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GRANT AGREEMENT

BETWEEN

|

COMMONWEALTH OF AUSTRALIA

represented by the Australian Agency for International Development
(AusAID)

ABN 62 921 558 838

and

| PACIFIC DISABILITY FORUM (PDF) |

FOR

| Support to Disabled Person's Organisations (Pacific Region) |

AUSAID AGREEMENT NUMBER: | 63151/01 |

IN WITNESS whereof this Agreement has been executed by the Commonwealth, by an authorised officer, and has been executed by the PDF by its authorised officer.

SIGNED for and on behalf of the
COMMONWEALTH OF AUSTRALIA
represented by the Australian Agency
for International Development by:


Signature of FMA Act s44 Delegate

Layton Pike

Assistant Director General
Governance and Social Development

Signature of witness


Name of witness
(Print)

SIGNED for and on behalf of
Pacific Disability Forum:


Setareki S Macanawai,
Chief Executive Officer

Signature

By executing this Agreement the signatory warrants that he/she is duly authorised to execute this Grant Agreement on behalf of the PDF.

in the presence of:


Name of witness
(Print)

Signature of witness

[AGREEMENT] CONDITIONS

1. INTERPRETATION

1.1 Definitions

In this Agreement, including the recitals unless the context otherwise requires:

“Program” means the Program **Support to Disabled Person’s Organisations (Pacific Region)** described in the Proposal for which the Funds are provided.

“Proposal” means the specific tasks and budget associated with the Program included as **Schedule 1** to this Agreement.

“Agreement” means this Agreement including all Parts and any schedules and annexes as issued under the terms and conditions of the Partnership Arrangement.

“Agreement Material” means all material created or required to be developed or created as part of, or for the purpose of undertaking the Program, including documents, equipment, information data, sounds and images stored by any means.

“Business Day” means a day on which GOA is open for business.

“Commonwealth” or “Government of Australia” means Commonwealth of Australia or AusAID, as appropriate.

“Fraudulent Program”, “Fraud” or “Fraudulent” means dishonestly obtaining a benefit by deception or other means.

“Funds” means the amount of money as specified in clause titled ‘Funds and Payment’ of this Agreement that has been approved by GOA and paid to the PDF subject to the conditions outlined in this Agreement.

“Independently Audited” means financial records audited by a certified financial professional that is in no way linked or associated with the Program or the Parties to this Agreement.

“Partnership Arrangement” refers to the overarching agreement between the Parties signed in May 2012.

“Party” means GOA or the PDF.

“Parties” refers collectively to both GOA and PDF.

“Personnel” means including Personnel, whether employed by the PDF or engaged by the PDF on a sub-contract basis or agents or volunteers of PDF, engaged in the provision of the Program

“Prior Material” means all material developed by PDF, GOA or a third party independently from the Program whether before or after commencement of the Program.

“Relevant List” means the lists of terrorist made under Division 102 of the *Criminal Code Act 1995* (Cth) and the *Charter of the United Nations Act 1945* (Cth) posted

at: <http://www.nationalsecurity.gov.au/agd/www/nationalsecurity.nsf/AllDocs/95FB057CA3DECF30CA256FAB001F7FBD?OpenDocument> and
http://www.dfat.gov.au/icat/UNSC_financial_sanctions.html#3

“Similar List” means any similar list to the World Bank List maintained by any other donor of development funding.

“World Bank List” means a list maintained by the World Bank in its “Listing of Ineligible Firms” or “Listings of Firms, Letters of Reprimand” posted at:

<http://web.worldbank.org/external/default/main?theSitePK=84266&contentMDK=64069844&menuPK=116730&pagePK=64148989&piPK=64148984>

1.2 Agreement prevails

If there is any inconsistency (whether expressly referred to or to be implied from this Grant Agreement or otherwise) between the provisions of the Grant Agreement Conditions and the Partnership Arrangement the Partnership Arrangement is to be read subject to the Grant Agreement and the provisions of the Grant Agreement prevail to the extent of any inconsistency.

2. **TERM OF THE AGREEMENT**

2.1 [The term of this Agreement commences upon execution by both Parties being the date indicated at the front of this Agreement and continues until all obligations have been fulfilled under this Agreement, unless terminated earlier in accordance with this Agreement.

2.2 The PDF must commence the Program no later than **1 June 2012** (Agreement Start Date) and must complete the Program by **30 June 2016** (Agreement End Date). |

3. **NOTICES**

3.1 For the purpose of serving notices to either Party of this Agreement, a notice must be in writing and shall be treated as having been duly given and received:

- (a) when delivered (if left at that Party’s address);
- (b) on the third Business Day after posting (if sent by pre-paid mail); or
- (c) on the Business Day of transmission (if given by facsimile and sent to the facsimile receiver number of that Party and no intimation having been received that the notice had not been received, whether that intimation comes from that Party or from the operation of facsimile machinery or otherwise).

- 3.2 For the purposes of this Agreement, the address of a Party is the address set out below or another address of which that Party may give notice in writing to the other Party:

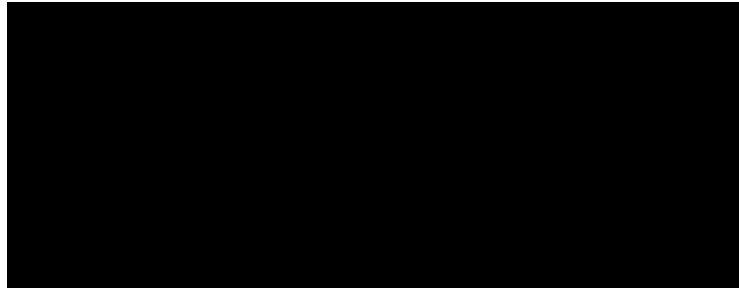
GOA:

To:

Postal Address:

Street Address:

Facsimile:



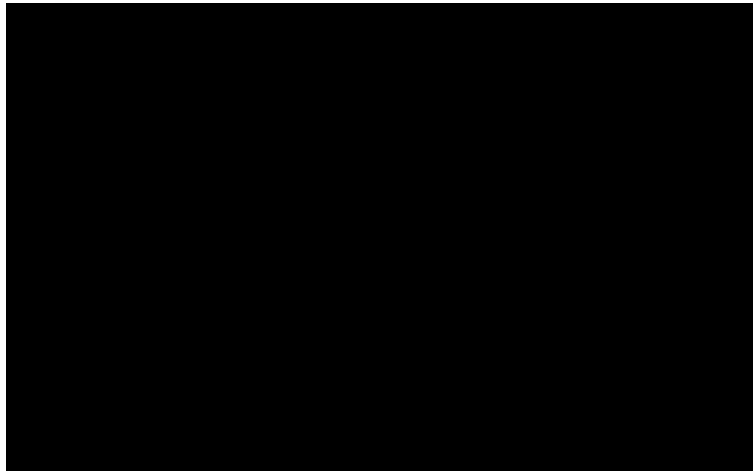
PDF:

To:

Postal Address:

Street Address:

Facsimile:



4. GENERAL CONDITIONS

- 4.1 The PDF must carry out the Program in accordance with the Program Proposal and the terms and conditions of this Agreement and Partnership Arrangement.
- 4.2 The PDF must advise GOA immediately of any difficulties or delays in implementation of the Program.
- 4.3 The PDF shall acknowledge in writing to GOA receipt of the Funds immediately on its receipt.
- 4.4 The Funds and any interest earned or exchange rate gains must be used diligently and for the sole purpose of the Program outlined in **Schedule 1** of this Agreement. Any interest earned or exchange rate gains made on the Funds must only be expended on the Program.
- 4.5 The PDF acknowledges that Funds provided by GOA to the PDF for this Program does not entitle the PDF to any other or further funding.

- 4.6 The PDF shall acknowledge GOA funding assistance provided under this Agreement where appropriate and advise GOA of matters relating to any publicity and media relations, prior to any publication or media release.
- 4.7 The PDF must not represent itself and must ensure that its Personnel participating in the Program do not represent themselves as being employees, partners or agents of the Commonwealth of Australia.
- 4.8 The PDF will use its best endeavours to ensure that in its performance of the Program all Personnel and their dependents, while in a recipient country, respect the laws and regulations in force in the recipient country.
- 4.9 The PDF is responsible for the security of all of its Personnel and for taking-out and maintaining all appropriate insurances.
- 4.10 The PDF must not assign its interest in this Agreement without first obtaining the consent in writing of GOA.
- 4.11 No delay, neglect or forbearance by either Party in enforcing against the other any term or condition of this Agreement shall be deemed to be a waiver or in any way prejudice any right of that Party.
- 4.12 This Agreement is governed by, and is to be construed in accordance with, the law of the Australian Capital Territory and the Parties submit to the exclusive jurisdiction of the courts of the Australian Capital Territory and any court hearing appeals from those courts.

5. AGREEMENT AMENDMENTS

- 5.1 Either Party may propose amendments to this Agreement at any time for the purpose of improving the delivery of the Program, the efficiency, cost-effectiveness and development impact of the Program.
- 5.2 Changes to this Agreement (including to **Schedule 1** and any annexes) shall only be effected if agreed in writing and signed by both Parties in the form of an Exchange of Letters.

6. PROCUREMENT OF GOODS

- 6.1 Procurement under this Agreement will be in accordance with the Partnership Arrangement.

7. MONITORING AND EVALUATION

- 7.1 Monitoring and Evaluation of the Services provided under this Agreement will be in accordance with the Partnership Arrangement.

8. COMPLIANCE WITH LAWS, GUIDELINES AND POLICIES

- 8.1 The PDF and its Personnel must have regard to and comply with, relevant and applicable laws, guidelines, regulations and policies, including those in Australia and in the recipient country. A list, as amended from time to time, of Australian laws and guidelines that may apply to the delivery of developmental aid to foreign countries can be found on the AusAID website: <http://www.ausaid.gov.au/business/contracting.cfm>. This list is not exhaustive and is provided for information only. The provision of this list does not relieve the PDF from

complying with the obligations contained in this clause headed 'Compliance with Laws, Guidelines and Policies'.

8.2 The PDF and its Personnel must comply with:

- (a) Gender and Development;
- (b) AusAID's *Child protection policy*.
(<http://www.ausaid.gov.au/publications/pubs.cfm?Type=PubPolicyDocuments>) and particularly the child protection compliance standards at Attachment 1 to the policy. GOA may audit the PDF's compliance with AusAID's *Child protection policy* and child protection compliance standards. The PDF must participate cooperatively in any reviews conducted by GOA;
- (c) The strategy '*Development for All: Towards a Disability-Inclusive Australian Aid Program 2009-2014*'
(<http://www.ausaid.gov.au/publications/pdf/FINAL%20AusAID%20Disability%20for%20All.pdf>), and in particular the strategy's six guiding principles; and
- (d) *Family Planning and the Aid Program: Guiding Principles* (August 2009), accessible on AusAID's website (<http://www.ausaid.gov.au/keyaid/health.cfm>)

8.3 The PDF must use its best endeavours to ensure:

- (a) that individuals PDF involved in implementing the Program are in no way linked, directly or indirectly, to individuals associated with terrorism; and
- (b) that Funds provided under this Agreement are not used in any way to provide direct or indirect support or resources to individuals associated with terrorism.

8.4 The PDF must have regard to the Australian Government guidance "Safeguarding against terrorism financing: a guidance for non-profit NPOs," available at <http://www.nationalsecurity.gov.au/npo>.

8.5 If, during the course of this Agreement, the PDF discovers any link whatsoever with any PDF or individual listed on a Relevant List it must inform GOA immediately.

8.6 If, during the course of this Agreement, the PDF is listed on a World Bank List or Similar List it must inform GOA immediately.

8.7 PDF is responsible for:

- (a) preventing and detecting fraud including fraud within those functions outsourced to / performed by a sub-contractor or under any other arrangement relating to the management or administration of the Program; and
- (b) ensuring that its staff and its subcontractors' staff are responsible and accountable for preventing and reporting any fraud or suspected fraud as part of their routine responsibilities.

