



**Pacific Disability
Forum**

A partnership of Pacific organisations of and for persons with disabilities

‘Towards An Inclusive And Resilient Pacific For All Persons With Disabilities’

**Strategic Plan
2021 - 2025**



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Message From The Chief Executive Officer, Pacific Disability Forum

From its humble beginning almost eighteen years ago, the Pacific Disability Forum (PDF) has grown to be a bigger, stronger and reputable regional civil society organisation in the Pacific today. Being the regional peak body on disability established by several persons with disabilities themselves, their representative organisations and like-minded partners in 2002 and formalised in 2004, PDF has become what it is today through the generous funding support of both the Governments of Australia and New Zealand, project funding received from multiple donors as well as strategic partnerships developed with UN agencies such as ILO, UNDP, UNDRR, UNESCAP, UNICEF and WHO among others, and regional intergovernmental organisations such as the Pacific Islands Forum Secretariat (PIFS) and Secretariat of Pacific Community (SPC). The strong alliance PDF enjoyed with other regional civil society organisations such as FSPI, PACFAW, PANG, PCC, PIANGO, SPATS and WWF contributed significantly to our joint advocacy efforts at regional level and building strong movements at national level. Also, we advocate for disability inclusive development and contribute to a stronger disability movement at national, regional and global levels through our collaborative efforts with organisations like CBM Australia and joining organisations like International Disability Alliance.

I could also attribute PDF's achievements to a robust planning mechanism adopted by the organisation. To-date, PDF has developed and implemented four strategic plans between 2004 and 2020 but we are not done yet! Whilst we have witnessed positive trends towards greater and better recognition of our human rights as persons with disabilities in Pacific Island countries and territories, we have yet to see the realisation and enjoyment of all human rights by all persons with disabilities in this region. This is where our new 2021-2025 Strategic Plan comes in and intends to make a significant impact during its implementation period.

I therefore call upon all our current, future and potential partners to join us towards our vision for a disability-inclusive Pacific. Together we can and let us seize every opportunity to make a difference!



Setareki S. Macanawai
Chief Executive Officer
Pacific Disability Forum

Executive Summary

The 2021 - 2025 Strategy presents the dreams and hopes of the Pacific Disability movement for an inclusive and resilient Pacific. The strategic orientation of the organisation for the next five years, as discussed in the Key Areas of Work, was developed through a participatory approach with our members and reconfirmed by the current pandemic as well as confirming the findings and the recommendations of the SDG-CRPD Pacific Regional Report 2018. The past five years offered a great deal of learning for PDF, through the challenges, achievements, struggles and moments of celebration that helped inform and shape our dreams and hopes for an inclusive and resilient Pacific for all.

The vision for ‘An inclusive and equitable Pacific Society where all human rights of all persons with disabilities are realised as outlined in the UN Convention on the Rights of Persons with Disabilities (UN CRPD)’ aspiring to be fulfilled to ensure full inclusion and effective participation of persons with disabilities in Pacific Island countries and territories through:

- our evidence-based advocacy and
- active engagement in policy development, implementation and monitoring of the CRPD, SDG, PFRPD, Incheon Strategy, PRF and other relevant global and regional frameworks,
- in collaboration with relevant stakeholders.

The 2018 Pacific Disability Forum SDG-CRPD Monitoring Report – “From Recognition to Realisation of Rights: Furthering Effective Partnership for an Inclusive Pacific 2030” lays the platform and foundation of this strategy.

PDF’s response to realising the rights is reflected in the key recommendation of its 2018 CRPD-SDG Regional Monitoring Report, i.e., the development of an effective and innovative regional and multi-stakeholder mechanism that would allow a more tailored responsive support to

countries on-going effort and challenges, and would contribute to greater investments, further coordination of technical assistance and gain in economy of scale in relation to procurement, development of human resources and access to services.

To-date, we have achieved the recognition of our rights with all PICs, except two, to ratify the UNCRPD. We have achieved an overall level of awareness around legal harmonisation, data collection, inclusive education, assistive devices, social protection, disaster risk reduction and humanitarian responses. There has been improved and strengthened engagement and partnership of the DPO with their national governments has increased and the partnership with and between governments, DPOs, regional organisation, UN agencies, development partners and donor partners. This shift from advocacy for recognition to realisation of the rights has been branded as the ‘Partnerships Towards an Inclusive and Resilient Pacific 2030’.

This shift implies that the fundamentals for PDF in terms of identity, mission and vision remain the same but the ways of working and the type of work PDF will do will adapt to the new normal and this new phase of PDF and its members’ journey.

The Process

The 2021 – 2025 Strategic Plan has undergone a comprehensive process of consultation with the governing board, the secretariat members, regional stakeholder based in Suva, and partners outside the region, for comments and inputs to strengthen and sharpen the strategy. A series of meetings, including a multi-stakeholder meeting, were held between 2018 and 2020 that gained consensus from partners for key development priorities that were essential to realise the rights of persons with disabilities, foster inclusion and strengthen mainstreaming in their work.

COVID 19 - The New Normal

The COVID 19 pandemic has vindicated all the strategic orientation of PDF as discussed in the Key Areas of Work in this document. We are confident that how the strategy is written has addressed most of the issues of the COVID19, i.e. the whole logic of the pre-conditions, the limited capacity of government and country system to provide support to persons with disabilities, the shift towards a more web-based support and the much-needed strong regional cooperation. The SDG-CRPD¹ report and its recommendations have been justified by the pandemic. This has substantiated PDF's dreams and hopes for an inclusive and resilient Pacific as articulated in this document.

Defining PDF's Role

PDF has identified its specific role in the strategy where it will lead, frame, support, catalyse initiatives and where it will actively contribute, support and or facilitate and provide advice on thematic areas.

In this strategy, PDF will:

- Lead the global and regional advocacy of the Pacific disability movement as well as the support to national disability movements in the region.
- Catalyze² and frame regional critical policy development, resource mobilization and stakeholders' cooperation in support of national efforts towards an inclusive Pacific 2030.
- Support and contribute to the inclusion efforts of the diversity of stakeholders active in the Pacific.

Implementing the strategy will require extensive knowledge and expertise which may not be readily available with PDF and its membership. It is therefore a priority to strengthen and develop partnerships with other organisations which have such expertise and knowledge. There are three groups of partners which are Technical NGOs, other DPOs and intergovernmental bodies and other institutional partners. These partners are IDA and its members, CBM Australia, Centre for Inclusive Policy (CiP), Motivation Australia, PIFS and regional CROP agencies, UN Agencies and regional and international NGOs.

Key Areas of Work

PDF has identified five key result areas:

- Inclusive, responsive and sustainable PDF.
- Greater availability and accessibility of data and evidence.
- Pre-conditions for inclusion.
- Deepening partnership to reach a point of no return towards inclusion of persons with disabilities.
- Regional cooperation and resource mobilization to support national implementation.

1. SDG-CRPD Regional Monitoring Report

2. A role/function that PDF will take up to create something that does not exist, and at the same time advocate for the rightful partner to take on the work.

Across these key result areas, there are three cross-cutting elements that reinforce each other:

- **Comprehensive CRPD compliant national policy framework** based on nationwide regulation, resource allocation and services, development of workforce, services delivery arrangement, investment in local and resource services. This is a critical gap in most countries of the region which impact all sectors.
- **CBID** focus on ensuring effective inclusion and impact at community level and enable bottom up innovation and accountability. While CBID encompass some specific activities such as community awareness raising, resource mobilization and organisation, it facilitates and enhances effectiveness and inclusiveness of last mile delivery of national sectorial policies. CBID facilitate context relevant and mutual leveraging of governments and community resources. CBID is key to realize an inclusive Pacific 2030 given the geography and institutional capacity of government.
- **DRR** will catalyze the efforts around DPO's engagement and working with humanitarian partners to ensure that the pre-conditions for inclusion are in place to make preparedness, response and recovery work truly inclusive of all persons with disabilities. Effective DRR needs strong and resilient national support services, framework to ensure accessibility and CBID can contribute to their development. DRR is an integral part of realizing an inclusive Pacific 2030, considering the increasing risks related to disaster and climate change.

While national policy framework will be very much national government driven, CBID imply significant community involvement and international support and DRR involve significant external intervention especially with regards to response and recovery.

The following focused on key areas of work.

1. Key Result Area 1 - Inclusive, Responsive and Sustainable PDF.

PDF will focus on sustainability to its financial and human resource as well as supporting the development of a more inclusive and diverse disability movement. It is evident that even though project funding has increased over the years, PDF is still heavily dependent on core funding from DFAT. To ensure sustainability, a historical financial analysis highlighted that it was critical for PDF to ascertain the minimum funding required to ensure core function of the secretariat was sustainable going forward whilst programs or projects undertaken by PDF were self-funding.

2. Key Result Area 2 - Evidence, Data and Information for Inclusive Policies.

PDF will work together with partners, ensuring regional and national stakeholders have access to evidence, data and information needed to build CRPD compliant and inclusive policies and programs.

This area of work is critical as it will generate the data needed for advocacy in relation to pre-condition and sectorial inclusion, including for assessing how much financial and human resource will be required to implement policies. PDF will catalyse, frame and support this area of

work and will engage better and work with relevant partners, like SPC and UNCIEF, to produce and analyse the data including costing and financial and gap analysis. This will inform work on budget advocacy and monitoring as well as for engagement with CROPS and Donors on Outcome 5 (regional resource mobilisation). It will also contribute to accountability through monitoring of legislative, programmatic and resourcing progress.

3. Key Result Area 3 - Ensuring and Realizing the Pre-condition for Inclusion.

PDF will strengthen partnership and advocate for policies and programs to create pre-condition for inclusion. Pre-condition for inclusion cuts across development, DRR, humanitarian and it will mobilise the whole of PDF and its members. If these pre-conditions are not realised, it will undermine inclusion of persons with disabilities of all ages in all sectors. PDF will put a strong focus on six different themes which are key pre-conditions for inclusion. These are accessibility, assistive device, non-discrimination, social protection, support services and Community Based Inclusive Development (CBID). PDF will work both with national DPOs and relevant government departments to ensure that they are optimally equipped to advocate for their realisation as well as with all other relevant stakeholders to catalyse and frame concrete initiatives.

4. Key Result Area 4 - Promoting Leadership and Deepening Partnerships for Inclusion.

PDF will deepen partnership and achieve inclusion of persons with disabilities across all relevant regional and national development initiatives.

PDF will also advocate for strong leadership and deepen the partnership to achieve

inclusion to reach a point of no return for inclusion of persons with disabilities so that gains made are irreversible. It will focus on gender equality, disaster risk reduction, climate change and humanitarian response, inclusive education and political participation. PDF will also actively follow up on other important thematic areas, e.g. access to justice, health, employment, inclusive sports, faith base etc. PDF will mobilise and support its members who have specific expertise and engagement in those sectors to ensure adequate and quality representation and advocacy.

5. Key Result Area 5 - Regional Cooperation and Resource Mobilization

PDF recognizes that to realise the rights, regional cooperation and resource mobilisation to support national efforts in realisation of the right is quite critical.

PDF will work with members of the RRGD to take stock of the human, financial and institutional resources required to achieve an inclusive Pacific by 2030 and to explore the most cost-effective ways to provide required support to national stakeholders. This could take the form of an integrated regional mechanism or facility or enhanced coordination. A key aim is to achieve economy of scale and make the most of available domestic and international financial and human resources.

PDF will pay attention to inclusion of all groups of persons with disabilities, gender equality and engagement with the most marginalized groups. PDF is hopeful of all possibilities and the difference that can be made on the lives of persons with disabilities through this Strategy. A dream that will bring us closer to a resilient and inclusive Pacific.

1. Introduction

The Pacific Disability Forum (PDF) is a regional non-governmental organisation established in December 2002, formally inaugurated in July 2004 and registered in Fiji in 2007 following a growing momentum in the Pacific region led by leaders of organisations of persons with disabilities (DPOs) to recognise the potential of persons with disabilities and their organisations. Our purpose 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. Our principal stakeholders are national organisations of persons with disabilities and through them the people that they represent. Our status as the regional DPO and the independence of its Board (from government as well as specific private or community sector alignments) is critical in underpinning our role in working across sectors and brokering partnerships.



The Vision

An inclusive and equitable Pacific Society where all human rights of all persons with disabilities are realised as outlined in the UN Convention on the Rights of Persons with Disabilities (UN CRPD).



