuring that actions should receive citizens' support through a participatory process or a local NGO. The actions should be evaluated and validated by the DfA-Fd.
MORE INFORMATION OR REFERENCES:	www.designforall.org

	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase	Comments
Decision-maker commitment	Political leaders see Flag as instrument to deal with accessibility issues in systematic way.	After establishing criteria to fulfil, mayor signs agreement with DfA-Fd and receives Flag for current year.	Green light from politicians for development of process. Helping Coordinator in relations with different departments.	Political leaders keep commitment and succeed in transfer responsibility to newly elected politicians.	
Coordinating and continuity	Any employees in charge of accessibility can see Flag as tool to increase interest of politicians and society in issue.	City official appointed to coordinate relations with Foundation, internal organisation to achieve goals and relations with external networks.	Establishment of system to follow up actions and budget and adapt Master Plan. Reports achievements to be validated to politicians and DfA-Fd.	Coordinator role made permanent and becomes reference point for networking, planning and resources about accessibility and DfA. Information system with departments refined.	Selecting person with appropriate profile is key issue. Technical and communication skills both required.

Networking and participation	Association may propose a city to be involved in the project in order to commit it to improving accessibility.	Interested parties, internal and external, are inform of willingness to be involved in Flag project.	Actions proposed by city discussed and then communicated to DfA-Fd for agreement.	Participation formalized and roles defined. Network participates in medium term planning and as feedback on actions carried out.	Experience of participatory work can be transferred to other projects.
Strategic planning		First action lines are defined.	Actions agreed are compiled in Master Plan with concrete milestones.	Medium/long term Master Plan is defined.	Accessibility Plan is an efficient way to drive the process of accessibility improvement.
Knowledge management	Flag Network as tool to learn about good practises of other cities and benchmark.	All people involved get familiar with requirements of project. Coordinator looks internally and externally for knowledge needed to carry out actions.	Depending on actions defined, Coordinator looks for internal and external expertise to develop them. Information from DfA-Fd, departments or network is circulated.	Network with other cities that own Flag inspire Master Plan, working methods and facilitates contact with external expertise.	
Resources		Participation fee. Use of fee: 40% to receive advice from Foundation 30% to disseminate internationally 20% to support involvement of cities from developing countries.	It is possible that actions to carry out: - were already budgeted beforehand - do not require new resources - require contracting of external expertise. In any case, resources will condition type of actions to start.	Control system saves resources and participation in external networks facilitates availability of external resources. Possibility of involving private sector.	
Communication and marketing	Towns and Cities become aware that the flag can be used as a good marketing tool.	City commitment publicised in Flag award ceremony.	City uses Flag logo to identify all projects benefiting citizens. Actions carried out disseminated by city and Design for All Foundation.	Throughout experience city develops actions that become “good practises” for other cities. External recognition increases sense of achievement of all people involved.	

4.3 Template for Project development and self-assessment

The following template (table 3) should be used by the administrations as a self-assessment tool with a view to creating and enhancing Design for All. It is based on the 7 ISF and the model of transition phases (see chapter 3.3).

On the basis of the completed template, with the support of external experts as well as continuous analysis and planning steps, a detailed strength-and weakness analysis, strategy development and action planning can be done.

Even when an action has already been started, the template can be used to inform all stakeholders track progress and evaluate all processes.

This template is mainly useful for administrative and political decision makers as well as consultants who would like to promote Design for All within or for an administration. It helps producers and designers to contribute to the development process and the development of their accessible products and services.

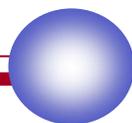
Table 3: Template for Project development and self-assessment

TITLE / SUBJECT:	
ABSTRACT:	
NAME OF THE ADMINISTRATION:	
MAIN OFFICE LOCATION:	
COUNTRY:	
YEAR OF PROJECT START:	
YEAR OF PROJECT END:	
PERSON COMPLETING THIS FORM:	
DESCRIPTION:	
MORE INFORMATION OR REFERENCES:	

	Awareness Phase	Starting Phase	Developing Phase	Consolidating Phase	Comments
Decision-maker commitment					
Coordinating & continuity					
Networking & participation					
Strategic planning					
Knowledge management					
Resources					
Communication & marketing					

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5. CONCLUSION



Administrations play an important role in the implementation of Design for All approaches. But an analysis of the case studies shows that – depending on the administration – the development with regard to Design for All has different starting points and the 7 Interdependent Success Factors (ISF) all have varying importance.

Differences are, for example, the role of administrative and political decision makers within the development process, the participation of stakeholders and the local network, the importance of strategic planning and available resources.

Experiences from all over Europe and Israel have shown that a large variety of concepts and tools for implementing Design for All approaches are available, but they have to be adapted to local, regional or national circumstances.

An administration can pursue Design for All using a lot of single activities. Very promising and more effective is a strategic approach that includes all stakeholders from the outset and develops a long-term and sustainable concept (master plan). It should be borne in mind that good intentions alone cannot produce the expected quality of results and continuity must be guaranteed at the outset of any action or master plan.

Implementation of Design for All is a multi-task activity and requires good cooperation from a consolidated network. Decision makers and all stakeholders must be involved in all brainstorming and monitoring processes and must permanently update their knowledge and be aware of the state of the art. Design for All is not a static process and any new solution is also the next new challenge to meet.

The case studies also show that the best accessible product or service will fall short if potential users do not know about its existence. Communication and external marketing are very important for the success of an accessible administration.

The role of stakeholders, including organisations of and for people with disabilities, is crucial when it comes to sparking off the creativity of administrations in their efforts towards a systematic Design for All approach or to validate initiatives that they suggest.

Such a role, however, also implies heavy responsibilities at several levels:

- Advice or guidance to administrations should be built on expertise and proven knowledge about user needs, and provided with a clear sense of responsibility, to avoid the risk of inefficient investment or work.

- Organisations should certainly have in mind the particular needs of the group that they represent but they should also have a good understanding of human diversity and therefore attach the same importance to the particular needs of other groups as well.
- Lifelong learning and ongoing acquisition of expertise is not only for “implementers”, but also for “advisors” so that they can keep pace with the appearance of new concepts and technologies.

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