8.8 The PDF agrees that:

- (a) The PDF and its employees, agents, representatives or its subcontractors must not engage in any Fraudulent activities. The PDF is responsible for preventing and detecting Fraud.
- (b) The PDF must report in writing within five (5) working days to GOA any detected, suspected, or attempted Fraudulent Program involving the Program. GOA may direct the PDF to investigate the alleged Fraud and the PDF must undertake an investigation at the PDF's cost and in accordance with any directions or standards required by GOA.
- (c) Following the conclusion of an investigation, where the investigation finds that an employee or sub-contractor of PDF has acted in a fraudulent manner, PDF will make every effort to recover the GOA financial contribution(s) or property acquired with the GOA financial contribution(s) through fraudulent activity, including:
 - (i) taking recovery action in accordance with recovery procedures, including, if appropriate, civil litigation, as available; and
 - (ii) referring the matter to the police or other relevant authorities responsible for prosecution of fraudulent activity; or
 - (iii) in the case of a PDF employee, taking the relevant disciplinary procedures in accordance with relevant Code of Conduct or similar PDF provisions where these exist.
- (d) The obligations of the PDF under **Clauses 8.7(b) and 8.7(c)** shall survive the termination or expiration of this Agreement.
- (e) The PDF warrants that the PDF shall not make or cause to be made, nor shall the PDF receive or seek to receive, any offer, gift or payment, consideration or benefit of any kind, which would or could be construed as an illegal or corrupt practice, either directly or indirectly to any party, as an inducement or reward in relation to the execution of this Agreement. In addition, the PDF shall not bribe public officials and shall ensure that its delivery contractor's comply with this provision. Any breach of this clause shall be grounds for immediate termination of this Agreement by notice from GOA.

9. **TERMINATION**

- 9.1 This Agreement can be terminated by mutual agreement between both Parties subject to written notice given three (3) months in advance.
- 9.2 In the event of any termination, the PDF must provide an Independently Audited statement of expenditure of the Funds within thirty (30) days of the date of the notice to terminate, signed by the head of the PDF, and return any uncommitted unspent Funds to GOA.
- 9.3 In the event that a notice to terminate is given by either party GOA shall not be liable to pay compensation in an amount which, in addition to any amounts paid or due or becoming due to the PDF under this Agreement, together would exceed the amount of the total financial limitation of this Agreement.

10. ACCOUNTS AND RECORDS

- 10.1 The bank account used by PDF must be in the name of the PDF and must not be a personal bank account.
- 10.2 The PDF must maintain a sound administrative and financial system capable of verifying all statements of acquittal. In addition, the PDF must:
- (a) keep proper and detailed accounts, records and assets registers along with adequate Program management records providing clear audit trails in relation to expenditure under this Agreement;
 - (b) afford adequate facilities for audit and inspection of the financial records referred to in this Agreement by GOA and its authorised representatives at all reasonable times and allow copies and extracts to be taken; and
 - (c) if requested by GOA, provide an acquittal, certified by the senior financial officer or the Chief Executive Officer of the PDF, of Funds spent to date against the budget in the Program Proposal.

11. GOA USE OF AGREEMENT INFORMATION

- 11.1 GOA may disclose matters relating to this Agreement, including this Agreement, and other relevant information, except where such information may breach the *Privacy Act 1988* (Cth), to Commonwealth governmental departments and agencies, Commonwealth Ministers and Parliamentary Secretaries, and to the Commonwealth Parliament, including responding to requests for information from Parliamentary committees or inquiries. In addition, GOA may publicly report information regarding this Agreement. This clause shall survive termination or expiration of this Agreement

12. REPORTS

- 12.1 PDF must submit an annual report, on the anniversary of the Agreement Start Date, which should not exceed five (5) pages and which has two basic parts:
- (a) A review of implementation progress to date; and
 - (b) A work program for the coming period that:
 - (i) incorporates any lessons from the assessment of Program progress;
 - (ii) outlines the expected outputs and development results of the proposed program of work; and
 - (iii) describes the inputs, work and outputs of both the PDF and any other key stakeholders.
- 12.2 Thirty (30) days prior to the Agreement End Date, PDF must submit to GOA:
- (a) a final report which provides a brief outline of the Program and in more detail covers key outcomes compared with objectives, development impact, sustainability and lessons learned; and

(b) a final Acquittal Statement.

12.3 The final Acquittal Statement must:

- (a) include details of any interest earned on the Grant;
- (b) be prepared in accordance with the internal and external auditing procedures laid down in the rules and regulations applicable to the PDF;
- (c) be Independently Audited and certified (The cost of this audit may be payable from the Grant); and
- (d) be signed by the senior financial officer or the Chief executive Officer of the PDF, indicating that the Grant has been spent in accordance with the terms of this Agreement.

12.4 PDF must repay to GOA any unspent Grant funds or interest with the final report and Acquittal Statement.

12.5 The annual report, final report and Acquittal Statement must be sent to:

Rosemary McKay
Director, Disability Policy Section, AusAID
PO Box 887 Canberra ACT 2601
Rosemary.McKay@ausaid.gov.au

in the following format:

- (a) one bound hard copy; and
- (b) one electronic version in Word Format.

13. FUNDS AND PAYMENT

13.1 GOA will pay PDF up to a maximum of AUD4,500,000 in acquittable tranches as follows:

Indicative Date	Tranche Number	Amount of Grant Funds (AUD)
28 May 2012 Refer to Clause 13.2 below	1	AUD700,000
1 January 2013 (Refer to Clause 13.3 below)	2	AUD500,000
30 April 2013	3	AUD1,100,000

(Refer to Clause 13.3 below)		
30 April 2013 (Refer to Clause 13.3 below)	4	AUD1,200,000
30 April 2013 (Refer to Clause 13.3 below)	5	AUD1,000,000
TOTAL AMOUNT PAYABLE		AUD4,500,000

- 13.2 GOA will pay Tranche 1 within thirty (30) days of the date of this Agreement and subject to receipt of a valid invoice.
- 13.3 GOA will pay subsequent tranches at the date indicated above subject to PDF:
- (a) providing an Acquittal Statement of 70% of the previous tranche, signed by the Senior Financial Manager or the Chief Executive Officer head of PDF indicating that the Grant funds being acquitted have been expended in accordance with the terms of this Agreement;
 - (b) submitting a valid invoice; and
 - (c) making satisfactory progress with the Activity as determined by GOA. |

14. CLAIMS FOR PAYMENT

- 14.1 Invoices must be submitted when due in accordance with this Agreement, in a form identifying this Agreement title and Agreement number [63151/1] Invoices must also contain the Payment Event number(s) notified by GOA.
- 14.2 All invoices must be made to:
- Chief Finance Officer
Australian Agency for International Development
GPO Box 887
CANBERRA ACT 2601 AUSTRALIA
- 14.3 Invoices should be sent to the above address. Alternatively GOA will accept electronic invoices. These can be sent to accountsprocessing@ausaid.gov.au
- 14.4 Where Australian GST applies to this Agreement all invoices must be in the form of a valid tax invoice. Invalid tax invoices will be returned to PDFs. Information on what constitutes a valid tax invoice can be found at <http://www.ato.gov.au/businesses/content.asp?doc=/content/50913.htm>

SCHEDULE 1

Pacific Disability Forum

Partnership Arrangement between Pacific Disability Forum and AusAID

Proposal

April 2012

List of annexes

(See separate file)

1. PDF Constitution
2. PDF Strategic Plan 2011-2016
3. PDF M&E Plan 2011-2016
4. Risk matrix
5. PDF Annual Work Plan (detail 2012-13 and summary Yrs 2, 3 and 4)
6. PDF Budget 2012-2016 (detail for 2012-13 and summary for Yrs 2, 3 and 4)
7. Position Descriptions for PDF management team
8. PDF Gender policy
9. PDF Child protection policy
10. PDF Finance Policy
11. List of PDF Members
12. Excerpt from the Literature Survey
13. Lessons learned from PDF experience to date

Acronyms

AusAID	Australian Agency for International Development
BMF	Biwako Millennium Framework for Action
CBR	Community Based Rehabilitation
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CEO	Chief Executive Officer
CRPD	Convention on the Rights of Persons with Disabilities
DCO	Disability Coordination Officer (of Pacific Islands Forum Secretariat)
DPO	Disabled Peoples Organisation
IDA	International Disability Alliance
ILO	International Labor Organisation
M&E	Monitoring and Evaluation
MDG	Millennium Development Goal
PDF	Pacific Disability Forum
PEDF	Pacific Education Development Framework
PICs	Pacific Island countries
PICTS	Pacific Island countries and territories
PIFS	Pacific Islands Forum Secretariat
PRSD	Pacific Regional Strategy on Disability
RRRT	Regional Rights Resource Team
SPC	Secretariat of the Pacific Community
UN	United Nations

UNDP	United Nations Development Program
UNESCAP/EPOC	United Nations Economic and Social Commission for Asia and the Pacific/ ESCAP Pacific Operations Centre
UNOCHR	United Nations Office of the Commissioner for Human Rights

Executive Summary

Pacific Islanders with disabilities have made a great deal of effort to promote the rights of people with disabilities, both before and since the development of the UN Convention on the Rights of Persons with Disabilities (CRPD). Pacific Disabled People's Organisations (DPOs) have been critical to this momentum, undertaking a wide range of systemic advocacy efforts to raise awareness, to reduce barriers and to work towards inclusion.

In 2002, DPOs created the Pacific Disability Forum (PDF) as their umbrella regional organization, organized its inaugural meeting in Fiji in 2004, and established its Secretariat in Suva, Fiji in 2007. This proposal covers the work of PDF for the period 2012-2016.

PDF works closely with the regional Government agency responsible for national disability issues (Pacific Islands Forum Secretariat (PIFS)) and with other stakeholders at international and national levels to achieve shared objectives related to the rights of people with disabilities. It is regarded by partners and member organizations alike as well-governed, well-managed, effective, relevant and efficient, and it works in ways which are consistent with its expressed values – an independent evaluation in 2011 rated PDF very highly in all aspects of its work.

While the situation of people with disability in the Pacific is not fully documented and widely understood, there is sufficient evidence to confirm that to achieve the full promotion and protection of the rights of people with disability, considerable changes in attitudes, legislation, policies and programs are required. It is acknowledged that these are long-term processes, which require multiple and sustained interventions and support, preferably led by Pacific Island leaders and supported by donors.

Australia has supported PDF since 2009, in the form of grants for activities, and in 2011-12 financial years, a grant to cover both core and programme costs. AusAID has replaced NZAID as the major partner, since NZAID ceased funding for many Pacific programs such as PDF in July 2011.

This document describes a comprehensive program of work under a Partnership between AusAID and PDF to support long-term processes of change in the Pacific relating to the rights of people with disabilities to participate in and benefit from development processes. It is based on PDF's Strategic Plan for 2011-2016 which reflects a comprehensive consultation and planning process, as well as PDF's M&E Plan for the same period.

1. Introduction

PDF plays a significant role in improving the lives of people with disabilities and their families in the Pacific, including through assisting people with disabilities to organise themselves in DPOs and through enabling Pacific governments to develop and implement policies and strategies which aim to include people with disabilities in all aspects of life and development. Through regional and national contributions to member DPOs to support their own organisational capacity development pathways, advocacy systems, and skills and knowledge in thematic areas (e.g. climate change, women's rights, disaster reduction and management, inclusive education), PDF is playing a critical role in the implementation of the Convention on the Rights of Persons with Disabilities in the region.

Australia's role in supporting the inclusion of people with disability in development processes was first defined in *Development for All: Towards a Disability-Inclusive Australian Aid Program 2009-2014*. This Strategy "reflects the Australian Government's commitment to extending the benefits of development to all, and to promoting the dignity and well-being of people with disability" (p1). As one of four initial activities, the Strategy includes "capacity development of Disabled People's Organisations (DPOs) (p1). The Government's new policy for Australia's aid program, *An Effective Aid Program for Australia: Making a real difference—Delivering real results* (July 2011) "centres on delivering real results for poor people in developing countries by maximising the effectiveness of Australia's aid" and includes an objective "enhancing the lives of people with disabilities" under one of five core strategic goals "promoting opportunities for all."

Since 2009, AusAID and PDF have collaborated in partnership towards the achievement of shared objectives which are focused on the rights of people with disabilities in the region. In this period, Australian Government funding of a\$1.623m has been provided for specific projects (A\$723,851) and core funding (A\$900,000 for 2011-12). This has already enabled PDF to "increase the scale and effectiveness of its activities.¹" These funds have contributed to "strengthening members' capacity to establish their own offices and programmes raise awareness of disability rights and to provide advice to governments on policies and budgets, to ensure equal access and full participation by people with disability."

As the grant funding arrangement between the PDF and NZAID ended in June 2011 and with the growing commitment of AusAID to support disability and development agenda in the Pacific, discussions were held among the three organisations to determine the most appropriate and effective funding modality by NZAID and AusAID to the PDF for the period beyond 30 June 2011. A possible tripartite funding arrangement could not be pursued in the first half of 2011 after NZAID announced that it was terminating its funding to the PDF on 30 June 2011. The PDF appreciated the intervention by AusAID to fund the core and project costs of the PDF from 01 July 2011 to 30 June 2012 whilst a funding agreement beyond June 2012 is being explored.