The Mission

To ensure full inclusion and effective participation of persons with disabilities in Pacific Island countries and Territories through:

- our evidence-based advocacy and
- active engagement in policy development, implementation and monitoring of the CRPD, SDG, PFRPD, Incheon Strategy and other relevant global and regional frameworks,
- in collaboration with relevant stakeholders.



Values

In pursuing its vision, PDF seeks to exemplify the following values:

- 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 passionate, self-determined and dedicated to equality.
- We are committed to a healthy, safe and accessible environment.
- We are responsive and resilient.
- We are collaborative and relevant.



Objectives

The objectives of the PDF work within the Pacific region as stated in the PDF Constitution:

1. Promote and advocate for the recognition of all human rights of all 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, youth and children 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 and strengthening of Pacific disabled persons organisations.
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 Incheon Strategy 'To Make the Right Real' for Persons with Disabilities in the Asia and Pacific Region 2013-2025, UN Sustainable Development goals and the Convention on the Rights of Persons with Disabilities.
11. Promote, support and monitor the implementation of the Framework for Pacific Regionalism and the Pacific Framework for the Rights of Persons with Disabilities 2016-2025, and all other 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.

2. Overview Of PDF

The Pacific Disability Forum (PDF) provides leadership, serves as the regional Non-Governmental Organisation (NGO) focal point on disability issues in the Pacific and supports the various national DPOs, donor and development partners as well as civil society and the private sector in the pursuit to ensure that persons with disabilities live in an inclusive, barrier-free and rights-based society in Pacific Island countries and territories.

For the past 10 years, PDF, together with its members and with the support of other organisations, led the advocacy for the ratification of the UN CRPD. To-date, 13 Pacific Island countries have ratified it, except for Solomon Islands and Tonga. Subsequently, PDF will continue to work with its members and partners to support ratification of the Convention by these two countries.

The Pacific Disability Forum continues to support the establishment and strengthening of DPO's in Pacific Island countries and territories, with particular focus on the emergence of the most marginalised groups within the movement, e.g. persons with psychosocial and intellectual disabilities, as well as deaf and deafblind people. Supporting and developing their capacities to better enable them to advocate for the realization of their rights and be an equal partner to their own development. It also takes a multi-stakeholder regional approach to engage with governments, development partners, civil society and private sector to recognise and act on inclusive policy and practice, recognising the numerous needs of persons with disabilities based on culture, gender and other factors.

The Pacific Disability Forum's existence, since its inauguration in 2004 with its achievements and struggles, are testimony of a growing and evolving organisation responding to the needs of its members while surrounded with many constraints, including human and financial resources.

PDF recognises and acknowledges its humble beginning and its journey over the past years. The partners that supported PDF and provided financial, human and technical resources to build and nurture the organisation to where it is today are hereby acknowledged as well:

- Disabled People's International (DPI) Oceania Sub-regional Office – for laying the foundation of an emerging disability movement in the Pacific between 1999 and 2004.
- New Zealand Agency for International Development (NZAID) – for the early financial support from 2006 to 2011.
- Australian Agency for International Development (Department of Foreign Affairs and Trade - DFAT) through the Development for All Towards a disability – inclusive Australian aid program, for the funding support from 2010 – 2020 covering two cycles of our Strategic Plan, 2012 – 2016 and 2016 – 2020.

During this period, PDF has supported PIFS in the development and implementation of the Pacific Regional Strategy on Disability (PRSD 2010 – 2015) and was instrumental in the development as well as advocacy for the adoption of the current Pacific Framework on the Rights of Persons with Disabilities (PFRPD 2016 – 2025) by the Forum Leaders meeting in 2016. The PFRPD was presented at the 47th session of the Pacific Islands Forum Leaders meeting held in Pohnpei, Federated States of Micronesia in September 2016. The Forum Leaders tasked

the Pacific Islands Forum Secretariat to coordinate its implementation in partnership with development partners, UN agencies and the Pacific Disability Forum. PDF continues to work closely with PIFS on the implementation of the PFRPD and Chair the Regional Reference Group on Disability³ as well as member of the Disability Task Force.

The 2021 – 2025 Strategy is a response to the dynamic and diverse situations of the disability movement in the region, recognising the different constraints as well as responding to the growing need for a differentiated approach to countries and the sub-regions. It is also a response to the review recommendation of PDF and its program conducted by DFAT in 2016 that:

*PDF's role should be to **continue to support national DPO's to engage and respond in locally appropriate ways, to hold governments 'to account' and to continue to coordinate advocacy at regional levels...***

In this context, it is useful for PDF and DPO's to understand what is involved in the provision of technical assistance to governments, and to work alongside technical experts who may be brought in where required to assist governments to meet their obligations under the CRPD.

It should be noted that while PDF will lead the advocacy for disability inclusive development at the regional level, it will also provide technical assistance to its members and others as part of its own advocacy and capacity development role. Some of these will be done jointly with partners for specific issues where PDF is engaged as representative of persons with disabilities. PDF will continue to develop the capacities

of its members so they become equal development actors when discussing policy issues pertaining to themselves and the broader development work in their island nations.

PDF acknowledges this invaluable support from DFAT which has continued to provide both core and project funding for PDF for the past two strategic plan periods.

3. A multi-stakeholder group consisting of CROP agencies, UN agencies and development and donor partners that convenes quarterly to discuss and share disability initiatives.

3. The Context

Women and men with disabilities are over-represented among the poor and have significantly less economic opportunities than persons without disabilities. Women with disabilities are more likely to experience violence and children with disabilities are less likely to benefit from education, while most countries do not yet have adequate support services and regulations in place to create barrier free environments.

Acknowledging the existing barriers and the expected cumulative impact of ageing populations and the non-communicable diseases crisis, in the last five years the leaders of Pacific Island countries (PICs) have demonstrated strong commitment towards inclusion of persons with disabilities. Building on the momentum created by the United Nations Convention on the Rights of Persons with Disabilities (CRPD), the Pacific Regional Strategy on Disability (2010-2015) and the Incheon Strategy to Make the Right Real for Persons with Disabilities in Asia and the Pacific (2013-2022) have clarified what is needed to realise disability inclusion at the national level. Most PIC's have ratified the CRPD, and have jointly adopted the 2016-2025 Pacific Framework for the Rights of Persons with Disabilities (PFRPD). They have also prioritized empowering persons with disabilities as a key issue requiring collective attention in the 2017 Roadmap for Sustainable Development.

These commitments have begun to translate into tangible action in different countries on a range of issues, such as awareness raising, legal harmonization, data collection, inclusive education, vocational training, access to assistive devices, social protection and inclusive disaster risk reduction and humanitarian response.

However, most countries have prioritized only a few issues and to-date there have only been small steps taken towards the comprehensive regulatory changes, service

development and public resource allocations required to ensure full and effective participation and inclusion of persons with disabilities.

Since its establishment in 2002, the Pacific Disability Forum (PDF) has been working to improve the situation of persons with disabilities across the Pacific, by engaging with national DPO's, civil society and governments in 22⁴ Pacific countries and territories, as well as Timor-Leste, in order to understand the challenges they face and identify practical actions towards an inclusive and equitable Pacific society.

The 2018 Pacific Disability Forum CRPD-SDG Monitoring Report gives an account and focuses on the policy efforts made by governments and stakeholders towards inclusive implementation of the SDG's and CRPD. As several PIC's have begun to include questions to enable disaggregation of census and other national survey data by disability to compare the situations of persons with and without disability, the 2020 report will be able to establish a baseline against key SDG indicators thanks to disaggregation of national data sets that will be available by then.

Using the "Comprehensive Mapping of the Disability Policy and Programs" carried out in 2012 by PDF and the Pacific Islands Forum Secretariat (PIFS), the 2014 "Pacific Regional Strategy on Disability Tracking Report" from PIFS, and the 2012 "Disability

4. American Samoa, Australia, Cook Islands, Federated States of Micronesia, Fiji, Guam, Kiribati, Nauru, New Caledonia, New Zealand, Niue, Northern Marianas, Papua New Guinea, Palau, Republic of Marshall Islands, Samoa, Solomon Islands, Tahiti, Tonga, Tuvalu, Vanuatu and Wallis/Futuna.

Service and Human Resource Mapping” by the CBM–Nossal Institute Partnership for Disability-Inclusive Development as a broad baseline, the current report provides an overview of progress and challenges with regards to legal and policy frameworks, data, and public resource allocation. It also assesses to what extent policy efforts undertaken to-date will allow for inclusive achievement of selected SDG’s and successful implementation of the CRPD.

Acknowledging fully the critical importance of partnerships and cooperation at regional level in the progress made so far, PDF also provides specific recommendations on steps that could be taken for more effective and efficient regional cooperation in line with the PFRPD, the Framework for Pacific Regionalism and the Pacific Roadmap for Sustainable Development.



Image: Ms. Naomi Tai doing COVID19 awareness to a child with disability and their family in Lasa village, East Central Guadalcanal. Photo credit: PWDSI.

4. Overview Of The Development Of The Strategic Plan

The 2021 – 2025 Strategic Plan has undergone a comprehensive process of consultation with the governing Board, members, regional stakeholder based in Suva, and partners outside the region for comments and inputs to strengthen and sharpen the strategy. Series of multi-stakeholder meetings were held between 2018 and 2020 that gained consensus from partners for key development priorities that were essential to realise the rights of persons with disabilities, foster inclusion and strengthen mainstreaming in their work.

The PDF Secretariat staff also had several planning meetings between 2018 and 2020 to better understand PDF's roles and the partners' role, differentiating between what is PDF's area of work and what is not. This was important for PDF staff to understand where they lead the work and where they support others to do their work better but ensuring that PDF is a part of it.

The various meetings and exchanges, together with some of the current initiatives, gave clarity to the directions we want to take and ensuring that we are not doing the work that others should do. These meetings were:

- Stakeholder meeting in Suva, pre-conference meeting February 2019.
- Exchange with the Board – November 2018, August 2019 and January 2020.
- Exchange with the Office Managers – February 2019.
- 2018 PDF CRPD-SDG Regional Monitoring Report.
- Regional Forum: Youth Forum and Women's Forum – February 2019.
- Sixth Biennial Regional Conference on Disability – February 2019.
- Outcome Document - Sixth Biennial Regional Conference on Disability 2019.

Some of the current initiatives that will also inform priorities for the new Strategic Plan include:

- **Core policy component**
 - Disability Data – with SPC and UNICEF.
 - Budget work – with the DPO's.
 - Inclusive education.
 - Accessible elections.
- **The work on the pre-conditions for inclusion**
 - Accessibility standard blueprint.
 - Community Base Inclusive Development.
 - Support services.
 - Assistive devices.
 - Non-discrimination.
- **Supporting the emergence and establishment of the marginalized groups within the movement**
 - Psychosocial disability.
 - Intellectual disability.
- **Inclusive DRR, Climate Change and humanitarian services**

Overall Progress

Broad Assessment Of 2016 – 2020 Strategy

- >The 2016 – 2020 Strategy has some significant achievements, in the overall advocacy leading to the inclusion of disability in major regional initiatives with partners. Some of the achievements were made possible through the support of some of our key partners or as extended PDF family. A major achievement in recognizing the rights of all persons with disabilities is that all countries but two (Solomon Island and Tonga) in the Pacific have ratified⁵ the Convention on the Rights of Persons with Disabilities (CRPD).
 - >There has also been significant progress in most countries in terms of awareness raising and engagement between governments and DPOs. DPOs were consulted to provide advice to major initiatives by governments, ensuring that they were inclusive of and accessible to persons with disabilities.
 - >Across the Pacific, there are good practices with regards to:
 - Legal Harmonization – comprehensive reviews completed for five countries (Federated States of Micronesia, Nauru, Tonga, Solomon Island, Vanuatu).
 - Data Collection – Washington Group Short Set questions used in census for Fiji, Niue, Kiribati, Palau, Samoa, Tonga, Tuvalu with disability monograph produced.
 - Social Protection – at least for five countries (Fiji, Kiribati, Nauru, Tonga, Tuvalu) with others developing similar initiatives for persons with disabilities.
 - Disaster Risk Reduction and Climate Change – a unit established within the PDF secretariat and engagement with DRR, humanitarian and climate change partners.
 - As well as inclusive education, health, CBID, sports, vocational training, access to assistive devices, social protection, women's empowerment among others.
 - >Establishment of new DPOs e.g. Tonga National Vision Impairment Association, Solomon Island Deaf Association, Samoa Deaf Association,
 - >Expansion of the secretariat with a new unit established to lead the work on inclusive DRR, emergencies and humanitarian response and services,
 - >Networks built and collaboration strengthened especially with the IDA members, CiP and CBM Australia,
 - >Recognition of PDF resulting in more and more partners wanting to engage and collaborate on joint work.
- Some relevant initiatives in the 2016 – 2020 Strategic Plan will be continued in the 2021 – 2025 Strategy due to their significance in achieving inclusion for persons with disabilities and realisation of their rights. It should be noted that there are increasing differences between and within countries of the region with regards to the realisation of rights of persons with disabilities. Some groups among persons with disabilities face greater marginalization, barriers and multiple forms of discrimination. Moving from recognition to realisation of rights will require development of effective legal and regulatory frameworks, greater

5. Australia, Cook Island, Fiji, FSM, Kiribati, Marshall Island, Nauru, New Zealand, Palau, PNG, Samoa, Tuvalu, Vanuatu

mobilization of resources, stronger regional cooperation, as well as steady and strong leadership. Hence, a more collective effort should be made to ensure that pre-conditions for inclusion are in place (comprehensive accessibility standard/blueprint, access to assistive devices, support services, social protection and community based inclusive development and non-discrimination).