¹ Development for All: Towards a disability-inclusive Australian aid program 2009-2014: Achievement highlights – the first two years (page 9)

A positive outcome of such negotiation is the development and submission of this proposal to AusAID for its consideration.

AusAID and PDF have agreed to continue the Partnership from 2012 to 2016 (4 years), consistent with shared objectives and commitments. AusAID has agreed to provide funding for PDF's core operations and specific programs. This proposal describes the context and objectives of the Partnership and its activities, as well as processes for governance, management, monitoring and reporting. The proposal draws on PDF's Strategic Plan 2011-2016 and its M&E Plan for the same period. It also summarises the context for the Partnership and provides details relating to PDF as an organization.

1.1 Design development methodology

This Proposal is based largely on PDF's Strategic Plan 2011-16. The Board and staff of PDF were involved in this development process, starting with the design of a framework with the members of PDF attending the annual Council Meeting held in Nadi, Fiji in March 2010. Technical assistance provided to PDF by AusAID as part of its support to PDF, provided guidance and advice. A leadership and planning training workshop was organized by PDF in November 2010, attended by leaders of member DPOs from Australia, Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu, as well as PDF staff. The development of the new Strategic Plan included defining a new vision, mission statement, values, key outcome areas and objectives. During their annual retreat in January 2011, PDF staff reviewed the framework and discussions to date to produce a first draft 2011-2016 PDF Strategic Plan. This draft was reviewed by the PDF Executive Committee, members of the organisation as well as key stakeholders in February and March 2011. The final draft was presented for discussion and adoption at the PDF General Meeting held in April 2011 in Auckland, New Zealand as part of the biennial Pacific Regional Conference on Disability.

In January 2012, PDF and AusAID agreed to the appointment of a short-term consultant to prepare this proposal. A visit in late January involved discussions about the contents of this Proposal and preparation of an initial draft document.

2. International disability context

2.1 International agreements

The Biwako Millennium Framework for Action towards an Inclusive, Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific (BMF), adopted in 2002, provides a set of principles, strategies, goals, targets, and directives for action, and forms a comprehensive set of guidelines for countries to use in developing policies and planning and implementing programs for persons with disabilities. While the BMF officially ends in 2012, its utility as a framework remains. At the 2003 Pacific Islands Forum, the leaders of Pacific Island countries endorsed the BMF as providing a set of goals for Pacific countries to work towards over the next ten years. In 2010, the Pacific Islands Forum Leaders again endorsed the Pacific Regional Strategy on

Disability (PRSD), which is the agreed regional statement on disability for the period 2010 to 2015. PIFS has established a Disability Coordination Office for the purpose of coordinating the development and progress of disability initiatives in member countries and PDF works closely with PIFS to support its implementation.

The Convention on the Rights of Persons with Disabilities was adopted by the United Nations General Assembly on the 13 December 2006 and came into force on 3 May 2008. The CRPD is a binding treaty that provides a universal standard for the human rights of people with disabilities. It marks a "paradigm shift" in attitudes and approaches to persons with disabilities. The CRPD takes to a new height the movement from viewing persons with disabilities as "objects" of charity, medical treatment and social protection towards viewing persons with disabilities as "subjects" with rights, who are capable of claiming those rights and making decisions for their lives based on their free, and informed consent as well as being active members of society.

The CRPD is intended as a human rights instrument with an explicit, social development dimension. It adopts a broad categorization of persons with disabilities and reaffirms that all persons with all types of disabilities must enjoy all human rights and fundamental freedoms. It clarifies and qualifies how all categories of rights apply to persons with disabilities and identifies areas where adaptations have to be made for persons with disabilities to effectively exercise their rights and areas where their rights have been violated, and where protection of rights must be reinforced. The CRPD can provide specific guidance and a framework for national action even for countries that have not yet ratified.

2.2 Rights based approach

A rights-based approach represents a paradigm shift from earlier charity or medical models and is now recognised as critical to the effectiveness of all work in this sector, by governments and civil society alike. It is inherent in the CRPD, against which signatories must report on a regular basis. The inclusion of an article in CRPD (Article 32) requiring donor countries to assist developing countries to achieve their obligations under the Convention means that donors are expected to use rights based approach.

Central to the rights based approach is participation by people with disabilities and their representative organisations in all aspects of life as well as all aspects of policies and programs which are relevant to their lives. Persons with disabilities have argued that their ability to function as full and active citizens in a modern society is limited not by their disability so much as by society's failure to recognise them and accommodate their needs.

Critical to the achievement of rights for people with disabilities is their right to organize and represent themselves as stipulated in the CRPD. Thus, DPOs are regarded as a critical element in the achievement of rights.

2.3 Role of DPOs

Disabled People's Organisations (DPOs) are a category of civil society (or non-government) organisation with a specific membership – people with disabilities. As civil society organisations, DPOs are diverse in scope, size, nature, degree of formality and capacity. DPOs operate at local (town, city, district or province/state), national, regional and international levels. DPOs may be cross-disability or single-disability focused.

DPO histories often reflect the efforts of one or a few individuals, and a set of circumstances unique to each country or context, but are increasingly linked with similar organisations in other settings, including internationally.

Since the adoption of the CRPD in 2006, a substantial majority of DPOs now use it to determine their focus. Prior to this, a number of other factors contributed to DPOs' purposes, focus, priorities, memberships and scope, such as members' or carers' agendas, national constitutions or legislation and other agreements such as BMF.

The role of DPOs in achieving shared goals on disability rights is explicitly mentioned in CRPD and is increasingly accepted by Governments and stakeholders.

A great deal of international effort is now being made to support the capacity development processes being undertaken by DPOs themselves, including by the Australian Government (see section 4 below), recognizing that in the past such organisations have often been marginalized or excluded from relevant forums. International and national DPOs around the world are playing increasingly important and diverse roles in contributing to improvements in disability rights as well as to more inclusive approaches to all aspects of development that affect people.

3. Pacific regional disability context

Persons with disabilities represent an estimated 15 percent of the world's population². While there are variations between countries and very poor data, it is likely there are some 1.2 million Pacific Island people with disabilities. Recent census results and national surveys do not provide a clear and accurate picture of the situation of persons with disabilities. This reflects many factors, including: there is not a clear and generally accepted definition of disability; surveys have often been based on small population samples; questions asked are often unclear; there are insufficient specialists to confirm diagnoses; and enumerators are poorly trained on disability issues³.

² World Report on Disability, World Health Organisation and the World Bank, 2011

³ For example Inclusion International carried out surveys in Kiribati in 2003-2004 and identified 4.36% of the population as living with a disability; while another survey in the island of 'Eua in Tonga in 2007, showed a percentage of 13%. A similar survey in Samoa revealed an incidence of disability of 2.2%.

Stakeholders in the sector share a commitment to improve quality research and data on the prevalence of disability and the issues affecting the lives of persons with disabilities in the Pacific region.

The number of Pacific people with disabilities is increasing as a result of high rates of diabetes and other non-communicable diseases, the increasing number of traffic, industrial and other accidents, increasing life expectancy and the lack of early identification, intervention and referral services.

While recent efforts by DPOs to raise awareness about the rights of people with disabilities in the Pacific have been effective in many ways, generally, persons with disabilities and their families face prejudice, discrimination and rejection. Children with disabilities are consistently excluded from attending school (less than 10% have access to any form of education with many not attending at any time in their life⁴), health and welfare service provision is poor and largely inaccessible to persons with disabilities and there are few employment opportunities. Where services exist, implementation tends to be ad hoc, uncoordinated and poorly funded. Most Pacific governments are not making provision for disability services and inclusive policies in their budgets, although the majority now has some form of national strategy or policy on disability in place. Persons with disabilities in Pacific island countries are among the poorest and most marginalized members of their communities. The link between disability and poverty and social exclusion is proven⁵. Disability is both a cause and consequence of poverty.

Studies have shown that the traditional view in the Pacific is that persons with disabilities are to be looked after or cared for, and cannot be expected to take a full and active part in village community life, thus marginalizing them from mainstream life⁶. This view of persons with disabilities as dependent typifies a 'charity' or 'welfare' approach and is by no means unique to the Pacific. A 'medical' approach is also widespread, where disabilities are seen as health impairments that can be cured. It is only in the last few decades that persons with disabilities in any part of the world have been recognised as fully participating members of society.

A regional approach to disability has been adopted by Pacific governments, to coordinate and support their own efforts at national level. This is intended to assist countries to address common challenges and lack of available resources at the national level. The PRSD provides a strong rationale for regionalism by identifying specific

The 1996 Fiji census included a question on disability and 12,000 or 2% of the population identified as having a disability.

⁴ Pacific Islands Forum Secretariat, Issues in Basic Education for Children and Youth with Disabilities, paper for 2002 Forum Education Ministers Meeting

⁵ UNOCHR and IPU From Exclusion to Equality: Realizing the Rights of Persons with Disabilities, 2007, p1; ILO Achieving Equal Employment for People with Disabilities through Legislation, Guidelines, 2004, p.1; Fiji Poverty Report 1997. Govt of Fiji and UNDP, pp55 and 65.

⁶ McKinstry, G, Price, P., & Macanawai, S. (2004). "A Review of Policy and Legislation on Disability in the Pacific". Pacific Islands Forum Secretariat and Nowland-Foreman, G. & Stubbs, D. (2005). "Free and Equal: A Review of NZAID Pacific Regional Disability Programme for New Zealand Agency for International Development"

areas where a cooperative regional approach will support national action. With the conclusion of the BMF in 2012, the PRSD builds on work to date and takes a Pacific-specific approach. The PRSD is also founded on the CRPD and will support those countries that have signed and/or ratified, as well as support the use of the CRPD as a tool for inclusive development for those countries that have not yet signed. The PRSD reflects a long process of collaboration and inputs from Ministers and officials, as well as development partners, PDF and PIFS. In particular the close relationship between PIFS and PDF enabled a collaborative approach to be taken between governments and civil society. This included the shared commitment to objectives, action plans, roles and monitoring processes in relation to this relationship. AusAID is providing funding to PIFS to support their contribution to the PRSD for the period 2011 to 2014.

Pacific Island Countries are at different stages of development in regard to disability.⁷ Until relatively recently, national disability agendas have been largely absent or neglected. While many countries have clear rights-based policies, few have specific legislation, budget-allocation or substantial action plans. Many have active DPOs that have largely led the disability agenda in collaboration with governments.

It is now internationally accepted, in line with basic human rights principles, that persons with disabilities must be included in national development processes. Development of rights-based policy, legislation and service provision must be established in partnership with organizations of persons with disabilities and other concerned agencies. Persons with disabilities have proven their capability to contribute to this process. PDF plays a critical role in facilitating such interaction, contributing to the capacity development of individuals, organizations and networks in this area.

A recent UNDP study found that throughout the Pacific region, in both rural and urban areas, women and girls with disabilities face multiple and compounding forms of discrimination. Despite some helpful laws, policies and systems of practice in some countries, women with disabilities are less educated, experience higher rates of unemployment, are more likely to be abused, are poorer, are more isolated, experience worse health outcomes and generally have lower social status⁸. Concern regarding women with disabilities is a priority area of BMF and CRPD as well as a priority for the Pacific Disability Forum.

3.1 Pacific Disability Forum

Pacific Disability Forum (PDF) is a registered non-governmental regional organisation established in December 2002 and formally inaugurated in July 2004. It was formed following a growing momentum in the Pacific region led by leaders of DPOs to recognise the potential of persons with disabilities and their organisations. The purpose of PDF is to promote and facilitate regional cooperation on disability related concerns for the benefit of persons with disabilities, their families and organisations in the Pacific. PDF, as the umbrella regional and independent Pacific DPO, works across sectors and brokers partnerships with a wide range of organisations, to achieve its goals.

⁷ ESCAP Disability at a Glance

⁸ UNDP Pacific Centre, 2009, *Pacific Sisters with Disabilities: at the Intersection of Discrimination*

NZAID provided ongoing funding to cover the operational costs of PDF from July 2006 to June 2011.

An independent Evaluation of NZAID's funding for PDF in 2011 found: "PDF has made remarkable progress as an autonomous, independent and responsive regional organisation. It has accomplished this through: quality management; mobilizing women and men with disabilities and building the capacity of national DPOs; ongoing encouragement and support for the needs of fledgling DPOs; successful partnerships with other regional and international organisations; and through continuity of management support by PDF CEO and MFAT Programme Manager." (p15)

The Evaluation in particular noted that: "PDF is operating effectively as a regional disability rights organisation. PDF has a strong national focus and tangible presence at the national country level and can demonstrate effectiveness at that level while collaborating with other regional and international disability partners. All DPOs consulted were extremely satisfied with the level of support, information and encouragement provided by PDF..... A regional focus for PDF is beneficial to: ensure the diverse indigenous cultures represented in the Pacific are supported through direct involvement of Pacific Islanders with disabilities; act as an intermediary to represent disability issues "up" to international agencies as well as "down" to assist PICTs to translate common international concepts locally (information sharing); and to provide a mechanism which can enhance cost effectiveness and donor coordination. PDF members interviewed agreed that the real value of PDF was the way that DPOs learned from each other, could lobby authorities and national governments on common issues, and advocate at their own national levels using regional as well as national information and lessons learnt."

PDF supports "the establishment and strengthening of DPOs at country level to better enable them to advocate for the rights and defend the dignity of persons with disabilities; recognizing their many needs based on culture, gender and other factors⁹." Its first objective in the new Strategic Plan is "to support NDPOs by strengthening their capacity in areas of leadership, management, organisational development, advocacy, information, youth and gender issues to operate and increasing their membership and voice nationally and within the Pacific¹⁰." Consistent with this key strategy, since its inception, PDF has coordinated and managed the provision of funds, facilitated an extensive suite of training programs, provided a great deal of coaching and technical advice, linked DPOs to a wide range of capacity development opportunities and initiated a major research activity to support this process. Its regional approach has also provided extensive opportunities for sharing experiences, suggestions and encouragement between DPOs in the region. In addition, PDF has encouraged participation by Pacific DPOs in international forums on the rights of people with disabilities.

⁹ Page 3 of PDF Strategic Plan 2011-2016

¹⁰ Page 9 of the PDF Strategic Plan 2011-2016

PDF is committed to ensuring its work is evidence-based. A research activity initiated by PDF is currently being implemented in conjunction with Australia Pacific Islands Disability Support (APIDS) and aims to provide a sound base for a wide range of current and potential capacity development efforts with Pacific DPOs. Called “Capacity Development for Effective and Efficient Disabled Persons Organisations in Pacific Island Countries” and funded by AusAID, the research involves a literature survey, in-country work in 12 countries in 2011-12 and a number of other events and communications activities. The literature survey¹¹ identified a dearth of international literature on the roles and capacity development issues relevant to DPOs and that the PDF/APIDS research will be one of the first to consider these issues. Annex 12 is an excerpt from the literature survey on the situation of Pacific DPOs in 2011.

The Research is due to be completed in June 2012 and is likely to make a valuable contribution to capacity development programs and processes in the region. It is expected to identify:

- What is important to DPOs in different countries as determinants in and elements of DPO capacity (rather than assuming any external model for a “perfect” or “standard” organization)
- DPOs perspectives on their own capacity strengths and priorities for ongoing improvements
- Opportunities for DPOs to continue to strengthen their leadership and ownership of organizational change (growth) processes
- How Pacific DPOs can influence donors so that any support provided is relevant

In the next five years, PDF anticipates more growth to occur. The organisation is now well prepared, more experienced and well informed to respond positively to such growth. New members from existing member countries as well as non-member countries and territories like the Republic of Marshall Islands, American Samoa, and French Polynesia are expected to join PDF. Growth is also expected in the number of development partners. Issues concerning youth with disabilities and the CRPD will be major program focus in the next strategic plan period. Projected growth will be in the practice of disability inclusive development paving the way for an inclusive development approach in climate change, MDGs, sports, disaster preparedness, HIV, mental health, education and training, among others.

PDF is adequately equipped to strategically respond to, and effectively manage its expected and projected areas of growth in the next five years. The ongoing review of systems, policies, structure, Constitution and funding arrangements assist the organisation to manage its membership growth as well as governance, management and resourcing needs. Having a clear, well articulated and focused

¹¹ Literature Survey as part of PDF/APIDS Research, 2011

strategy enables the PDF to shape and dictate its work plans as well as determine the type and level of engagement with its existing and future partners.

PDF is strongly committed to leading its own agenda. It has already demonstrated this through identifying its own priorities, plans and needs so as to ascertain those development partners, funding agencies, institutions and civil society amongst others that it will collaborate with. A key factor is the capacity development for member DPOs, leaders and Secretariat staff so they become equal, empowered and informed partners in such negotiations. Finally, the 2011 Evaluation of PDF by NZAID found that PDF demonstrates application of its core values and thus it is: “innovative and practical, inclusive and respectful, independent and trustworthy, strategic and reliable, transparent and accountable, united and self-determined and passionate and committed.” (p31) “

3.2 Organisations involved in Pacific disability policy

PDF works closely with a range of other key stakeholders in the Pacific to maximise coordination and impact. In particular, it works with PIFS, UN-ESCAP, ILO, OCHCR and SPC. A summary of these partners and their relevant roles is provided below:

Pacific Islands Forum Secretariat (PIFS) is the secretariat of the 16 Forum Island country leaders, based in Suva, Fiji. PIFS’ Disability Coordination Officer is placed in the Social Policy Division under the Strategic Partnership and Coordination pillar. PIFS supports Forum Island countries in developing their respective Disability Policies consistent with PRSD. It convenes the Informal Working Group on Disability (IWGD) (including PDF’s CEO) which oversees implementation of PRSD.

United Nations Economic and Social Commission for Asia and Pacific, Pacific Operations Office (UNESCAP, EPOC) in Fiji, undertakes a range of policy and program activities in the areas of: emerging social issues; environment and sustainable development; information, communication and space technology; poverty development; statistics; trade and investment; and transport and tourism. UNESCAP’s Social Division has a major focus on Disability Inclusive Development and has been a significant partner in the development and implementation of the BMF and its supplement, the Biwako plus Five. EPOC plays a major role in disability policy in the Pacific region and regularly collaborates with PIFS and PDF on shared objectives.

International Labour Organisation (ILO), through the Decent Work Agenda, has promoted equality for all in accessing skills development and employment opportunities in the world of work. For many decades, ILO has emphasized the need for comprehensive legislation and interventions for people with disabilities. ILO labour standards provide the framework for the ILO’s response to requests for support, emphasizing the inclusion of persons with disabilities in general training and employment-related programs. ILO’s

framework also contributes to progress of CRPD, in promoting human rights, social inclusion and equality for people with disabilities.

United Nations' Pacific Regional Office of the Commissioner for Human Rights (UNOCHR) is Fiji, was instrumental in providing professional human rights advice in the development of the PRSD and continues to provide advice and support on human rights issues to PIFS and PDF.

The Secretariat of the Pacific Community/Regional Rights Resource Team (SPC/RRRT) was requested to develop training materials tailored to promoting the human rights of people with disabilities in 2005 in a response to the Outcome Statement of the Pacific Regional Workshop on Disability. RRRT has worked in partnership with PDF in advancing human rights for persons with disabilities and in partnership with PIFS and PDF, held the first ever human rights training for DPOs in August 2007. SPC/RRRT currently supports the work of the Australian Human Rights Commission alongside PDF and PIFS in providing initial training on the CRPD to disability advocates and government representatives in 13 Pacific Island countries through in country assistance provided by SPC/RRRT Country Focal Officers (CFOs). Many of the SPC/RRRT CFOs work with DPOs in their respective countries either through the provision of training and technical advice including reports on UN treaties, organisational development and fundraising.

4. Australian aid context

Australia's role in supporting the inclusion of people with disability in development processes was first defined in *Development for All: Towards a Disability-Inclusive Australian Aid Program 2009-2014*. This Strategy "reflects the Australian Government's commitment to extending the benefits of development to *all*, and to promoting the dignity and well-being of people with disability" (p1). As one of four initial activities, the Strategy includes "capacity development of Disabled People's Organisations (DPOs) (p1). The Government's new policy for Australia's aid program, *An Effective Aid Program for Australia: Making a real difference—Delivering real results* (July 2011) "centers on delivering real results for poor people in developing countries by maximising the effectiveness of Australia's aid" and includes an objective "enhancing the lives of people with disabilities" under one of five core strategic goals "promoting opportunities for all."

Since 2009, AusAID and PDF have collaborated in partnership towards the achievement of shared objectives which are focused on the rights of people with disabilities in the region. In this period, Australian Government funding of AU\$1.623m has been provided for specific projects (AU\$723,851) and core funding (AU\$900,000 for 2011-12). This has already enabled PDF to "increase the scale and effectiveness of its activities" and contributed to "strengthening members' capacity to

raise awareness of disability rights and to provide advice to governments on policies and budgets, to ensure equal access and full participation by people with disability¹².”

5. Lessons learned

This section summarises reflections from PDF on lessons learned from its experience to date. Annex 13 includes more detailed reflections against each lesson learned.

Supporting Membership of the PDF

- A coordinated and collective regional response to disability and its harmonisation with development at national level is required.
- Support is needed for establishment of national DPOs in countries where none exist or where they are new or struggling.
- The definition of what a DPO is as embraced by the international disability movement should be adapted to suit the Pacific context.
- The capacity development of PDF member DPOs requires ongoing support to enable them to take full advantage of funding opportunities.
- DPOs in the Pacific seek ongoing empowerment so that they are not being used to legitimize research proposals or funding applications submitted by other parties to donor and development partners.

Strengthening Partnerships with Governments and Development Partners

- Support for DPOs to exploring windows of opportunity is highly valued
- DPOs, including PDF, are vulnerable to changing funding priorities of development partners.
- Effective coordination of aid relating to disability in the Pacific is essential
- Direct support to country disability development complements regional efforts.

Influencing Policies on Disability Inclusive Development

- Advocacy on the rights of people with disability in key development sectors, policies, programs and processes is crucial

Strengthening Governance and Operations of the PDF

- Increasing membership means that changes are necessary to meeting arrangements and costs
- A regional voice and representative peak body on disability complements national advocacy efforts by member national DPOs - collective action and group solidarity of like-minded organisations operating under a regional mechanism and speaking in one-voice on particular issues cannot be easily ignored.

¹² Development for All: Towards a disability-inclusive Australian aid program 2009-2014: Achievement highlights – the first two years (page 9)

These lessons learned have been integrated into this proposal's objectives, approaches, governance and management structures, principles and activities.

6. Rationale

The provision of funding for the PDF to implement its Strategic Plan supports the realization of shared objectives included in CRPD, PRSD and AusAID's *Development for All* strategy in the Pacific region. Such support recognises that countries have an obligation to ensure that people with disabilities can develop their full potential, so that they may live as agents of their own destiny in the rapidly changing economic and social conditions of the region.

Over the past 5 years, PDF has successfully registered an additional 19 DPO members (to a total of 31 members DPO) from 17 Pacific countries and territories. The PDF currently has 50 members comprising of 28 Full members and 22 Associate members. Its ability to contribute to the capacity of persons with disabilities through DPOs provides an enabling environment so they can take a central role in decision making, ensuring that policies and programs are shaped to better take account of their requirements.¹³

The existence of strong links and a long track record of collaboration between PDF and other stakeholders on disability, other social development and rights based issues also provide an excellent basis for coordinated action.

PDF, alongside other civil society organisations (CSOs) in the Pacific, is committed to Pacific-led development processes. It operates within an understanding that civil society is independent and works collaboratively with others to achieve particular outcomes. Consistent with the principles expressed in the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action and the Busan Communiqué, PDF seeks recognition as a critical actor in development processes and encourages Governments to provide civil society organisations, such as DPOs, with an enabling environment.

With improved attitudes, increased awareness and better consultation, PDF can facilitate efforts to build social and physical environments that are accessible for all and thus an inclusive society for all in the Pacific.¹⁴

7. Program Description

PDF's Vision is "An inclusive Pacific society that is responsive, culture sensitive, gender equitable and ensures the promotion and protection of the rights of persons with disabilities."

PDF's Mission is "To improve the situations of persons with disabilities in Pacific Island Countries & Territories by developing and strengthening the capacity of member

¹³ AusAID, *Development for All*, 2009

¹⁴ Asian and Pacific Decade of Disabled Persons, 1993-2002: Mandates for Action. Economic and Social Commission for Asia and the Pacific. United Nations.

disabled persons organisations (DPOs) through advocacy and collaboration with relevant stakeholders. ”

PDF provides leadership, serves as the regional focal point on disability issues in the Pacific and supports the various national DPOs, donor and development partners as well as civil society in the quest to ensure that people with disabilities live in an inclusive, barrier-free and rights-based society in Pacific Island countries and territories.