Outcomes not fully achieved in the 2016 – 2020 Strategic Plan to be carried over to be part of the 2021 – 2025 Strategy include education, employment and livelihood for persons with disabilities. PDF recognises that it is beyond our control to be the provider of quality education for persons with disabilities, hence, a focus of the new strategy is engaging with partners to ensure that inclusive education and life-long learning is achieved for all persons

with disabilities. For employment and livelihood, PDF will work with key and relevant stakeholders to ensure that there are opportunities for, and inclusive policies, to support the employment and livelihood of persons with disabilities.

PDF recognises that moving from recognition to realisation of rights for persons with disabilities in the region requires a differentiated approach and significant financial and human resources as well as expertise. To achieve this, it will need a much better regional mechanism and cooperation, a much better coordinated approach, a regional mechanism that responds to the needs and diversity of the region and to ensure that all countries in the region regardless of population, diversity and economy size will be supported to realise the rights for all persons with disabilities.

5. The New Normal - COVID 19 And Development (COVID 19 Impact)

The COVID 19 pandemic has re-confirmed all the strategic orientation of PDF as discussed in the Key Areas of Work in this document. We are confident that how the strategy is written has addressed most of the issues of the COVID19, i.e. the whole logic of the pre-conditions, the limited capacity of government and country systems to provide support to persons with disabilities, the shift towards a more web-based support and the much-needed strong regional cooperation. The SDG-CRPD⁶ report and its recommendations has been justified by the pandemic. This has substantiated PDF's dreams and hopes for an inclusive and resilient Pacific as articulated in this document.

The hopes and dreams of the strategy has never been so relevant like before in the face of the current pandemic. In our efforts and advocacy to-date on pre-condition, response and preparedness efforts for the inclusion of persons with disabilities is in piece meals. The pandemic has brought our struggles and advocacy efforts to the forefront like never before. The pandemic is both a platform to amplify our voice and vehicle to demonstrate that without addressing our pre-condition in the preparedness and response efforts for COVID 19, persons with disabilities will be put further at risk, barriers to accessing services magnified and the inequality gap increased.

The new normal of using more online platform for communication, meetings,

training etc. has reconfirmed our ambition for a shift to more online resources and interaction with our members as articulated in KRA 2. This shift to online platform for meetings, trainings, webinars, etc. to develop and test platform that suits our context, a virtual interaction dependent on connectivity, availability, and affordability across the islands with internet bandwidth that will sustain this new normal of interaction and learning for the next five years. This new normal of virtual support heralds the need to invest in ICT infrastructure, a critical component to ensure that, in the next five years, this 'new normal' be a normal part of our implementation and delivery that take into account our complexities, geographic spread and isolation.

Impact of COVID 19

The pandemic, which has disproportionately affected the world over, has seen both drastic effects on the health system and the economy with experts already signaling an economic recession, closer to home here in the Pacific. It has forced countries to take very strict measures to protect its borders and the wellbeing of its people as a whole.

To-date, though Fiji, PNG, Tahiti and Guam have confirmed positive cases of COVID 19, the rest of the Pacific countries still have their borders closed.

PDF regrouped quickly as a secretariat to respond to the pandemic, supporting partners to ensure that persons with disabilities are a

6. Pacific Disability Forum SDG-CRPD Monitoring Report 2018

part of the preparedness and response work as well as supporting our members with tools to use and share to ensure that we are not left behind in the COVID 19 preparedness and response work. The following documents were prepared and shared widely:

- Disability Inclusive Communication Guideline.
- Disability Inclusive Messaging Guidelines.
- Guideline on Pre-condition to Inclusion of Persons with Disabilities.
- Human Rights Based Approach Guideline to Inclusion of Persons with Disabilities in COVID 19 Response.
- Disaster Risk Reduction in COVID 19 Outbreak.
- Disability Inclusive COVID-19 and Disaster Response.
- Situational Analysis – Disability and COVID 19.

The above documents can be accessed at <http://www.pacificdisability.org/Resources/PDF-COVID-19.aspx>

At the regional level, PDF ensured that we are part of the regional discussions and efforts with partners, ensuring that we engage in the regional cluster meetings, reviewing and contributing to documents and guidelines shared by WHO and the Ministry of Health as well as sharing our stories and experiences⁷ on how COVID 19 impacted the daily lives of persons with disabilities, particularly the struggle to adhere to social distancing guidelines where this does not really work for persons who need sighted guide (blind), wheelchair users who depend on their personal assistance, deafblind people for their interpreters.

COVID 19 has disrupted the normal and ushered in a new normal, however, for PDF and its members, the mission and vision remain the same but the ways of working and the type of work PDF will do to adapt to this ‘new normal’ and new phase of PDF and its members journey. The new normal demands a resilient Pacific to be able to respond to emergencies and pandemics; a resilient Pacific where government and country systems support persons with disabilities through preparedness, response and recovery. PDF, as an organisation, strongly believes that to be resilient, Government needs to have a minimum level of capacity in each country, that is, articulated around:

- Accessibility.
- Assistive device.
- Social protection.
- Support services.
- Non-discrimination.
- Community Based Inclusive Development (CBID).
- And Increase of domestic resources.

Unless governments have a minimum capacity around pre-conditions with sufficient domestic resourcing and stronger regional cooperation, persons with disabilities then can be assured that efforts around COVID 19 will truly be accessible and inclusive of all persons with disabilities.

There is a need for a system to be in place to identify persons with disabilities, that can be used and be useful in normal regular times and in crisis. This could be in a form of a national registry or disability cards. This will easily identify and track persons with disabilities, hence, preparedness and response efforts can already target where persons with disabilities are.

7. <https://www.facebook.com/PacificDisabilityForum/>

Pacific governments have put in place stimulus package to respond to the economic impact of COVID 19, keeping people safe and employed as well as businesses remaining open. PDF is conscious of the COVID 19 impact on the economy for Pacific governments and fiscal measures put in place to respond to the crisis. Some of these have both positive and negative impacts on persons with disabilities, their families, as well as the DPOs. As example, the Fiji DPOs have felt the budget cuts with the 2019 – 2020 funding reduced following the announcement of the Fiji Government COVID 19 Budget as well as Social Protection benefit on bus fare being

reduced. However, it should be noted that the overall disability spending under the focal ministry has increased in the COVID 19 budget. On the other hand, the Tongan government announced an increase in cash allowance to persons with disabilities as part of the stimulus package.

The impact of COVID 19 is yet to be felt, there is significant uncertainty in terms of the economic impact in the short term and the fiscal capacity of government in the next five years to resource and implement the CRPD is quite critical, hence, DPOs and PDF will need to reprioritize and or do more prioritization of our key demands/ASK.

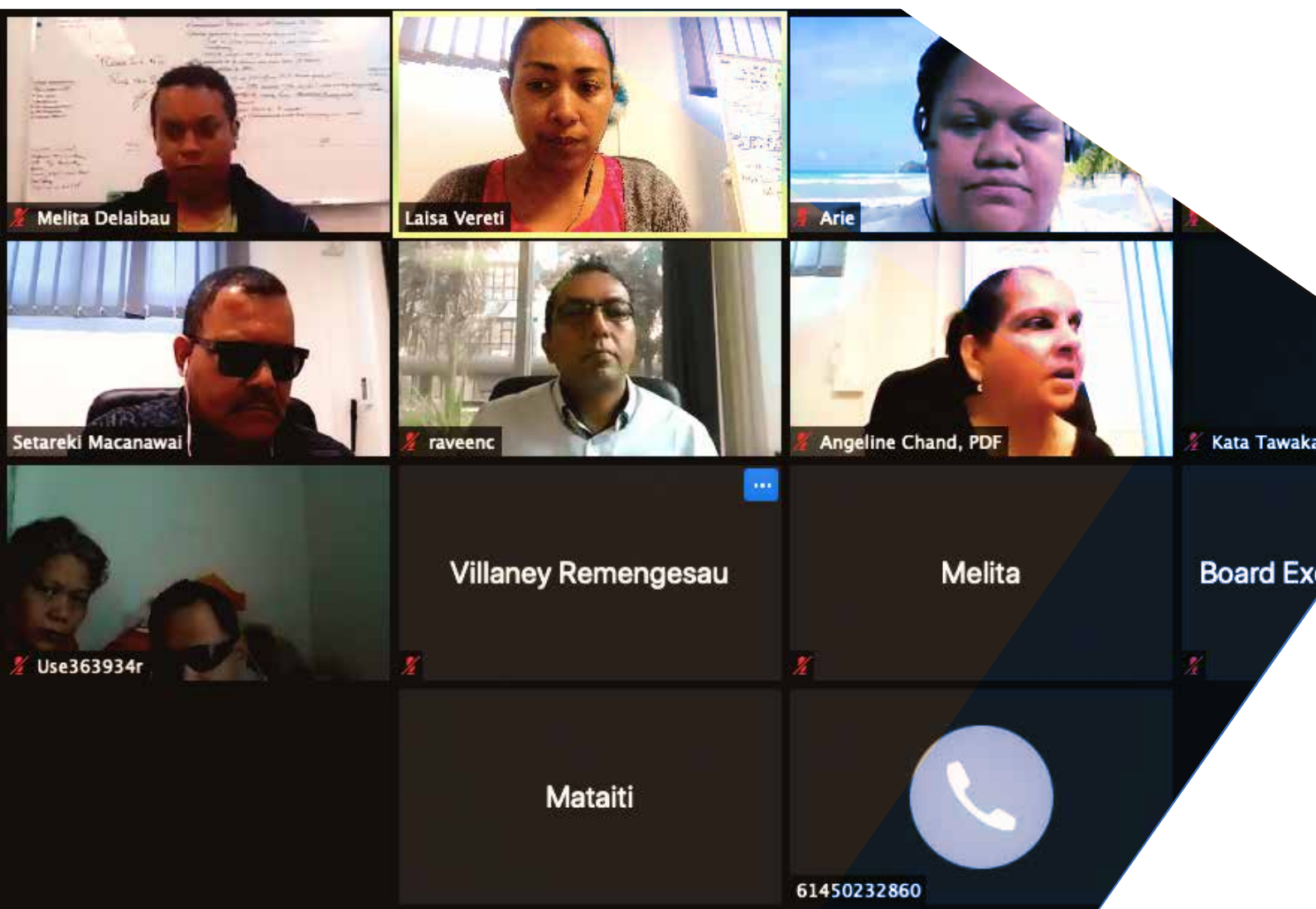


Image: PDF 2020 Annual Board Meeting held via Zoom online audio and web conferencing platform. The PDF Annual Board Meeting is held in August every Year.

6. The Shift From The Recognition Towards The Realisation Of Rights Of All Persons With Disabilities In The Pacific

The 2018 Pacific Disability Forum SDG-CRPD Monitoring Report – “From Recognition to Realisation of Rights: Furthering Effective Partnership for an Inclusive Pacific 2030” lays the platform and foundation of this strategy.

To-date, we have achieved the recognition of our rights with all PICs except two to ratify the UNCRPD. We have achieved an overall level of awareness around legal harmonisation, data collection, inclusive education, assistive devices, social protection, disaster risk reduction and humanitarian responses. There has been improved and strengthened engagement and partnership of the DPO with their national governments has increased and the partnership with and between governments, DPOs, regional organisation, UN agencies, development partners and donor partners.

However, from recent census report and Disability Monograph, with all these engagements and partnerships, we still have little to no access to quality and good education, employment, health services, clean drinking water, accessible WASH infrastructure, access to justice etc. Our rights are often not fully realised due to a lot of barriers and discrimination. Families of persons with disabilities are often poor, making it more difficult to support their family members with disabilities. Access to services are often centred around urban areas, leaving persons with disabilities in rural areas and outer islands to be more marginalised.

Overall, domestic resource allocation for the inclusion of persons with disabilities is still below 0.15% of the GDP in most

countries. To progressively realise the rights that have been recognised, it will require in-depth policy and technical work, resource mobilisation and prioritisation. There is also a need to recognise the growing diversity of situation amongst countries, which implies a more differentiated and responsive approach to support Government and DPOs respectively.

PDF acknowledges that to move from recognition to realisation of rights, it will require far more resources than what is currently spent and cannot be done by PDF alone. Hence, the need for a shift in PDF's approach with a more technical and sustained engagement with PIFS to build a strong regional cooperation mechanism within the PFRPD, as well as a more systematic way of working to provide a more responsive and differentiated approach to support NDPOs, sub regions, and the most marginalised within the disability movement while ensuring gender equality.

PDF's response to realising the rights is reflected in the key recommendation of its 2018 CRPD-SDG Regional Monitoring Report, i.e., the development of an effective and innovative regional and multi-stakeholder mechanism that would allow a more tailored responsive support to countries on-going effort and challenges, and would contribute to greater investments, further coordination of technical assistance

and gain in economy of scale in relation to procurement, development of human resources and access to services.

This shift from advocacy for recognition to realisation of the rights has been branded as the “Partnerships Towards an inclusive and resilient Pacific 2030”.

This shift implies that the fundamentals for PDF in terms of identity, mission and vision remain the same but the ways of working and the type of work PDF will do will adapt to this new phase of PDF and its members journey.

Strategic Objectives 2021 – 2025

The following are five strategic objectives for PDF. The objectives are part of some of the initiatives that have started in the last Strategic Plan, and recognising that they will need more consolidation as well as time, they have been carried forward to this new strategy.

1. Building and supporting a more inclusive and diverse disability movement.
2. Extending the collaborative efforts to generate relevant and needed evidence and data.
3. Strengthened partnerships and advocate for policies and programs to create pre-condition for inclusion.
4. Deepen partnership to reach the point of no return towards inclusion of persons with disabilities across all relevant regional and national development initiatives.
5. Mobilising sustainable resources to support national efforts in realising rights of persons with disabilities.

The Pacific Disability Forum will endeavour to address the strategic objectives to ensure the realisation of its vision and in

ensuring that the rights of ALL persons with disabilities are realised: An inclusive and equitable Pacific Society where all human rights of all persons with disabilities are realised as outlined in the UN Convention on the Rights of Persons with Disabilities (UN CRPD), through the following Key Result Areas (KRAs) which are further elaborated in the next section.

- Key Result Area 1: Inclusive, Responsive and Sustainable PDF.
- Key Result Area 2: Evidence, Data and Information for Inclusive Policies.
- Key Result Area 3: Ensuring the Pre-conditions for Inclusion.
- Key Result Area 4: Promoting Leadership and Deepening Partnership for Inclusion
- Key Result Area 5: Regional Cooperation and Resource Mobilisation.

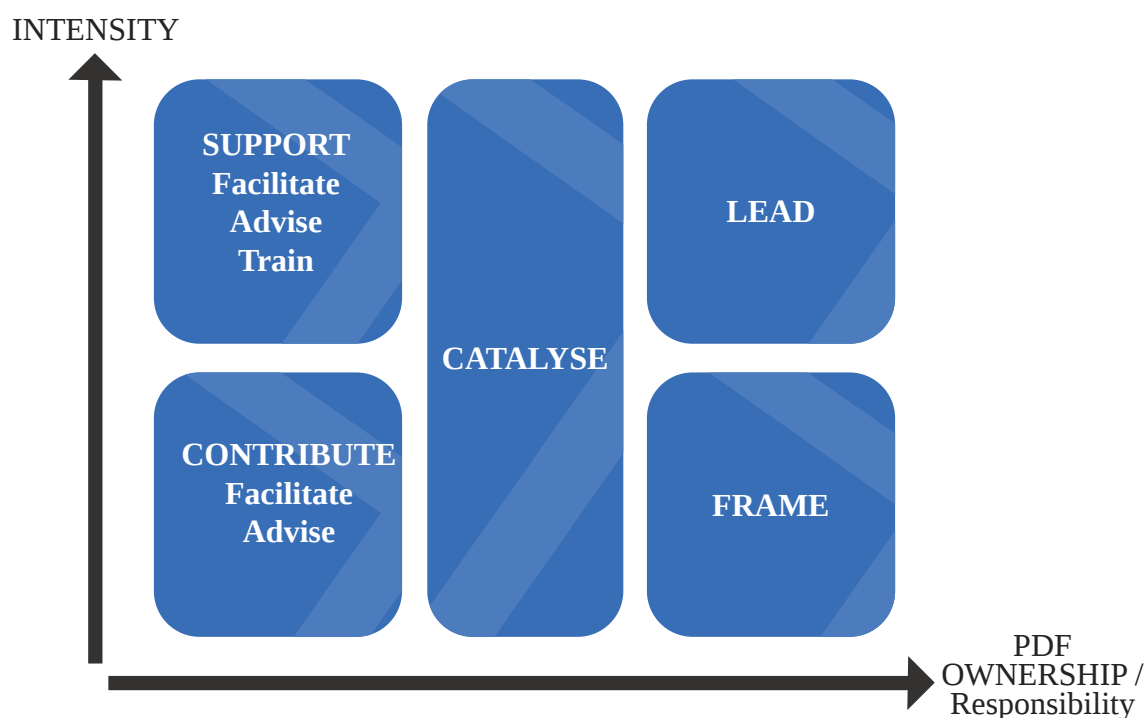
Role Of PDF

PDF has identified its specific role in the strategy where it will lead, frame, support, catalyse initiatives and where it will actively contribute, support and or facilitate and provide advice on thematic areas. These are elaborated below:

- PDF will lead and support DPOs, i.e. all of the Goals reflected in KRA 1 and the overall regional advocacy.
- PDF will frame major disability related investment and mechanisms (e.g. DFAT reference group, PFRPD governance, Disability Inclusive DRR and humanitarian response) – KRA 2 and 3.
- PDF will catalyze initiatives to tackle key gaps, however, it must be acknowledged that it is not PDF's role, it is only catalyzing the process to ensure that it happens and that the advocacy to stakeholders for their duty. To-date PDF is leading the development of an accessibility standard blueprint in partnership with PIFS (accessibility blue print) in absence of leadership by the responsible regional organisation but with strong advocacy so that this organisation takes the lead. PDF will catalyse initiatives
- PDF will support
 - National DPOs initiatives.
 - And Initiatives that aim at tackling key gaps even when led by other stakeholders who lead and are responsible but lack technical capacity or connection on disability inclusion.
- PDF will contribute, facilitate and provide advice to initiative that are led by other stakeholders who require limited involvement of PDF, i.e. KRA 4 on focus thematic areas, employment, health, access to justice etc.

Figure 1 – PDF Role

The figure below shows PDF's role in the Strategy. PDF will take lead with more intensity on leading regional advocacy and framing regional critical policy development, resource mobilisation and stakeholders' cooperation. PDF will support and contribute to the inclusion efforts of the diversity of stakeholders active in the Pacific.



The illustration above shows the role of PDF. Towards the positive end of the x-axis is PDF ownership and responsibility and y-axis is the intensity of the role. There are five blocks with roles labelled in it, i.e., Contribute (including facilitate and advise), Support (including facilitate, advise and train), Catalyse, Frame and Lead. The blocks labeled Contribute, Support, Frame and Lead are of the same size (width and height), the block labeled Catalyse is smaller in width but the same height as the other four blocks. The blocks are not joined but arranged on top of each other and next to each other, they are not attached or joined, nor plotted on the x-axis or y-axis. Towards the origin, the bottom block is Contribute, above it, is Support, next to this two blocks, is the block Catalyse, next to this block at the bottom is Frame and above it Lead.

It should be noted that PDF's role in KRA 2, 3 and 4 is to ensure together with others that DPOs are supported in a level that makes them a meaningful counterpart and are ready to be sitting at the table with governments and donors to discuss these key areas.

It is important to note PDF's role in Outcome 3 on the pre-conditions. Currently, there are no agencies working on or supporting the development of support services and this is an area that PDF will explore, especially Sign Language and Personal Assistants.

The choice made where PDF will put its priorities is based on three main elements:

- Is it critical to achieve an inclusive Pacific 2030 (what is the level of importance?)?
- Is there anybody doing it? If so, what is PDF's role? If not, what is PDF's role then?
- What is the added value of PDF? (e.g. education, its critical...added value is moderate).

Key Partners

Implementing the strategy will require extensive knowledge and expertise which may not be readily available with PDF. It is therefore a priority to strengthen and develop partnership with other organisations which have such expertise and knowledge. There are three groups of partners which are Technical NGOs, other DPOs and intergovernmental bodies and other institutional partners.

Technical Partners:

IDA and Its Members

PDF had a continuous and fruitful collaboration with IDA secretariat for the last 10 years. In recent years, PDF has

been developing closer relation with major regional and global DPO members of IDA such as:

- European Disability Forum - which has great expertise in advocacy towards regional integration bodies.
- Inclusion International and Downs Syndrome International - which support PDF's work with persons with intellectual disabilities.
- Transforming Communities Asia-Pacific - which support PDF work with persons with psychosocial disabilities.
- World federation of Deafblind - which support PDF work with persons with deafblindness.
- World Federation of the Deaf - which

support PDF in its efforts to appropriately address the needs of deaf people in the region.

- International Federation of hard of Hearing People.
- World Blind Union - which works with PDF to support its members in the region.

CBM Australia and Centre for Inclusive Policies (CIP)

PDF recognises that CBM Australia and CIP will be key partners in the implementation of the strategy in terms of providing technical support. PDF has close collaboration with the two organisations in the last Strategic Plan and has jointly developed initiatives that will continue to be part of this Strategic Plan 2021 – 2025. PDF acknowledges the experiences and expertise that both organisations have that can contribute to achieving the desired outcomes of this strategy.

Motivation Australia (MA)

DPOs partners have been working with Motivation Australia for the past years for; the provision of mobility devices, helped set up the Mobility Services in Samoa in partnership with the Samoa Health authorities and recently with the Rehab facility in Tonga and the continuous work with the Spinal Injuries Association in Fiji. MA recently conducted a regional procurement study for assistive products in partnership with PDF and WHO.

Institutional Partners And Stakeholders

- PIFS – coordination and implementation of the PFRPD, as well as PDF being the Chair of the Regional Reference Group on Disability (RRGD) and member of the Disability Task Force (DTF).
- SPC – for data and disability statistics.
- UNESCAP – Legal

harmonization and ratification
UNICEF – data and disability statistics and inclusive education
UNDP – Access to justice program with the Fiji DPOs.

- ILO – economic development and livelihood for persons with disabilities.
- APTC and USP – Inclusive education.
- Pacific Regional NGOs.

Stakeholder Expectation

PDF recognises that Outcomes 2, 3, 4, and 5 are beyond PDF's control and that it would take more collaborative efforts and strong cooperation between and amongst organisations. However, PDF is also clear about the outcomes it wants to achieve from the strategy and that most of it will require working together with others.

PDF expectations:

- In five years from now, inclusion of persons with disabilities in regional and national frameworks, policies plan etc. will be business as usual.
- That organisation/partners will ensure that their policies and programs as well as implementation and monitoring are truly inclusive of persons with disabilities.
- That organisation and partners will ensure accessibility is a key component to the engagement and participation of persons with disabilities in their programs and activities.
- That persons with disabilities and their organisation will be consulted meaningfully to issues pertaining to them.
- That persons with disabilities and their organisations are equal partners to development that are specific to them and those that are broad in nature.
- That partners will not exploit PDF and its members in its ways of engagement, whether in collecting information or engaging in activities.

Partner expectations:

- That PDF will be responsive to partners' request on disability inclusive development noting the capacity of PDF and its members.
- PDF will provide strategic advice to partners on how to be more inclusive of persons with disabilities in their policies, programmes, etc.
- PDF will be the conduit between partners and the DPOs.
- PDF is the disability expert and will be consulted accordingly regarding partners work in the disability area.