PDF will continue to advocate for a shift in attitudes in the Pacific so that persons with disabilities are no longer viewed as a burden, dependent and useless, but rather as individuals with dignity and potential to become equal partners and active contributors to their families, communities and nations.

PDF will continue to support the establishment and strengthening of DPOs at country level to better enable them to advocate for the rights and defend the dignity of persons with disabilities; recognizing their many needs based on culture, gender and other factors.

PDF's Constitution includes the following objects which provide the framework for all its activities and programs:

1. Promote and advocate for the recognition of the human rights of persons with disabilities.
2. Promote and advocate for the recognition of the needs and interests of Pacific persons with disabilities in respect of political, economic, social and cultural development.
3. Promote and advocate for the recognition of the needs and rights of women with disabilities.
4. Provide a democratic multilateral decision-making forum for the resolution of issues that have a Pacific regional dimension.
5. Collect and disseminate information about disability-related concerns in the Pacific region.
6. Encourage and support the development of Pacific disabled person's organizations.
7. Promote cooperation and joint activity in respect of disability-related concerns among Pacific region disabled persons organisations, agencies of the United Nations in the Asia and Pacific region, Pacific governments, Pacific region national human rights institutions, intergovernmental bodies, donor and development agencies and other relevant bodies.

8. Develop and publish disability policy and program resources.
9. Promote and support research into disability-related concerns in the Pacific region.
10. Promote, support and monitor the implementation of the UNESCAP Biwako Millennium Framework, UN Millennium Development goals and the UN Convention on the Rights of Persons with Disabilities.
11. Promote, support and monitor the implementation of the Pacific Regional Strategy on Disability, Pacific Plan and all other regional intergovernmental agreements and initiatives for the benefit of persons with disabilities.
12. Represent and promote the interests and concerns of the PDF at Pacific regional, Asian and Pacific regional and international events and decision-making processes.

7.1 Key result areas

To realise its vision and achieve its objectives in 2011-2016, PDF will address the following Key Result Areas (KRAs):

1. Supporting membership.

Objective: To support NDPOs by strengthening their capacity in areas of leadership, management, organisational development, advocacy, information, youth and gender issues to operate and increasing their members and voice nationally and within the Pacific

Intermediate Results:

- Increased memberships (including representativeness) of NDPOs/DPOs
- Improved organisational capacity of NDPOs
- Increased access to funding and support
- Increased recognition and voice within their countries

Ultimate Outcome: Effective and sustainable national DPOs

(This KRA is linked to objects 1, 3, 5, 6 and 8).

2. Strengthening Partnerships.

Objective: To strengthen partnerships with national governments, development partners and donor agencies by providing timely support and advice on disability issues and supporting the signing and implementation

of regional and international conventions, policies and strategies affecting persons with disabilities.

Intermediate Results:

- Partners understand the role of PDF and are supportive of PDF/NDPO activities
- Partners are better informed about disability rights and issues
- Government sign and ratify CRPD

Ultimate Outcome: Increased profile and recognition of disability rights and issues in Pacific countries

(This KRA is linked to objects 2, 7 and 8).

3. *Influencing policies.*

Objective: To influence policies and programs on disability by providing information on current and emerging disability issues and advocating for disability inclusive development practices.

Intermediate Results:

- National Government review/establish disability programs and policies in key sectors (i.e. education, infrastructure)
- Partner agencies (NGOs/UN) incorporate disability into mainstream programs and report against disability sector targets
- Partner agencies and government are informed about emerging issues and current research on disability

Ultimate Outcome: Disability inclusive development practices in the Pacific region

(This KRA is linked to objects 7, 9, 10 and 11).

4. *Strengthening governance and operations.*

Objective: To strengthen the governance and operations of the PDF by strengthening their capacity to operate and increasing their membership and voice across the Pacific and internationally

Intermediate Results:

- Improved organisational capacity
- Increased recognition and voice within the Pacific region and internationally
- Increased membership of PDF

Ultimate Outcome: A strong, sustainable PDF

(This KRA is linked to objects 4 and 12).

7.2 Activities

Annex 5 (Annual Work Plan) includes details of planned activities for 2012-2013 financial year and summaries of activities for 2013-14, 2014-15 and 2015-16 to achieve objectives and outcomes above. Key activities are listed below under each KRA to illustrate PDF's work plans:

Objective 1 – To support NDPOs by strengthening their capacity in areas of leadership, management, organisational development, advocacy, information, youth and gender issues and increasing their membership and voice nationally and within the Pacific.

- Capacity development for NDPO (Human Rights, Leadership, Organisational Development, Advocacy Training etc). Activities to be undertaken will target good governance, leadership development, coaching, mentoring and other relevant knowledge and skills sets' to be acquired by PDF member DPOs. The PDF has begun to implement this strategy in the 2011 – 2012 financial year in partnership with the Pacific Leadership Programme. A similar initiative is planned with the International Disability Alliance in the 2012-2013 financial year. In the spirit of south to south cooperation and learning, stronger and more established member DPOs will be utilized to support the newly established member DPOs. The PDF is working towards the creation of a pool of trainers drawn from the member DPOs who have undergone extensive training in leadership, coaching and CRPD to facilitate this mentoring mechanism and south to south collaboration within the Pacific.
- On-going support to NDPOs (DPO Fund, core funding, mentoring, internship etc). The Pacific DPO fund is managed by the fund committee appointed at the PDF General Forum. Guidelines and related documentations of this contestable small grants scheme can be found on the PDF website. Also, the PDF, member DPOs will be encouraged to pay greater focus on children and youth with disabilities as well as those with intellectual and psychosocial impairments.
- Improve communication and broaden engagement. A key focus under this activity will be for PDF to explore effective marketing tools and strategies to assist in raising its profile and those of its members as well as sourcing revenue for its programmes from donor and development partners other than AusAID.

Objective 2 – To strengthen partnerships with national governments, development partners and donor agencies by providing timely support and

advice on disability issues and supporting the signing and implementation of regional and international conventions, policies and strategies affecting persons with disabilities.

- Provide support and advice to partner agencies and governments on disability issues. The PDF is building the capacities of its own members and Secretariat staff so that they can become the resource facility for disability and development work in the region. This activity will be supported by an initiative currently explored with CBM Australia.
- Create opportunities for sharing and learning among partners
- Support the implementation of PRSD – This activity will be undertaken in partnership with PIFS, other partners and PDF member DPOs. A key activity will be advocating for inclusion of funding for DPOs by their national Governments, in keeping with the objective of the PRSD.
- Promote the signing, ratification, implementation, monitoring and reporting of CRPD
- Identify and establish new partnerships. It is important for the PDF to explore partnerships with other organisations and not to rely solely on AusAID. Such partnerships will hopefully result in the provision of technical and financial assistance to benefit the PDF member DPOs

Objective 3 – To influence policies and programmes on disability by providing information on current and emerging disability issues and advocating for disability inclusive development practices.

- Information sharing and dissemination of emerging issues in PICs. The PDF will continue to advocate for the inclusion of disability issues in thematic areas targeted in the strategic plan to promote disability inclusive development.
- Advocate for the inclusion of disability issues in MDG targets, implementation and reporting
- Conduct research on emerging issues and their relationships to as well as inclusion of disability. The PDF will build on its own research experience to date where issues like disaster risk reduction, poverty and livelihood as well as DPO capacity development in the next few years to assist in its advocacy work that is evidenced-based and relevant to the aspirations of Pacific people with disabilities.

Objective 4 – To strengthen the governance and operations of the PDF by strengthening their capacity to operate and increasing their membership and voice across the Pacific and internationally.

- Capacity building of PDF staff and Board
- Management support to PDF

- Stakeholder engagement with PDF. Representation by the PDF to regional and international meetings will be carried out by the PDF Board, Secretariat staff or members depending on the nature and focus of such meetings. The PDF will also collaborate with civil society partners, church and the private sector for the purpose of raising their awareness on disability issues and hopefully, inclusion of disability concerns in their work programmes.
- Maintain existing partners, seek new development partners, partnerships with private sector and explore potential future innovative funding mechanisms. In recent years, the PDF has secured additional funding from other sources like the Global Fund for Women, AUSAID International Seminar Support Scheme, AUSAID Fiji Post, Pacific Leadership Programme, New Zealand Participation Fund, FONDS Pacifique (New Caledonia /France) and UNESCAP to support the implementation of its activities and programmes. As stated elsewhere in this proposal, the PDF will continue to pursue this activity in the next four years.
- Increase membership
- Implementing approved monitoring and evaluation plan. With a robust M&E Plan, the PDF governing board, members especially DPOs and Secretariat staff will undergo further training and receive ongoing support in at least the first two years of this proposal period to ensure that they fully understand and are competent to undertake their areas of responsibility within this M&E Plan. As a key partner of PDF, AusAID will play an important role in annual review, mid-term and end of project evaluation of the PDF to ensure greater accountability, value for money and strengthening of the partnership drawing on lessons learned from such annual reviews and evaluation exercise.

7.3 Theory of change

The theory of change or development logic on which this proposal is based includes the following elements:

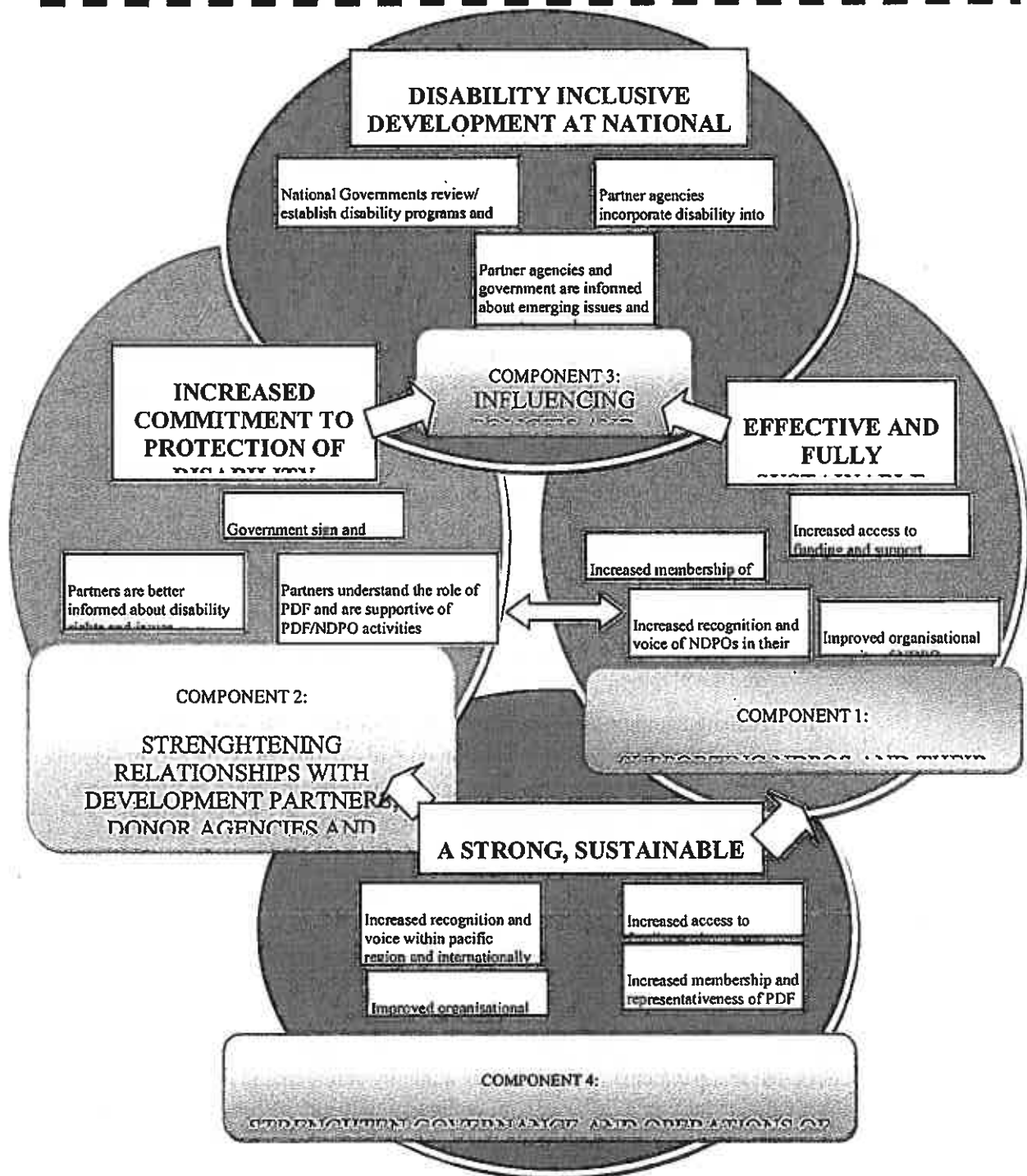
1. If people with disabilities are consulted and involved in decision-making, including in their own organizations, then they will both contribute to more inclusive societies and economies as well as increase the chances of achieving their own potential.
2. If DPOs, comprising people with disabilities, become increasingly effective, then greater recognition of the rights of people with disabilities will be given and this will lead to more inclusive societies and more people with disabilities being able to contribute to and benefit from development processes.