In this strategy, PDF has an aspiration to achieve an Inclusive Pacific 2030 and that inclusion in the various outcomes identified will be a norm, five years from now. PDF has built its support mechanism which is inherent throughout the strategy. PDF is aware that realising the rights is far more complicated than recognition where the work was mostly led by PDF. As such, PDF will work with its partners and stakeholders to achieve the outcomes set out in KRA 2, 3, 4 and 5.



Image: Disability and Coronavirus: Weekly Briefing Focused on the Pacific #12 organised by The International Disability Alliance held via Zoom online audio and web conferencing platform on May 22, 2020..

7.0 Key Result Areas & Theory Of Change

7.1. Key Result Areas

Core Business: A regional organisation/forum of and for persons with disabilities and representing their voice for inclusion in compliance with CRPD.

In this strategy, PDF will:

- Lead the global and regional advocacy of the Pacific disability movement as well as the support to national disability movements in the region.
- Catalyse⁸ and frame regional critical policy development, resource mobilisation and stakeholders' cooperation in support of national efforts towards an inclusive Pacific 2030.
- Support and contribute to the inclusion efforts of the diversity of stakeholders active in the Pacific.

In doing so, PDF is using all possible avenues to advance the realisation of all human rights of all persons with disabilities, including articulation of relevant global, regional and national frameworks and processes in relation to the CRPD, the Agenda 2030 and the Pacific Regionalism, among others.

Across all its work, PDF will pay attention to inclusion of all groups of persons with disabilities, gender equality and engagement with the most marginalized groups.

PDF has identified five key result areas:

- Inclusive, responsive and sustainable PDF.
- Greater availability and accessibility of data and evidence.
- Pre-conditions for inclusion.
- Deepening partnership to reach a point of no return towards inclusion of persons with disabilities.
- Regional cooperation and resource mobilization to support national implementation.

Across these key result areas, there are three cross-cutting elements that reinforce each other:

- **Comprehensive CRPD compliant national policy framework** based on nationwide regulation, resource allocation and services, development of workforce, services delivery arrangement, investment in local and resource services. This is a critical gap in most countries of the region which impact all sectors.
- **CBID** focuses on ensuring effective inclusion and impact at community level and enabling bottom up innovation and accountability. While CBID encompass some specific activities such as community awareness raising, resource mobilisation and organisation, it facilitates and enhances effectiveness and inclusiveness of last mile delivery of national sectorial policies. CBID facilitate context relevant and mutual leveraging of governments and community resources. CBID is key to realise an inclusive pacific 2030 given the geography and institutional capacity of government
- **DRR** will catalyse the efforts around DPOs engagement and working with humanitarian partners to ensure that the pre-conditions for inclusion are in place to make preparedness, response and recovery work truly inclusive of all persons with disabilities. Effective DRR needs strong and resilient national support services, framework to ensure

8. A role/function that PDF will take up to create something that does not exist, and at the same time advocate for the rightful partner to take on the work.

accessibility and CBID can contribute to their development. DRR is an integral part of realising an inclusive Pacific 2030, considering the increasing risks related to disaster and climate change.

While national policy framework will be very much national government driven, CBID imply significant community involvement and international support and DRR involve

significant external intervention especially with regards to response and recovery.

The illustration below is a summary of how the Key Areas of Work are correlated and contributes to the Goals and the overall Goal – an Inclusive Pacific 2030. KRA 5 at the middle bottom is envisioned to fuel the work on KRA 1 and KRA 2 which will greatly contribute to achieving KRA 3 and KRA 4.

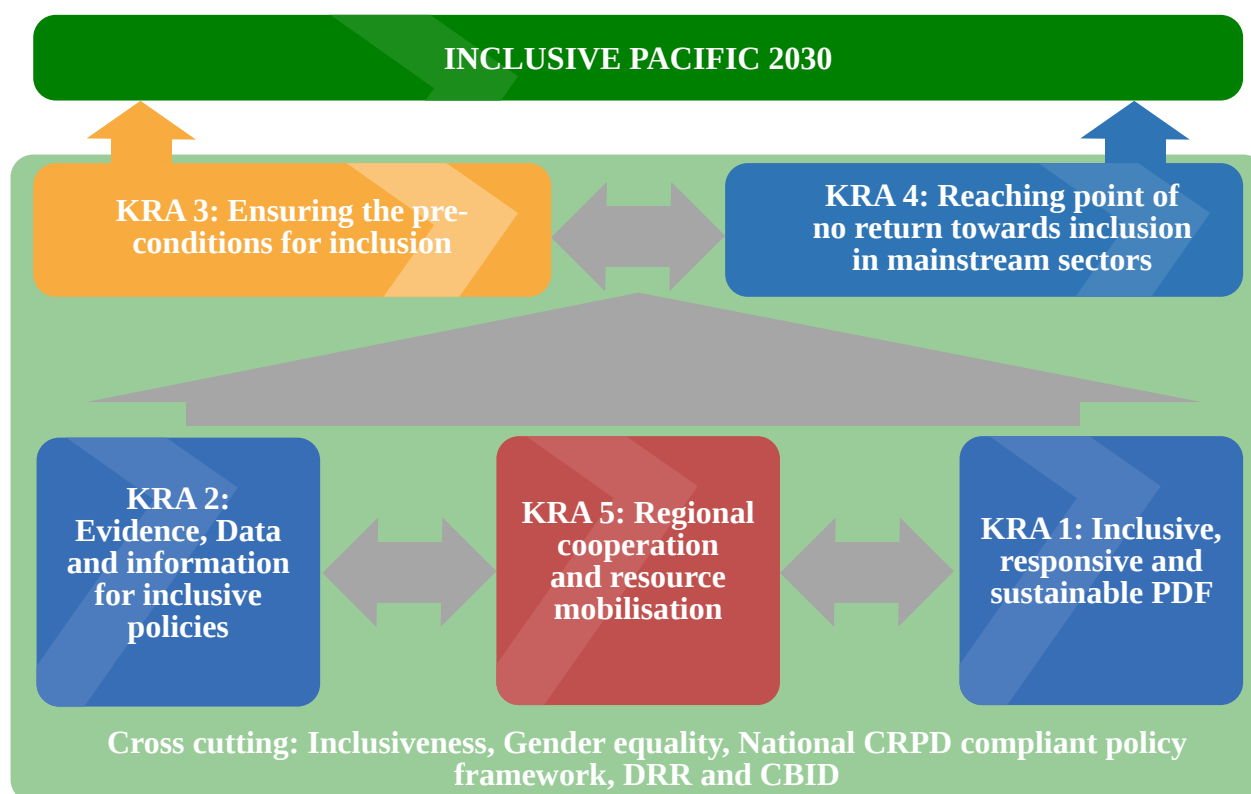


Figure 2: the figure above is an illustration on how the Areas of Work are inter-connected and contributes to the ultimate Goal, i.e. an Inclusive Pacific 2030. (There are three layers of rectangular blocks on its own, connected with arrows sideways and upwards. The top has 'Inclusive Pacific 2030' which is the ultimate goal, the second level has KRA 3: Ensuring the pre-conditions for inclusion and KRA 4: Reaching the point of no return towards inclusion in mainstreaming sectors. These two blocks are connected with an arrow pointing both ways. Each of these two blocks have an arrow pointing to and connecting it to the 'Inclusive Pacific 2030' block at the top. The bottom level has three blocks with KRA 5: Regional cooperation and resource mobilisation in the middle and to the right is KRA 1: Inclusive, responsive and sustainable PDF and to the left KRA 2: Evidence, data and information for inclusive policies. The three blocks are connected with arrows as well as an arrow connecting it upwards to the second/middle level, to KRA 3 and KRA 4.

KRA 1 – Inclusive, Responsive And Sustainable PDF

Objective: PDF will focus on sustainability to its financial and human resource as well as supporting the development of a more inclusive and diverse disability movement. It is evident that even though project funding has increased over the years, PDF is still heavily dependent on core funding from DFAT. To ensure sustainability, a historical financial analysis highlighted that it was critical for PDF to ascertain the minimum funding required to ensure core function of the secretariat was sustainable going forward whilst programs or projects undertaken by PDF were self-funding.

Summary: PDF will strive for financial, human resource and organisational sustainability in a way that will allow responsiveness to the diversity of needs of its members and effective implementation of the strategy. PDF will invest in building its human capital within the movement to provide the expertise needed with others to implement the strategy.

PDF will support a more inclusive and diverse disability movement which imply to be able to provide a more differentiated and tailored support to its members. While seeking more resources is critical, efficiency gains are just as critical. There will be a focus on ensuring that project and core activities are mutually reinforcing to each other. The approach would make the most of PDF tools in a more coordinated way that makes more effective use of the competencies and expertise within the PDF membership. PDF will undertake a mapping of knowledge and expertise across its membership and provide a database of expertise in various areas as well as supporting the emergence of the most marginalised groups.

With the increasing work in CBID and pre-condition, there will be more attention paid to children with disabilities and older persons with disabilities, especially in mainstreaming in early childhood development.

Goal 1: To Build A More Diverse And Inclusive Disability Movement

- 1.1 *Supporting the emergence of the most marginalised groups, i.e. psychosocial disability, intellectual disability, persons with deafblindness.*
- 1.2 *Supporting gender equality and participation of young persons with disabilities; within the movement.*
- 1.3 *Supporting DPOs to ensure that issues of children with disabilities are reflected in their programs and that organisation of parents of children with disabilities are engaged. This is the same for older persons with disabilities.*
- 1.4 *Particular attention paid to the North Pacific DPOs, to support internal capacities as a movement as well as supporting CRPD focussed advocacy.*
- 1.5 *Particular attention paid to French speaking DPOs, to support internal capacities as a movement as well as supporting CRPD focussed advocacy.*

KPI:

By the end of 2025, the following to be achieved:

- Existence of self-advocate or groups for persons with intellectual and psychosocial disability.
- Children and older persons with disabilities issues are reflected both at the PDF level and the DPO level.
- Sub regional dynamic with the North

Pacific DPOs targeting better connection with US base and Japan, resources and donors that will sustain the investment in the North.

- Sub regional dynamic with the French speaking DPOs targeting better connection with French base and the EU, resources and donors that will sustain the investment in the French speaking DPOs.

Goal 2: Financial Sustainability

2.1 PDF funding

2.1.1 Ensure core funding is adequate to meet core operational requirements of PDF secretariat.

2.1.2 Project funding to fully fund projects including staffing costs.

2.2 DPO funding: core funding and project funding including national public funding.

KPI:

By the end of 2025, the following to be achieved:

- Sustainable funding for core roles and core operational costs for 2021 – 2025.
- Multi project funding secured to fund programs and activities as well as staff cost.

Goal 3: Governance And Leadership

3.1 Governance and leadership ensured

- Board (and its Sub-committee⁹).
- DPO office managers.
- Youth committee.
- Women committee.
- Membership.

3.2 Ensure effective and efficient services to stakeholders

- Voice and representation.
- Members survey – tool of governance.

KPI:

By the end of 2025, the following to be achieved:

- Committee meetings are held regularly on a quarterly basis and meeting reports produced on time.
- PDF commit to ensure that the governance and leadership of PDF will be inclusive of the marginalised groups – deaf, psychosocial and intellectual disability including Board composition and election regulation.
- PDF Board represents the diversity of the movement – with the different groups represented.
- PDF is well represented at the national, regional and global level.
- A measure in place to allow Board members to access the project management system for Board decision making purpose.

Goal 4: PDF Responsiveness

4.1 Development of human capital/ resources.

4.2 Develops human capital within the movement (expertise) and train potential leaders including young people.

4.3 Mapping skills and experience within PDF and facilitating peer support between members.

4.4 Developing tools and methods of project management, decentralised working and functions and helpdesk.

4.5 Developing advocacy and communication guide to support DPOs policy advocacy, e.g. budget advocacy, legal harmonisation and toolkits.

KPI:

By the end of 2025, the following to be achieved:

- A database of expertise developed across sectors and updated.
- Advocacy strategy.

9. Board Sub Committees – Human Resource Committee, Finance Committee, Policy Committee, Membership Committee,

KRA 2 – Evidence, Data And Information For Inclusive Policies

Objective: Regional and national stakeholders have access to evidence, data and information needed to build CRPD compliant and inclusive policies and programs.

Summary: This area of work is critical as it will generate the data needed for advocacy in relation to Outcome 3 (pre-condition) and 4 (sectoral inclusion) including for assessing how much financial and human resource will be required to implement those policies. PDF will catalyse, frame and support this area of work and will engage better and work with relevant partners like SPC and UNICEF to produce and analyse the data including costing and financial and gap analysis. This will inform work on budget advocacy and monitoring as well as for engagement with CROPS and Donors on Outcome 5 (regional resource mobilisation). It will also contribute to accountability through monitoring of legislative, programmatic and resourcing progress.

On the other hand, PDF will lead the regional monitoring of governments efforts for the inclusion of persons with disabilities as well as the implementation of the CRPD and SDG. This is monitoring in terms of budget, data and legislation amongst others, ensuring that partners work are truly inclusive of persons with disabilities.

The second focus will be documenting interesting practices across countries and sectors in an easily accessible and user friendly format to support advocacy as well as policy and program design and evaluation. The third focus will be on accountability based on monitoring the trends and practices in terms of legal harmonisation, service delivery, programs and budget allocations. This will be done at the regional level and will support DPOs exerting national level accountability.

In terms of information sharing, PDF will invest in better information sharing and resource-oriented websites as well as continuing its series of regional monitoring report every two years.

Considering the significant cost of face to face meetings in the regions, PDF will partner with others to explore the different ways to gain efficiency in organising exchange and virtual gathering, taking into account the technological limitation and constraints in the region. This will include exploring and investing in online platforms to share resources and conduct training or workshop, explore partnership with the UN agencies and the University of the South Pacific campuses for the use of their conference facilities for online training and workshops and explore the use of webinars as an alternative way to carry out online training, meetings etc.

Goal 5: Data and Evidence (PDF catalyse, frame and contribute)

5.1 Greater availability of national and regional data and Evidence

PDF will first work in partnership with SPC and UNICEF among others, to ensure that existing data sets are analysed in optimum ways and that data will be made available and accessible to different stakeholders including DPOs. PDF will continue to expand its support to DPOs on budget analysis to support budget monitoring. PDF will focus its efforts on the following:

- 5.1.1 Advocacy with SPC and UNICEF to produce and analyse budget related data, including current public expenditures as well as

costing and financing gap and fiscal space analysis.

5.1.2 Budget Monitoring – measuring the Governments efforts for the inclusion of persons with disabilities. PDF will work with national DPOs to assess evolution of resources allocated to inclusion of persons with disabilities across the region.

5.1.3 Documentation of interesting practices: PDF will work with CROPs and development agencies to ensure that the learning from their program's implementation and evaluation and interesting national practices are documented

KPI:

By the end of 2025, the following to be achieved:

- Country profile updated annually.
- Online materials and resources are available in accessible formats.

Goal 6: Relevant Information Is Available And Accessible

6.1 Online platforms to share resource and information.

PDF will develop an effective and accessible online platform to make all information collected and produced under goals 5 and 6 easily accessible and user friendly format for DPOs to support advocacy as well as policy and program design and evaluation.

6.1.1 Redesign of PDF website and development of a knowledge management and dissemination strategy, taking into account regional constraints.

6.1.2 User friendly online version of country profile and regional reports.

6.1.3 Development of an online thematic resource repository.

Production of knowledge product supporting DPOs work.

6.2 Partnership for cost effective blended approach to training and conferences.

Considering the significant cost of face to face meetings in the regions, PDF will partner with others to explore the different ways to gain efficiency in organising exchange and virtual gathering, taking into account the technological limitation and constraints in the region.

This will include exploring and investing in online platforms to conduct meetings, training or workshops, exploring partnership with UN agencies and the USP for the use of their video conference facilities for online training and workshops across countries and explore the use of webinars as an alternative way to carry out online training, meetings etc.

Assumption is that mid-term efficiency gain will allow further investment in knowledge management.

Face to face travel will be optimised and focused on PDF higher level added value and emergence of most marginalised groups and disadvantaged countries.

6.2.1 Explore partnership with UN agencies and USP with working agreement.

6.2.2 Increasing use of online communication in lieu of travel.

KPI:

By the end of 2025, the following to be achieved:

- PDF commit to make available online resources in accessible formats

Goal 7: Regional Monitoring

PDF will continuously update the PICs

country profile yearly including major policy and legislative changes, budget allocation, service delivery based on latest available data. The country profile will support national DPOs advocacy as well as to all actors seeking information on PICs.

It will also continue to produce its two yearly monitoring report – “CRPD-SDG Regional Monitoring Report”. The report will form the basis of discussion and theme of the biennial Conference and collaboration with partners on a two yearly basis until 2030. PDF will work collaboratively with its partners to produce the report.

The Regional Monitoring Report will be PDF’s accountability tool to its partners and vice versa on the progress made for the inclusion of persons with disabilities in all development front, nationally and regionally. PDF will focus its efforts on accountability, based on monitoring the trends and practices

in terms of legal harmonisation, service delivery, programs and budget allocations. This will be done at the regional level and will support DPOs exerting national level accountability.

7.1 Monitoring and evaluation on trends and good practices.

- Monitoring governments efforts to implement the CRPD and SDG (legislation, data, budget).
- Monitoring interesting practices.
- Updated country profile on a yearly basis.

7.2 Regional report.

A regional SDG-CRPD Monitoring report developed bi-annually.

KPI:

By the end of 2025, the following to be achieved:

- Regional monitoring report produced biennially.

KRA 3 – Ensuring And Realising The Pre-Condition For Inclusion

Objective: PDF will strengthen partnership and advocate for policies and programs to create pre-condition for inclusion.

Summary: Pre-condition for inclusion cuts across development, DRR, humanitarian and it will mobilise the whole of PDF and its members. If these pre-conditions are not realised, it will undermine inclusion of persons with disabilities of all ages in all sectors. PDF will put a strong focus on six different themes which are key pre-conditions for inclusion. These are accessibility, assistive device, non-discrimination, social protection, support services and Community Based Inclusive Development (CBID). PDF will work with both national DPOs and relevant government departments to

ensure that they are optimally equipped to advocate for their realisation as well as with all other relevant stakeholders to catalyse and frame concrete initiatives. The work on the regional accessibility standards blueprint or on regional procurement for assistive devices are good examples of what PDF should do and how it can be done.

It should be noted that PDF and its membership will continue to raise awareness as a key component as well to the pre-condition to inclusion.

Goal 8: Pre-Condition For Inclusion

8.1 Accessibility

Accessibility contributes to independence and dignity of persons with disabilities. It allows easy access to persons with disabilities to build environments and public transport systems as well as contributing greatly to communication and access to information. Accessibility is important to provide choices to persons with disabilities on an equal basis with others and it can make the environment better for everybody.

PDF will focus its efforts on the two areas below:

8.1.1 Accessibility blueprint and roll-out.

Advocate and ensure with others that the blueprint is developed and rolled-out in the region. PDF's key role is the advocacy to ensure that accessibility blueprint is piloted and roll-out dependent on available resources. PDF will ensure that DPOs are aware of the blueprint, developing of an online module of the blueprint for members use and supporting DPOs for the adoption of the standards by their national governments.

PDF will focus its efforts in the next five years on the following:

- PDF will support the DPOs to understand better the blueprint and an advocacy campaign towards adoption of the standard at national level.
- PDF's advocacy towards PIFS and other CROPS to support governments adoption of the standard.
- PDF's advocacy towards donors to support governments adoption of the standard.
- Monitor major donor investment to ensure that it is accessible.

KPI:

By the end of 2025, the following to be achieved:

- That the blueprint is developed and adopted in at least five countries by 2025
We hope that at least five countries will have standard if PDF supports its members, PIFS and CROPS supports state and donors are vigilant and ensure that their investment is accessible.

8.1.2 Monitoring of major investment.

PDF will support the DPOs to monitor major investment in the Pacific by donors. E.g. infrastructure, programs and services.

KPI: half of major donor's investments in infrastructure, transports and ICT made in the next five years are monitored for its accessibility to persons with disabilities.

8.2 Assistive device.

Assistive devices are devices that support the direct participation of persons with disabilities. The different groups of persons with disabilities uses different devices that suit their needs.

- Physical impairment – crutches, walking cane, wheelchairs, commode etc.
- Visual impairment – white cane, screen reader software.
- Hearing impairment – hearing aid, relay messaging.
- Psychosocial disability.
- Intellectual disability.
- Deafblind.

PDF will work with the relevant partners to act on the recommendation of the 'Procurement Study for Assistive Device and Products' and these include partners like Motivation Australia, PIFS, WHO and national governments.

- Developing together with CBM and MA and advocacy toolkit on the diversity of the assistive device and WHO essential list for DPOs.
- Advocacy and working with donors and CROPs on the development of regional procurement of assistive device.

KPI: demand for assistive device from the DPOs will increase (number and quality of DPOs initiative to demand increased access to assistive devices).

Extremely difficult to put supply side-indicator. We cannot make commitment because it depends too much on other people – government, donors and other partners.

8.3 Non-discrimination.

Discrimination on the grounds of disability should be prohibited at all levels, including legislation which apply to all public and private actors. It should include all forms of discrimination, especially in accessing services as well as including discrimination by association. It should include obligation to provide reasonable accommodation and recognising that the denial of reasonable accommodation amounts to discrimination.

PDF will continue to focus on some of the current initiatives and focus its efforts in the following areas:

- 8.3.1 Support DPOs better understanding of non-discrimination and duty to provide reasonable accommodation and related process towards legal harmonisation.
- 8.3.2 Support DPOs to influence change in major events such as elections or other major sectoral legal reforms (education, labour, justice etc.) to ensure that non-discrimination

and duty to provide reasonable accommodation are included.

- 8.3.3 Support DPOs to frame their advocacy for policy change, budget and legal harmonisation based on legal review, budget analysis and census data.

- 8.3.4 Working together with UN agencies and CROPs to foster non-discrimination in their own areas of work, e.g. ILO – employment, UNDP – access to Justice, governance and rule of law; UNICEF – data, inclusive education, UN Women, UNFPA etc., inclusive of reasonable accommodation and support services etc.

KPI: CROP and UN agencies effectively foster non-discrimination in their programs.

8.4 Social Protection.

Social protection is an enabler and has a key role to play in supporting inclusion and participation of persons with disabilities. Social protection can be either through non-contributory scheme (tax finance) or contributory scheme. Contributory schemes sometimes are referred to as Social Insurance and non-contributory scheme as Social Assistance.

Social Protection can really foster the inclusion and participation of persons with disabilities. Some of the functions of social protection are,

- To compensate for the loss of income and cover health care expenditures.
- To provide minimum income and cover health care expenditures.
- To facilitate access to social services and fulfill basic needs.

PDF will focus its efforts in the following areas,

- 8.4.1 Support the capacity of DPOs to understand better the roles and functions of social protection. PDF will support DPO in countries where it exists on how it can be improved and work with DPOs in other countries on how to demand for social protection.
- 8.4.2 Support DPOs in prioritization and advocacy for social protection in their country.
- 8.4.3 Engage with partners to influence social protection investment in the region.

KPI: increase demand by DPO for social protection.

8.5 Support Services.

Support is an essential pre-condition for many persons with disabilities to ensure their active and meaningful participation in society, to preserve their dignity, autonomy and independence. Persons with disabilities may require a higher level and more diversified type of support.

Support for persons with disabilities is particularly relevant and needed in:

- Decision-making and exercising legal capacity.
- Communication through alternative modes, means and formats.
- Personal mobility and transportation.
- Performing daily activities and personal assistance.
- Living independently in the community.
- Access to general services, such as education, justice, and health, among others.

Examples of support services are:

- Independent living.

- Personal assistant services.
- Support to decision making.
- Peer support group.
- Sign language interpreter.
- Guide interpreter for deafblind people.
- Circle of support.
- Respite care services.

PDF's effort in the next five years will be focused on supporting the following:

- Mapping and up-dating of services as part of the current CBID work.
- Building a common vision for support services – what does it mean for the Pacific and what can support look like?
- Monitoring practices and foster learning across DPOs and from each other.

KPI: PDF will commit to develop a paper on support services in the Pacific.