3. If DPOs collaborate with each other, to encourage each other and learn from each others' experience, then people across the Pacific will benefit.
4. If PDF is a well governed and operated organization, then it will be able to contribute to its vision, implement its mission, achieve its objectives (effective and sustainable national DPOs; increased profile and recognition of disability rights and issues in Pacific countries; disability inclusive development practices in the Pacific region) and undertake its planned activities and programs.
 - a. In particular, if operating efficiently and effectively, then PDF will be able to support its 48 members from 17 Pacific Island countries and territory, from whom it derives its mandate, direction and purpose.
5. If PDF maximizes the quality of its partnership with development and donor partners in arrangements whereby each party is valued and contributes to their own capacity level and where the organisation's funding priorities are met, then it will be able to operate efficiently and effectively.
6. If PDF is appropriately resourced, then it will have the capacity to be able to influence (and support its members' capacity to influence) a wide range of organizations which focus on existing and emerging development priorities which affect the lives of people with disabilities, particularly climate change, disaster preparedness and management, HIV and AIDS, mental health, sexual and reproductive health and non-communicable diseases.
7. Thus, if PDF is well-governed, well-managed, run efficiently and effectively and works collaboratively with partners and members, it will make a valuable and significant contribution to the lives of people with disability in the Pacific and to social and economic development for all.

Overall, PDF recognises that its Strategic Plan is largely based on a simple cause and effect relationship between strategies, intermediate results and ultimate outcomes, for ease of presentation. However, from its experience of development processes to date, PDF recognises that change does not occur in simple cause and effect or linear ways, but rather many factors influence and contribute to change, often in unpredictable and diverse ways, depending on the context. PDF's knowledge of different Pacific contexts helps shape its understanding of appropriate approaches as well as relevant monitoring questions. PDF fully understands the distinction between attribution and contribution and therefore will seek to use a range of methods to understand the link between work undertaken and the ultimate outcomes envisaged. For example, performance stories will assist to help capture information about other contributions and understand other factors that influence change in DPOs in Pacific countries and the rights of people with disabilities.

Logic for PDF strategic plan showing interrelationship between core components

GOAL: "An inclusive Pacific society that is responsive, culture sensitive and gender equitable and ensures



7.4 Form of aid/duration

PDF proposes to enter into a multi-year partnership with AusAID guided by the following suggested principles:

- a. Mutual respect for each partner's contribution, strategic priorities and responsibilities
- b. Open and effective communication, including the sharing of lessons learned to strengthen the quality and effectiveness of joint and separate activities
- c. A shared focus on outcomes of the Partnership, with responsibility for implementation of activities resting with PDF
- d. PDF and AusAID mutually acknowledge their commitment to the PDF Strategic Plan 2011-2016 and its Monitoring and Evaluation Framework as the guiding documents for all PDF activities for the duration of this Partnership
- e. A shared commitment to assisting the efforts of Pacific countries to ratify, implement and report on the CRPD as well as achieve the Millennium Development Goals, inclusive of people with disability
- f. A shared commitment to the vision of the region as set out in the Pacific Plan and the Pacific Regional Strategy on Disability
- g. A shared commitment to maximizing the active and central role of people with disability through their representative organisations in all development processes
- h. A shared commitment to disability-inclusive, gender-sensitive and barrier free development
- i. A shared commitment to the delivery of effective aid in line with the principles of the Paris Declaration on Aid Effectiveness, the Accra Agenda for Action, the Busan Communique on Aid Effectiveness and the Cairns Compact on strengthening Development Cooperation in the Pacific
- j. An open-ness to mutual learning and understanding
- k. A shared commitment to a close, strong, accessible, flexible, transparent and equal partnership.

This proposal is to cover the period from 1 July 2012 to 30 June 2016 (4 years). It is envisaged that payments would be made annually commencing in May/June 2012 (for the financially year 2012-13), up to the period to end of June 2016. The grant will be acquitted on an annual basis using reporting procedures described in Section 10.3 below.

The budget (at Annex 6) provides details of expenditure related to the first year's Work Plan and estimated allocations in subsequent years. The total budget is AU\$4.5m (estimated at FJ\$7.5m based on exchange rate of AU\$1 = FJ\$1.67 on 12 April 2012).

Component A of the budget provides Core Funding to support the operational activities of the Pacific Disability Forum. Core funding includes:

Core staff: CEO, Programme Manager, Finance and Office Manager, DPO Development Officer, Information Officer, Gender and Youth Officer, Disability Inclusive Development Officer (new position), and 3 Administrative staff (includes 1 new position)

Core support: Utilities i.e. rent, power, water etc

Core administration costs: Printing, stationery, travel, insurance, etc

Core funding enables the maintenance of an efficient secretariat which in turn will provide useful and systematic support to the region. This includes the maintenance of the PDF office, staffing and running costs.

Component B of the budget, Project Funding targets specific time limited projects identified under each Key Result Area and related objective. A KRA 1 target support to member DPOs and includes training, organisational development and internship costs, Pacific DPO Fund, core funding as part of capacity development, expenses for youth and women programmes as well as information, education and communication materials. Collaborations with other development partners and organisations such as SPC/RRRT, IDA and CBM Australia for the delivery of training programmes and technical assistance to PDF members will be pursued. KRA 2 concerns support to governments in PICs for the development of their national disability policies, CRPD ratifications and contribution to the implementation of the PRSD. Consultation with development partners both at regional and national levels will be pursued under this KRA. The focus on KRA 3 will be on consultation and advocacy work with appropriate agencies on disability inclusive programmes and development. KRA 4 concentrates on ensuring effective governance and management systems within the PDF. Representation at relevant regional and international meetings, conferences, etc to ensure the Pacific voice is shared and included; increasing the membership of the PDF and implementation of the PDF M&E Framework are also key elements of KRA 4.

8. Implementation

8.1 Implementers

This proposal focuses entirely on the work of PDF in achieving its objectives. Staffs of PDF who will be responsible for implementation are described in Section 9.1 below (Management) and position descriptions are included in Annex 7

8.2 PDF Partners

PDF will work with:

- PIFS to achieve shared objectives, particularly relating to PRSD, PEDF, Pacific Plan and through the Informal Working Group on Disability
- UNESCAP Pacific Operations Office in relation to the Asian and Pacific Decade of Disabled Persons and subsequent regional disability strategy
- UNOCHR including in joint human rights awareness activities and in the provision of legal advice on aspects of CRPD ratification, implementation, monitoring and reporting
- ILO in relation to PDF's work in the areas of training and employment for persons with disabilities and related topics
- RRRT/SPC in relation to national awareness programs on the rights of people with disabilities, other human rights issues and reporting on human rights instruments
- PRNGO in relation to alliance building for disability inclusive programmes undertaken by these civil society organisations
- WHO in relation to the implications of the World Disability Report and implementation of CBR programmes and disability inclusive regional programmes on health such as NCD, HIV, etc
- UNFPA in relation to disability inclusive programmes undertaken by them in the Pacific
- UNICEF in relation to children and youth with disabilities in the Pacific
- CBM Australia on provision of technical assistance training for PDF and its member DPOs on disability inclusive development
- IDA on targeted training on CRPD and reporting on UN human rights instruments

8.3 Location

PDF's work is centrally administered from its office in Suva, Fiji. Extensive travel by PDF leaders and officers to member countries is a requirement for implementation, as is regular travel by DPO representatives to central locations for meetings and capacity development activities. Efforts will be made to minimise travel and use alternative communications where possible, while balancing the value of quality relationships and direct communications for effectiveness.

8.4 Implementation Principles

PDF expressed its principles and values in its new Strategic Plan as follows:

- we are innovative and practical
- we are inclusive and respectful
- we are independent and trust worthy
- we are strategic and reliable
- we are transparent and accountable
- we are united and self determined
- we are passionate and committed to equality

8.5 Implementation Approaches

8.5.1 Rights based approaches

Section 2.2 above describes the centrality of rights based approaches in disability. PDF is founded on and fully committed to the application of these approaches in all its work.

8.5.2 Focus on capacity development

PDF's primary focus is to contribute to the capacity development of its members and of the disability sector at the regional level, as well as the capacity development of others in the Pacific who influence the lives of people with disabilities, such as governments, other CSOs and community leaders, employers and businesses. This incorporates multiple elements, all of which are understood to operate in mutually-reinforcing ways, which will vary depending on each country and organizational context. The theory of change underpinning this approach is that as DPOs continue to strengthen as organizations, they will achieve their own objectives and contribute to national capacity in the implementation of disability inclusive policies and programs. In this context, national DPO capacity includes the following elements:

- commitment of leaders and ability to convince others to cooperate and collaborate
- technical knowledge required to institutionalize changes in policies, programs, approaches
- capability to network and attract relevant resources
- capability to adapt existing systems and introduce new ones, as lessons are learned, opportunities arise and changes occur in the environment
- capability to achieve an appropriate balance between an organisation's core work and diverse perspectives

As noted in the theory of change (Section 7.3 above), a range of integrated and phased processes will be undertaken which are expected to contribute to the capacity of DPOs. The elements include:

- Training programmes and follow-up mentoring and coaching support
- Internship programmes

- In-country visits to provide direct support for specific events, tasks, responsibilities
- Ongoing communications on matters of DPO significance
- Provision of support and advice to partner agencies so their broader work is disability inclusive
- Organisation of events and facilitation of attendance by DPOs at others' events for sharing and learning
- Provision of support for implementation of PRSD and ratification of CRPD
- Identification and establishment of new partnerships
- Participation in processes associated with emerging issues and sharing information related to inclusiveness in these processes (e.g. policy development, planning)
- Advocacy on the inclusion of disability issues in MDG targets, implementation and reporting
- Conduct research on emerging issues in disability
- Provision of specialist technical advice for disability inclusive processes and programs

All capacity development inputs will reflect three (3) sets of key ideas:

- An understanding that organisational capacity includes the following elements; and that all are needed to bring about sustainable change; and that interaction between the elements is important:
 - The capability to commit and act
 - The capability to undertake technical work, deliver services, accountably acquit use of funds etc.
 - The capability to collaborate and attract resources
 - The capability to balance coherence and diversity
 - The capability to adapt and self-renew¹⁵
- A recognition of diverse cultural values, and of their impacts, on capacity itself and on the process of capacity development, e.g.:
 - the fact that leadership roles are understood differently in Pacific Island countries and that this influences the way leadership is practiced in relation to changing attitudes, introducing new ideas and practices
 - the ways in which human rights are understood in collective contexts (compared with understandings in individualist contexts)

¹⁵ From Morgan, P and Baser, H, 2009 Capacity, Change and Performance, ECDPM

- the ways in which disability is understood varies from country to country and for many people, the implementation of inclusive approaches requires considerable changes in attitudes and beliefs
- A strengths based approach (see 9.5.3 below)

Overall, the capacity development approach to be used in this program aims to encourage, motivate and support DPOs to:

- meet their own objectives
- negotiate culturally and nationally appropriate ways of implementing and reporting on their efforts
- Strengthen national systems, structures, processes, networks and skills in relation to disability inclusiveness.

8.5.3 Strengths Based Approaches

PDF is committed to the use of a strengths-based approach, whereby existing capacity strengths in individuals, DPOs and networks are acknowledged as the basis for all its work. This means that:

- efforts will be based on assessments of existing DPO capacity and commitments to shared objectives (rather than “needs” assessments or problem analysis)
- efforts will recognize that there are multiple resources and influences in each context that can and do contribute to overall capacity, and PDF’s contribution is only one of these
- efforts will focus on supporting and encouraging national leaders through respectful interactions and positive feedback on achievements reached while promoting ownership of agreed objectives (which reflect understanding of any challenges encountered during implementation)

8.5.4 Gender equality

PDF is particularly committed to ensuring women and men with disabilities, as well as young people benefit from its work. This is reflected in the Gender Policy (see Annex 8). PDF also has strong systems in place to maximise the contributions of both women and men to the work of PDF and to the work of member DPOs, reflected in its workplans and practical approaches.