8.6 Community Base Inclusive Development (CBID)

PDF is a facilitator of CBID. Community Base Inclusive Development should foster inclusion at the community level, address equalization of opportunities, enhance participation of persons with disabilities and ensure that services are available for persons with disabilities at the community level. The shift towards CBID arises from the need to address inclusive development at the community level rather than a focus solely on rehabilitation. CBID recognizes that CBR was a vehicle to achieving inclusive development in the community, however, it needs to address all aspects of development in a 'life cycle approach'. CBID will be achieved through the combined efforts of persons with disabilities, their families, organisations and communities, relevant government stakeholders, NGOs and others. The Pacific CBR Framework 2016 – 2021 focused on achieving three goals:

- Persons with disabilities and their families, empowered, contributing,

participating and making decisions in their lives and community.

- Communities comprehensively include persons with disabilities in all aspects of community life.
- Men, women, children and older persons with disabilities have full access to the services they need to function better and realise their rights.
- PDF will focus its efforts on the following:
 - Develop an updated service directory through the current initiative (service

mapping), and disseminate it to partners and stakeholders.

- Foster cross learning on initiatives and good practices across DPOs and across countries.
- Support DPO advocacy to ensure that Government programs and policies translate into community services.

KPI: A first generation of regional CBID workers has been trained across the region

KRA 4 - Promoting Leadership And Deepening Partnership For Inclusion

Objective: Deepen partnership and achieve inclusion of persons with disabilities across all relevant regional and national development initiatives

Summary:

PDF will also advocate for strong leadership and deepen the partnership to achieve inclusion to reach a point of no return for inclusion of persons with disabilities so that gains made are irreversible. It will focus on gender equality, disaster risk reduction, climate change and humanitarian response, inclusive education and political participation. PDF will also actively follow up on other important thematic areas, e.g. Access to justice, Health, Employment, Inclusive sports, Faith Base etc. PDF will mobilise and support its members who has specific expertise and engagement in those sectors to ensure adequate and quality representation and advocacy.

Goal 9: Partnership for inclusion

Priorities: the following thematic areas will be PDF's priorities in the next five years.

9.1 Gender Equality

Women and girls with disabilities face multiple forms of discrimination and State have an obligation to ensure the full development, advancement and empowerment of women, for the purpose of guaranteeing them the exercise and enjoyment of the human rights and fundamental freedoms¹⁰. This is canvassed and reflected in achieving gender equality in Goal 5 of SDGs and is crucial in accelerating the development goals.

PDF will focus its efforts in ensuring that mainstreaming efforts with partners is truly inclusive of women and girls with disabilities, promoting their meaningful engagement and participation and recognising the diversities and specificity of needs across all women and girls with disabilities.

To this end, PDF will undertake the following:

- 9.1.1 Mapping – mainstreaming of persons with disabilities in

10. UN Convention on the Rights of Persons with Disabilities – Article 6. (<https://www.ohchr.org/EN/HRBodies/CRPD/Pages/ConventionRightsPersonsWithDisabilities.aspx>)

partner's work, UN, SPC, PIFS, Pacific Women Shaping Pacific Development, Humanitarian Actors, PIPSO, NGO's, CSO's and faith-based organisation. How much mainstreaming has taken place for women and girls with disabilities in terms of:

- Women economic empowerment.
- Sexual and reproductive health.
- Ending violence against women and girls with disabilities.
- Gender based violence in emergency.
- Humanitarian work, climate change, disaster risk reduction, preparedness and response.
- Supporting leadership and Profiling women with disabilities

9.1.2. Monitoring the level of inclusion of women and girls with disabilities across partner's program, Pacific Women Shaping Pacific Development, UN Women, UNFPA and SPC and other regional gender agencies.

9.1.3. A focus on sexual reproductive health rights, menstrual hygiene management, livelihood sectors and women and girls with disabilities.

9.1.4 Supporting the development of ERAW toolkit in two other countries for the next five years, dependent on partner's support.

9.1.5 Supporting the development of an additional module on GBViE in the ERAW toolkit

KPI: every gender program has a specific attention for women and girls with disabilities and establish indicators for the inclusion of women and girls with disabilities against which agencies and organisations must report.

9.2 Disaster Risk Reduction, Climate Change and Emergency Response.

Situation of risk and humanitarian emergencies is an obligation under the CRPD (Article 11) to ensure that the rights of persons with disabilities are upheld during a crisis. Pacific Island countries are extremely vulnerable to climate change, disasters and situations of risks and in the last five years, the Pacific have been battered with intense and severe cyclone, king tides, tsunamis, and volcanic eruptions. In all these catastrophic events, persons with disabilities face challenging situations to access evacuation centres, timely and accessible information and services pre and post disasters.

DRR will catalyse the efforts around DPOs engagement and working with humanitarian partners to ensure that the pre-conditions for inclusion are in place to make preparedness, response and recovery work truly inclusive of all persons with disabilities. DRR is an integral part of realising an inclusive Pacific 2030, considering the increasing risks related to disaster and climate change including emergencies.

PDF will focus its efforts on the following:

9.2.1 Review of PDF Pacific Disability Inclusive Preparedness for Response (DIPfR) Strategy humanitarian strategy, inclusive of Climate Change and aligned to PDF overall Strategy.

9.2.2 Implementation of the DIPfR Strategy through program and project funding.

9.2.3 Supporting DPO Advocacy as well as the regional advocacy – into mainstream organisation and humanitarian actions to ensure the inclusion of all persons with disabilities in humanitarian actions and climate change programs.

KPI: at the regional level, humanitarian partners and climate change partners work has a specific attention to persons with disabilities.

9.3 Inclusive Education

SDG Goal 4 sets a clear ambition to ensure inclusive quality and equitable education for all by 2030. In order to meet this goal, more needs to be done to ensure Pacific children, youth and adults with disabilities are enrolled in and benefit from school and post-school education and training¹¹.

PDF's effort for an inclusive education will be focussed on the following areas:

- 9.3.1 Supporting the mapping with PacREF partners on inclusion efforts on education for children and persons with disabilities.
- 9.3.2 Support the PacREF partners in shaping/framing the regional educational framework and the advocacy at the regional level.
- 9.3.3 Supporting DPOs advocacy for an inclusive implementation of their National Inclusive Education Policy, including the adoption of the INDIE into policies.

KPI: PacREF partners work is inclusive of persons with disabilities, in policy and practice.

9.4 Political Participation

Article 29 of the CRPD requires State to guarantee political rights to all persons with disabilities, including persons with psychosocial and intellectual disabilities. The CRPD article provides a number of safeguards that need to be implemented by States, i.e.

- To ensure that voting procedures, facilities and materials are appropriate, accessible and easy to understand and use.
- Have the right to vote by secret ballot in elections and public referenda without any sort of intimidation, and to stand for election, to effectively hold office and perform all public functions at all levels

of government, facilitated by access to assistive and new technologies where appropriate.

- To ensure persons with disabilities have the opportunity to exercise their right to freely express their will as electors. If necessary, voting procedures should, at their request, allow for assistance by a person of their own choice.

PDF's effort for an inclusive and accessible elections for all persons with disabilities will be focussed on the following:

- 9.4.1 Mapping of DPO efforts and good practises on elections and foster cross learning.
- 9.4.2 Support DPOs advocacy towards inclusive and accessible elections, in partnerships with relevant stakeholders.

KPI: Over the next five years, concrete steps taken to ensure inclusive and accessible elections for all.¹²

The overall performance indicator across the four thematic areas above are:

- By 2025 – change in programs, i.e. very concrete change in programs and or steps taken to mainstream persons with disabilities into partner's program.
- By 2030 – change in outcomes for persons with disabilities.

Focus thematic: PDF will actively follow-up on partner's and ensure that the following thematic areas work as well are inclusive of persons with disabilities.

- Access to justice.
- Health.
- Employment.
- Sports.
- Housing.
- Faith Based.
- Transport.

11. Pacific Disability Forum SDG-CRPD Monitoring Report 2018

12 <https://www.pacwip.org/current-elections/>

KRA 5 - Regional Cooperation And Resource Mobilization

Objective: Resource mobilisation to support national efforts in realisation of rights.

Summary: PDF will work with members of the RRGD to take stock of the human, financial and institutional resource required to achieve an inclusive Pacific by 2030 and to explore the most cost-effective ways to provide required support to national stakeholders. This could take the form of an integrated regional mechanism or facility or enhanced coordination. A key aim is to achieve economy of scale and make the most of available domestic and international financial and human resources.

Goal 10: Resourcing national efforts to realise the rights and achieving economy of scale.

10.1: Human resource.

- Mapping of expertise in various thematic areas within the Pacific and outside the region with sound knowledge of the CRPD and disability inclusive development, law reform, data, budget, education, DRR, etc.
- PDF will commit to contribute to multi-stakeholder training (Government Disability Focal Point and DPOs) are trained on CRPD implementation, in partnership with PIFS, SPC, CBM Australia and others. It is to be noted that PDF will commit to the training at the national level cross sectoral with Government so DPOs are in an enabling environment to do their core role of advocacy.

10.2: Financial support.

While the cross sectoral and multi-stakeholder training on the CRPD implementation would support DPO and Government capacity to implement the CRPD, it will need a funding mechanism to enable Government to undertake initiatives to implement the CRPD. For this, PDF will continue to advocate and push for a funding mechanism to support the implementation of the CRPD and SDG at the national level.

- Advocate and develop further with PIFS and CBM Australia a financial mechanism/facility to support the implementation of CRPD and SDG at the national level to achieve an inclusive Pacific 2030.

10.3: Help desk.

The help desk is envisioned to support countries source financial and human resource to enable them to implement the CRPD. This is on the margin and understanding that the training would equip government to implement the CRPD. Some of the resource developed for DPO in KRA 2 will be used here, should it be relevant also for government stakeholders.

- PDF will continue to advocate for a help desk to support countries in their efforts to implement the CRPD.

KPI:

- A cross – sectoral Multi-stakeholder training for CRPD implementation at the national level in the next five years.
- At least 80% of the countries in the region would have benefited from the CRPD implementation training.

Functions Of PDF – As The Secretariat

The secretariat will have four core functions to support the implementation of the Strategy, these are:

- i. Voice
 - Global and regional advocacy.
 - Support national DPOs legitimacy.
- ii. Coordination
 - Support regional coordination (secretariat for CBID committee).
 - Stimulate coordination between CROPs and UN and national actors.
 - Facilitate match making between DPOs support request and relevant regional and global actors.
 - Support PIFs coordination efforts.
- iii. Technical
 - Knowledge management.
 - Development of resources.
 - Dissemination in accessible format.
 - Capacity development.
 - Development, facilitation of training and training of trainers.
 - Mentoring and coaching.
 - Trusted advisor.
- iv. Institutional Strengthening
 - Of PDF.
 - Of PDF members, which include financial support as well as on demand intervention related to governance, movement building, administration and finance as well as relation with government among others.

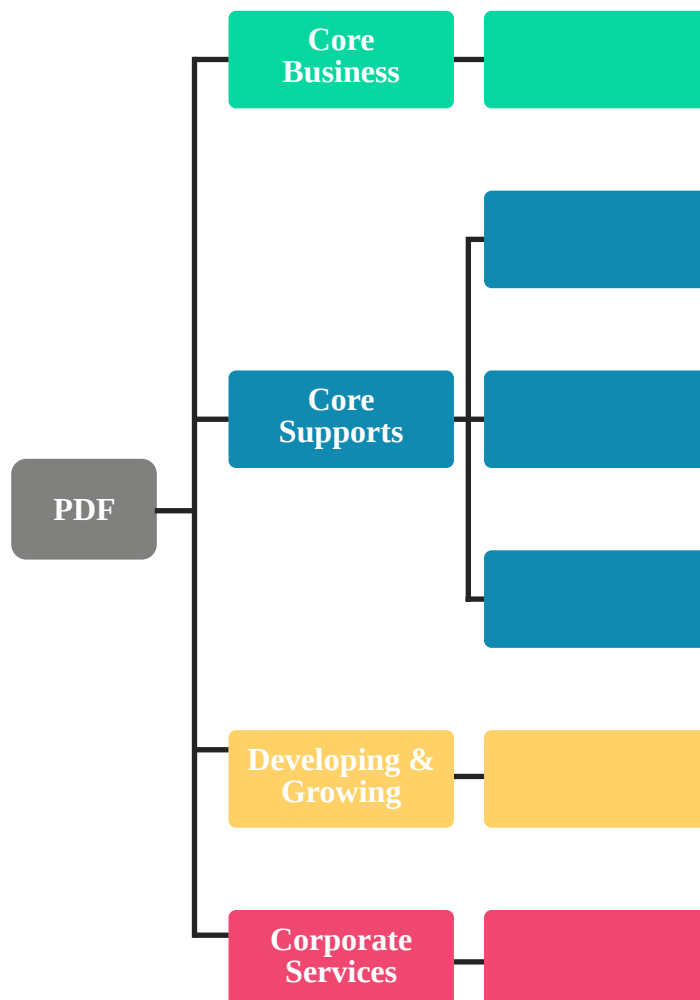
8. Capability Framework

The execution of this strategic plan is dependent on PDF having the capability to deliver the core business and to achieve its performance objectives. The PDF strategic direction provides the basis for the Capability Framework.