The NZAID Evaluation noted that: “PDF has a Gender and Youth Officer on staff and a well developed gender equity policy for PDF management purposes which emphasizes women’s empowerment and a commitment to gender equality; and PDF members demonstrate measurable gender equality impact of activities. PDF management, governance, data collection and support for DPOs all model excellent attention to gender equity. The recent re-election of Board members for PDF was exemplary in process and result

with equal numbers of women and men elected and a male and female Co-Chair.”

At PDF’s most recent Annual Conference (Auckland 2011), the Pacific Regional Forum on Women with Disabilities made the following specific recommendations:

- a representative from the PDF Women’s Committee should participate on the Regional Working Group of UN Women
- the linkages with the gender officers from the Pacific Island Forum Secretariat and the Secretariat of the Pacific Communities be strengthened
- DPOs be supported to incorporate the CRPD, CEDAW, BMF, MDG and the Pacific Regional Strategy on Disability in strategic plans, programs, activities, funding proposals, and reporting
- Pacific Governments that have not already done so, ratify CEDAW and CRPD and their respective Optional Protocols; and ensure that CRPD Article 6, Women with disabilities and CRPD Article 7, Children with disabilities and other CRPD Articles containing gender equity measures be given priority for implementation
- Pacific Governments to ensure that their respective Ministries for disability, women’s affairs and all other relevant portfolios need to include specific policies, programs and measures to address the rights of women and girls with disabilities
- Pacific Governments adopt and implement the 28 recommendations directed at government that are contained within the UNDP report, Pacific Sisters with Disabilities: at the Intersection of Discrimination
- DPOs are supported to act and report on implementation of the 8 recommendations directed at DPOs contained in the Pacific Sisters Report.

PDF will work with partners to support the collaborative achievement of these recommendations and others emerging during the next 4 years.

8.6.5 Equal opportunity and inclusiveness

Consistent with the focus of this entire program and the principles articulated above, inclusiveness of all people, regardless of race, gender, age, ability and nationality is fundamental to all work to be undertaken.

This program of work will be inclusive of people with all types of impairment, encouraging participation in consultation processes, and will also demonstrate to and inform other agencies and Governments how they need to be inclusive in their implementation processes.

In practice, this means:

- Making particular effort to support and sustain inclusion of people with various impairments in all activities and events. Greater emphasis will be placed on the inclusion of persons with intellectual and psychosocial impairments as well as children and youth with disabilities.
- Ensuring that facilities where meetings are held, are accessible (and if they are not, encouraging improvements)
- Ensuring that materials produced for community engagement are available in accessible formats
- Ensuring that sign language interpreters are provided where participants have hearing impairments
- Ensuring that language translation especially in French is provided to those participants from French Pacific countries which are members of the PDF
- Consideration is given to buildings occupied by workers with disabilities, including surrounds (pathways, verandahs etc.)

8.6.6 Advocacy

An important approach required for PDF's work is strategic and customized advocacy on a wide variety of principles, issues and systems. A key role of PDF at regional and international levels, as well as its member DPOs at national and local levels is to advocate for full participation, inclusion and equal opportunities for persons with disabilities in all areas and at all levels of society. The BMF states that persons with disabilities are the most qualified and best equipped to support, inform and advocate for themselves and other persons with disabilities. Evidence suggests that the quality of life of persons with disabilities, and of the broader community, improves when persons with disabilities themselves actively voice their concerns and participate in decision-making. DPOs are the most qualified, best informed and most motivated to speak on their own behalf concerning the proper design and implementation of policy, legislation and strategies which will ensure the full participation of persons with disabilities in social, economic, cultural and political life and enable them to contribute to the development of their communities.

8.6.7 Local leadership, ownership and participation

The PDF values the active participation and involvement of its member and partner organisations in the effective and efficient governance and management of its affairs. Leadership and ownership by its member DPOs ensure that the PDF is sensitive and responsive to the needs of its members and stakeholders. This is also the same principle PDF embraces when negotiating partnership arrangements with potential development partners as well as in building alliances with appropriate organisations. With the mandate of PDF being decided and driven by its members, both leadership and ownership are exercised by such members. To this end, resources negotiated and acquired are then available on tap rather than on top!

8.6.8 Child Protection

The PDF has adopted a Child Protection Policy (see Annex 9). This Policy outlines common values and principles as well as describes steps that will be taken to ensure that children are protected during all activities undertaken by the PDF or where a member of staff or volunteer has a serious concern regarding the welfare or treatment of a child.

8.6.9 Evidence-based

Section 3.1 above describes PDF's commitment to the ongoing collection of evidence to support its approaches. Research will be an integral part of PDF's work in the next five years especially to investigate disability inclusive development including emerging issues identified in the Strategic Plan.

9. Governance and management

PDF has strong governance and management systems in place. PDF's General Forum comprises one representative of each full member of the PDF. The role of the Forum is to elect the Board; set and amend PDF's strategic policies and strategic directions of the PDF; approve PDF's annual operating budget and annual audited accounts; establish working groups on specific issues; and to resolve disputes arising from within the Board.

A Board is elected from this General Forum every two years to govern and administer the operations of the PDF. Currently the PDF Board is made up of DPO members from nine PICs and only one member DPO can represent a PDF member country on the Board at any one time. Board members undergo governance and induction training. Meetings are regularly held by teleconference or face-to-face.

The PDF Board comprises two co-chairpersons and seven other positions. Office bearers can hold the office for up to two, two-year consecutive terms. The Board ensures PDF complies with its corporate responsibilities; manages and administers the work of the PDF Secretariat including arranging meetings; managing staff/contractors and implementation of the PDF strategic plan; developing strategic and operational policy; and approve membership applications.

PDF's Policy Manual is approved by the Board and it provides guidance on all governance and management issues.

PDF governance arrangements are inclusive of people with disability, all PICT DPOs and gender balanced. The current arrangements have been refined in recent years to reflect lessons learned and changes in PDF's operations.

The PDF Secretariat is responsible for all operational and management functions. The PDF Secretariat staff has excellent working relationship with Board members and work cooperatively and harmoniously.

The overall structure is summarized in the chart below.

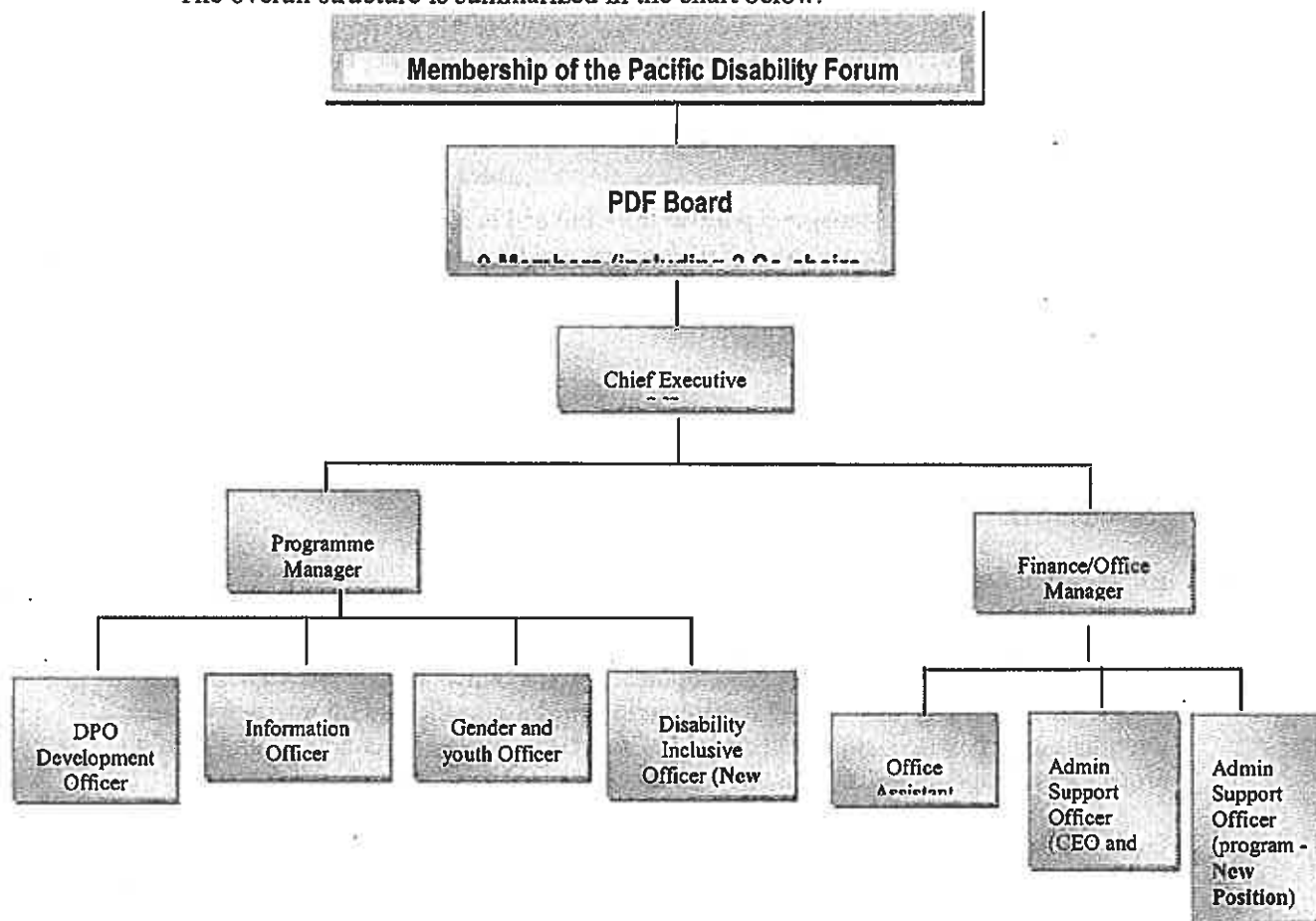


Figure 1 Pacific Disability Forum: Governance and Organisational Structure

This partnership between the PDF and AusAID will be managed by the Board of the PDF through the PDF Co-Chairpersons and CEO. The CEO will regularly inform the Board on the status of such partnership in his quarterly report. The Board in turn will inform the members of the PDF on PDF's partnership with AusAID during its report at the General Forum.

PDF Staff

Position Descriptions for PDF Management roles are attached at Annex 7 and summarized below:

Chief Executive Officer

The Chief Executive Officer is responsible for all operational and management functions, including planning, reporting and monitoring of workloads and performance. The role has a close relationship to the Co-Chair roles and will be accountable for specified functions to each Chair. For example, the CEO reports to the male Co-Chairperson on financial matters while the female Co-Chairperson is the CEO's supervising Co-Chair.

Program Manager

The Programme Manager reports to the CEO and is responsible for programme implementation, research and monitoring and evaluation framework. The Programme Manager is also the team leader for the Programme Department

Finance and Office Manager

The Finance and Office Manager reports to the CEO and is responsible for the financial reporting, asset management, budget development and monitoring. This officer is also the team leader for the Administration Department

DPO Development Officer

The DPO Development Officer reports to the Programme Manager and is responsible for all programme support to the member DPOs of the PDF. This officer is also responsible for the successful implementation of the Pacific DPO Fund, internship and training programmes concerning DPOs.

Information Officer

The Information Officer reports to the Programme Manager and will be responsible for project management including the development and implementation of the web site, list serves, newsletters, IE materials and communication framework. The Information Officer will liaise closely with National Disabled Persons Organisations in country with regard to projects and programmes relating to communication strategy and information sharing.

Gender and Youth Officer

The Gender and Youth Officer reports to the Programme Manager and will be responsible for the programmes concerning women and youth with disabilities.

Disability Inclusive Development (DID) Officer

This will be a new position to report to the Programme Manager. The need to create such a position results from current work undertaken by existing PDF staff on ensuring that emerging issues are disability inclusive. A dedicated staff on DID will ensure that focused attention is given to this important area, and that work responsibilities are fairly distributed among the PDF staff.

Administrative Support Officer

The Administrative Support Officer reports to the Finance and Office Manager and will be responsible for completing reporting templates, managing database information and inputting data and acting as a resource for organisations requiring information. They also provide secretarial duties for the CEO and back-up accounting duties for the Accounts Officer. A new position entitled Administrative Support Officer (Programme) will be created to specifically support members of the Programme Team and their assigned work programmes. The current Administrative Support Officer position is experiencing heavy work load due to increasing demands placed on her by the CEO and members of the Programme Team.

Office Assistant

The Office Assistant reports to the Finance and Office Manager and will provide reception and front desk services as well as banking, postal and filing duties. She is also responsible for office cleaning and maintenance. Together with the Administrative Support Officer, they will ensure that daily office tasks are undertaken.

The Evaluation of PDF by NZAID in 2011 noted that: "PDF office is now well established in Suva; is well organized, and has in place excellent policies, procedures, systems and structures. The policy register contains 19 policies which include the role and function of the Board; the policy-making process; guidelines for staff on all aspects of Secretariat procedures; and human resource management. Competent, effective and well supported staff (4 men and 4 women) conducts the business of PDF. Two teams report to the CEO: the Program team (Program Manager, Information Officer, DPO Development Officer, Gender and Youth Officer) and the Administration team (Finance & Office Manager, Admin Support Officer, Office Assistant. Three of the eight staff is persons with a disability. Weekly leadership and monthly staff meetings are held and each staff has an individual work plan developed from the PDF annual work plan. The Program team is increasingly travelling to monitor and support member DPOs. (p19) Due to the increasing work load on the Programme Team, a new position; Programme Support Officer is being proposed whose role will be to specifically support the administrative needs of the Programme Team. This position is similar to the Administrative Support Officer and thus, they will both report to the Finance and Office Manager.

9.1 Working Relationship with the PDF Membership

It is to be noted here that this proposal is about the Pacific Disability Forum as a regional organisation which has a governing Board, full and associate members from Pacific Island countries and territories, and a Secretariat made up of staff detailed in the previous section. Therefore, the working relationship between the Board, members and staff is crucial to the overall success, relevance and effectiveness of the PDF. Whilst the members help guide the directions of the PDF and provide legitimacy for its work programmes, the Board ensures that good governance principles are upheld, and the staff is responsible for the successful implementation of the PDF programmes and activities. With such close working relationship, the PDF will ensure that it's 3 key components; board, members and staff are equipped and resourced appropriately to perform their respective responsibilities well.

9.2 Financial management

PDF has sound financial management systems in place, which have been well tested through successful management and acquittal of funding received from several Government and non-government donors over the past five years. As part of PDF's commitment to contribute to capacity development of Pacific DPOs, it aims to

provide an example on effective financial management. PDF staff has regularly provided training and mentoring advice to DPOs in this area. PDF's Finance Policy is attached at Annex 10.

The NZAID Evaluation of PDF found: "Systems for managing funds have been particularly well developed and improved over time allowing for limited funds to be utilised wisely and effectively. PDF core funding amounts to about half of the total funds with project funding accounting for the remaining half. PDF funds from all sources are managed professionally and effectively. The funds currently managed include: funds from New Zealand Aid Programme and AusAID; and the DPO Fund (small grants). DPOs also manage (on top of the three listed above) funds from DRF for disability rights activities, AHRC for human rights training, funds from Australian and New Zealand NGOs e.g. APIDS and People with Disability Australia." (p24)

The Annual Work Plan inclusive of activities to be undertaken under each strategy within the four objectives of the four key result areas determines the funding levels and allocation. The budget preparations follow a rigorous consultative process after the initial draft is prepared by the staff. The Board is consulted on this matter and also contribute to the shaping of the budget before their final endorsement is sought for submission to development partners. Similarly, the budgets along with the annual work plan are presented to the PDF General Forum for their endorsement. The General Forum also receives and approves the annual audit accounts of the PDF as well as appoints the auditor. The PDF accounts are currently audited by the approved financial auditor between July and September each year with the final audit report submitted first to the Board for discussion before it is endorsed by the General Forum.

The PDF Treasurer receives monthly financial reports prepared by the Finance and Office manager which are discussed with the CEO. Quarterly financial reports are also prepared and submitted to the Board through the Treasurer. All payments are to be prepared by the Finance and Office Manager in approved payment vouchers with relevant accompanying documents for the CEO to endorse and Treasurer to cite and approve. Only then will the bank cheques be prepared and signed by the signatories located in Fiji, currently the Fiji Board member and CEO. The PDF uses the MYOB financial system for its accounting purposes with the Office Assistant providing necessary back up to the Finance and Office Manager. All PDF funds are deposited into registered commercial banks in Fiji as approved by the Board.

10. Monitoring and evaluation

Annex 3 includes the final M&E Plan for PDF developed by the PDF members and staff in late 2011 and early 2012 with assistance from a consultant. As articulated in section 9.1, the PDF comprising of the members, governing board and secretariat staff work together to achieve the vision, goals, objectives and programmes of the organisation. This close collaboration within the PDF structure will be systematically utilized in the

implementation of the monitoring and evaluation framework. It is envisaged that further training and guidance will be provided to the PDF members and staff to be able to perform their monitoring and evaluation responsibilities. The PDF partners and in particular, AUSAID, will be invited to participate in the annual consultation with the membership to review performance of organisation.

10.1 Purposes of monitoring

PDF recognises multiple reasons for monitoring and acknowledges different interests among stakeholders for monitoring information. Acknowledging that it is difficult for a simple, manageable M&E framework to meet all purposes and recognizing the multiple and diverse contexts for this program, the following purposes of monitoring are listed in priority order:

- to provide performance information to PDF help make decisions – e.g. to inform the annual planning cycle to improve programming
- to demonstrate the contribution towards long term goals
- to coordinate data collection
- to be accountable to funders and community stakeholders
- To effectively manage reporting processes.

Monitoring is seen to be “the systematic collection of information which helps to show a program’s progress towards achievement of expected outcomes”¹⁶. PDF has a strong commitment to monitoring and evaluation. It has therefore developed a process for monitoring and evaluation that it believes to be the most relevant, efficient and useful model for PDF, its members and other key stakeholders. PDF and its members understand that the basis of monitoring and evaluation is good management practice which enables self-evaluation as a regular activity. To this end, PDF will include sessions on monitoring and evaluation in training programs provided for its members.

PDF is particularly interested in exploring monitoring and evaluation methods that ‘fit’ with Pacific cultures.

10.2 Types and focus of monitoring

In summary, there will be five types of monitoring and evaluation for PDF’s work, each with its own performance question(s), as listed in the table below:

Type	Question
IMPACT	❖ To what extent has the work of the PDF contributed to improving the situation of people with disabilities in the Pacific region?
OBJECTIVES	❖ To what extent has the PDF been able to influence policies and programs in the Pacific region?

¹⁶ NZAID “Guidance for NGOs on Monitoring and Evaluation”

	❖ How and in what ways has the PDF been able to strengthen relationships with development partners and what difference has this made? ❖ How and in what ways has the PDF provided support and assistance to NDPOs and their members and what difference have this made? ❖ How effective and sustainable is the PDF as a regional disability organisation?
ENGAGEMENT	❖ How well have the strategies of the PDF engaged partners and member organisations?
PROCESS	❖ To what extent were activities carried out as planned and how well were resources used?
LEARNING	❖ What have been the key learning's for future program delivery

Details of indicators, tools, timing and responsibilities for undertaking monitoring and evaluation across these types are listed in the PDF M&E Plan.

10.3 Reporting

The following reports will be produced by PDF and they will include any formal or informal monitoring data, including gender-disaggregated data, collected during the respective preceding period against the above levels:

- The PDF will produce and submit a 6 monthly progress report (July – December) each financial year to AUSAID at the end of January throughout the partnership. This report will be drawn from the quarterly reports to be submitted by each member DPO to the PDF Secretariat as well as the CEO's quarterly report to the Board which are all part of our M&E plan.
- Annual Report against Annual Plans (submitted together with the forward year work plan and budget by end April of each year). Annual Financial Report, including details of variance, submitted in May of each year, including 11 months of actual expenditure and one month estimated expenditure (June).
- Mid-term Review and Final evaluation of the PDF Strategic Plan as per the M&E Plan

11. Risk Management

PDF developed a risk management framework which is attached at Annex 4. This is intended to assist PDF to consider those issues which may affect the successful implementation of its Strategic Plan. The following are challenges that PDF may face during the implementation period:

- Need to ensure balanced representation
- National DPOs without good leadership and strong governance principles

- Ability to demonstrate measurable outcomes
- Moving above the political issues within countries i.e. political instability
- Lack of capacity and capability within Governments to appreciate and support disability issues
- Balancing advocacy for change with engagement of stakeholders
- Balancing regional needs with country needs
- Resourcing the work – projected income and expenditure
- Changing priorities of donor and development partners
- Poor coordination of disability-focused assistance by donor and development partners
- Turnover of key staff within the PDF Secretariat. – Succession plan for key PDF staff will be developed by December 2012 in consultation with the Board.

These risks reflect the program's design logic, governance and management approaches and the operating environment. No risks have been identified as "high" according to the assessment undertaken by PDF itself, and such a perspective is confirmed in NZAID's evaluation of PDF in 2011. PDF is committed to regular monitoring of the risks in its programs, organisation and environment and expects some risks may emerge as being more significant than others over time.

PDF is particularly aware of the risks associated with the departure of key PDF personnel. It has succession plans in place and a range of strategies to assist with minimizing the impact of this risk on PDF's work, including leadership development programs for female and male PDF staff and representatives from DPO members.

12. Sustainability of activity benefits

PDF is committed to ensuring that its work with DPOs is relevant, well-targeted, culturally appropriate and ongoing so that the benefits generated by its work are as sustainable as possible. PDF's experience to date and its use of contemporary capacity development approaches, contribute to its ability to work appropriately and effectively in this context.

While the likelihood of PDF becoming financially independent (i.e. with self-generated income) is very low, the chances that its contributions to effective organizations, new policies and systems, changes in attitudes and improvements in the lives of people with disabilities will be sustained, are very high. Members of the PDF make financial and in-kind contributions to the organisation, when paying membership fees, meeting travel costs either in full or in part for their delegates attending PDF meetings, or providing information and other forms of assistance required by the Secretariat from time to time.

Having experienced tremendous growth in membership, human resources, programs, partnerships and funding in the previous strategic planning period (2007-2011), PDF will particularly focus on the proper, effective and sustainable management of such growth between 2011 and 2016. In the establishment phase, PDF primarily focused on developing appropriate structures, systems and policies, raising its profile, increasing its membership, building alliances as well as securing core and project funding. PDF has now established itself well and has demonstrated its ability to play the role of effective

partner with organizations such as AusAID, NZAID, Pacific Islands Forum (PIF), Disability Rights Fund (DRF) as well as other development partners.

The sustainability of the PDF has been a major concern to the members of the organisation in the past, and will be so for the next five years. An effective governance structure, efficient operations and development of robust work programs all lay a solid platform for the sustainability of the PDF.

Exploration by PDF of strategic partnerships with development partners such as the European Union (EU), Japanese International Cooperation Agency (JICA), CBM (Australia & New Zealand), and UN agencies such as WHO, ILO, UNDP, UNFPA and UNICEF will help diversify sources of income for various emerging programs. Similar initiatives will be explored with regional civil society organisations currently addressing issues such as HIV, mental health, non communicable disease, climate change and disaster preparedness where they are influenced and supported to include disability related concerns in their respective work program. Effective advocacy and lobbying strategies will be fully utilised to sensitise national governments in Pacific Island countries to allocate appropriate funding for DPOs in their national budget.

The Evaluation of PDF by NZAID noted that: "PDF is well placed as a regional, responsive and effective organisation with established and capable staff to secure funding from a range of development partners and the new strategic plans highlights this as an objective. This augurs well for the sustainability of the organisation particularly with increasing resources available for disability programming in the Pacific.

Considerable investments have been made in capacity development of the human resources in the PDF Secretariat and this augurs well for organisational sustainability. While a feature of the success of the PDF programme has been the continuity of staff (particularly the CEO), there is a potential risk to sustainability if key members of the team leave the organisation. PDF management team and Executive Committee would be well advised to consider some succession planning in the event that this occurs. Ongoing professional development of PDF staff can enhance organisational sustainability.

Sustainability for member DPOs will be dependent on support and capacity building from PDF for the long-term to enable them to take advantage of the opportunities diversification of funding can provide. Their route to sustainability involves working with their national governments to embrace the CRPD and establish a national disability council and action plan. This can lead to mainstreaming of disability programming and include support for disability organisations to empower and support disabled people as well as provide services. Theoretically the national councils can include support for DPOs in their plans although some consulted disputed whether DPOs can rely on funding from a government agency to reach DPO/NGOs. This is probably even more difficult for NGO/DPOs without a service delivery focus. Effective advocacy will be the key".