The Capability Framework is an analysis tool that shows the capabilities PDF requires to deliver on its core business. The organisational Capability Framework reflects the various capabilities required by PDF and the relationship they have with one another.

- **Core Business** - The core business was reviewed and confirmed as the main future focus of PDF 2021 and beyond.
- **Support functions to the core business** - The core support areas help drive the core business and as such are measured on how they assist the core business.
- **Developing and growing capabilities** – this looks to the future, with planning support and capability.
- **Administrative support** - a servicing function to the core business which can be measured but has a cost that is recognised.
- **Partnerships** (which may have been previously ‘Support’)

Note: There may be more than one in all capability areas except **Core Business**.



Capabilities are what the organisation needs to be able to do to deliver on its goals and provides the high-level functional structure. There is a need to focus on what is needed to deliver the vision, focusing on the core business, meeting the stakeholder expectations, delivering at the performance required and meeting the challenges that have been identified.

As such, some of the capabilities that have been identified currently do not exist in the organisation but this matrix provides management with a guide on the capabilities required to deliver on the strategic priorities over the next five years and it is at Management’s discretion to prioritise which capabilities are critical to have in the immediate future, or which key areas to develop in the organisation.

Key Considerations

- 1. Financial Sustainability** – Advocacy, coordination, technical support and institutional strengthening are delivered through programs coordinated by PDF at both local and regional levels. Around 40% of PDF's financing are from project funding and 60% is core funded. There is a need for PDF to ensure core funding is adequate to meet core operational requirements of the PDF secretariat, and ensure that project funding of programs is sufficient to also cover staffing costs for the duration of the program.
- 2. Inclusivity and Responsiveness** – inherent human capital mechanisms to ensure PDF have competent resources for scoping, development of policies that focus on being inclusive and responsive to marginalized groups and the membership as a whole including partners. The internal system of PDF, monitoring and evaluation, DPO governance and leadership, the internal organ and machinery of PDF will be the corner stone of the strategy that we strengthened within and inward to deliver outwards.
- 3. Evidence, Data and Information Accessibility** – PDF is working towards ensuring that its regional and national stakeholders have access to evidence, data and information for CRPD compliant and inclusive policies and programs. This would include ensuring PDF has access to technical assistance from expertise in the areas of budget monitoring (public financing and costs in the disability space). Accessibility to data and information means having a robust IT software program with data warehousing capability that is user friendly and meets the requirements of management in terms of online analytical processing (OLAP), data mining (repository of current and historical data), querying, reporting and other decision support applications. As well as a user-friendly platform for information dissemination regionally and to members.
- 4. Pre-Condition to Inclusion** – **KRA 3 the pre-condition is the pre-requisite for inclusion, the absence of pre-condition, mainstreaming will not take place in KRA 4. Both data and evidence in KRA 2 and pre-condition will support the efforts for mainstreaming in KRA 4.**
- 5. Leaderships and Partnerships** – this alludes to KRA 4 which would entail capabilities in specialist areas such as, gender equality, DRR, Climate change, emergencies, inclusive education, political participation etc., in relation to people living with disabilities. It also needs capabilities in areas of program and policy development that enables inclusion of persons with disabilities across all relevant regional and national development initiatives.
- 6. Regional Coordination and Resource Mobilisation** – As a key results area, this entails PDF to work collaboratively and in partnership with PIFS and CBM Australia to deliver on training on CRPD implementation for Pacific Governments and also support the provision for a helpdesk facility.

Organisational Structure

The proposed organisational structure identifies key areas for consideration. It identifies core programs which are fully project funded such as the PERU program and other core programs which are currently core funded, but could be donor funded, thus are not necessarily dependent on core funding. The organisation structure is also a reflection of the key capabilities required to deliver on the key results areas for the 2021-2025 PDF Strategic Plan. The Key Results Area for PDF in this 2021-2025 Strategic Plan alludes to a wider area of focus for the organisation, from not only being advocacy driven but also to focus on identifying and mobilising resources for its members, have more of a coordination role at the Regional level between PDF its DPO's and stakeholders/partners, as well as provision for technical assistance and institutional strengthening for both PDF and its members.

PDF Capability Framework 2021 - 2025

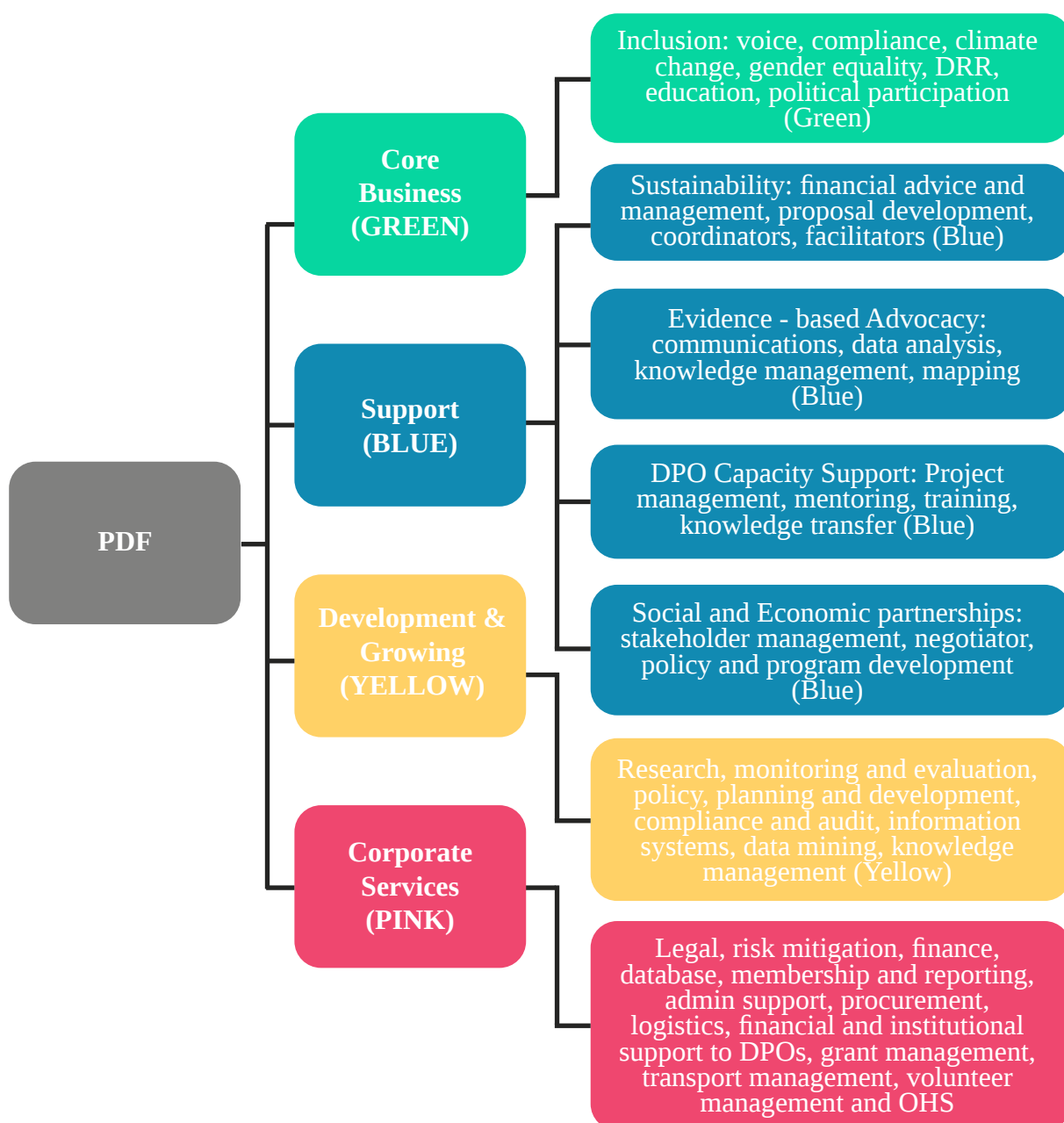


Figure 1: Capability Framework table

9. Proposed PDF Organisational Structure 2021-2025

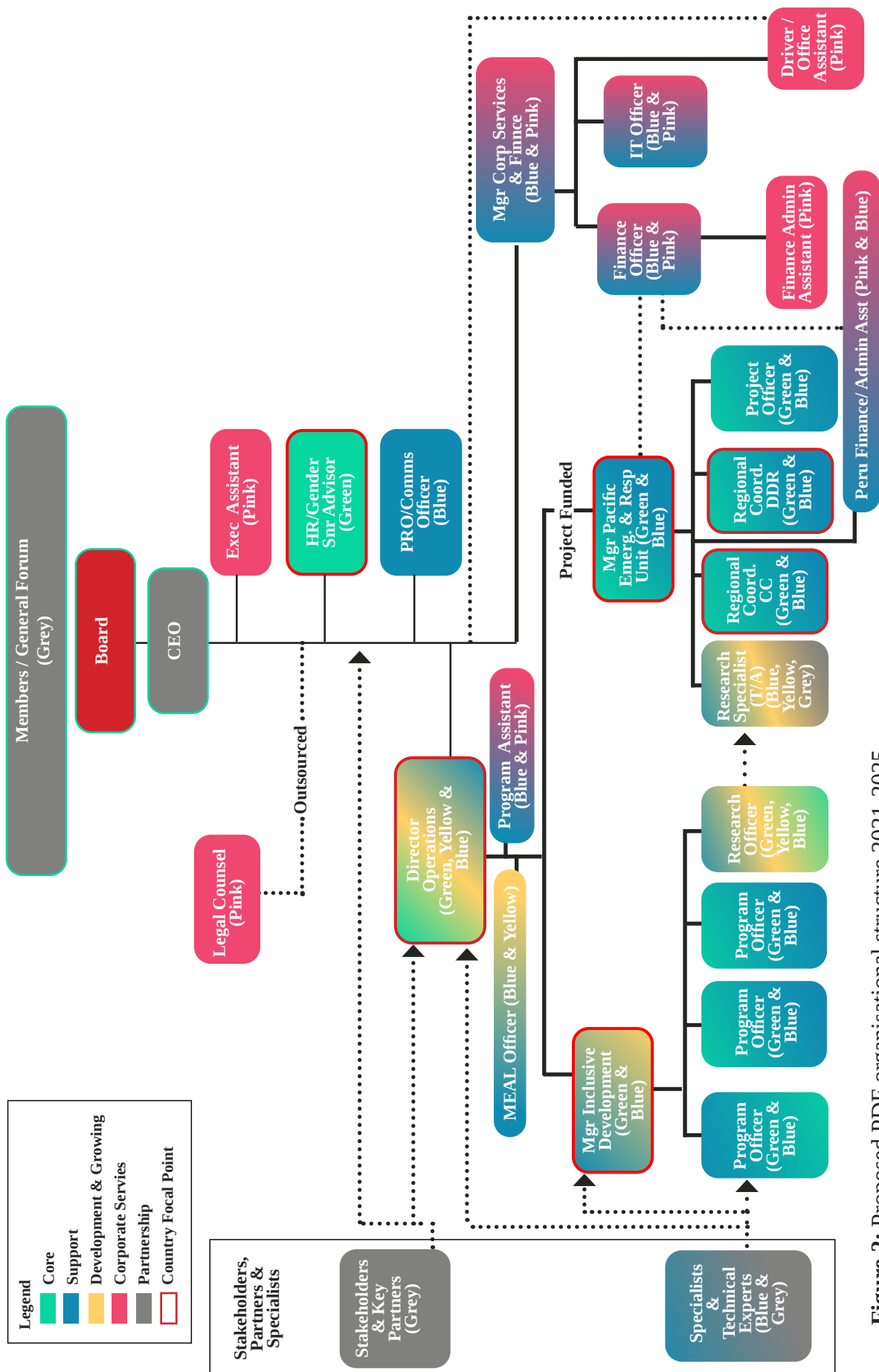


Figure 2: Proposed PDF organisational structure 2021-2025

10. Proposed PDF Organisational Structure 2021-2025

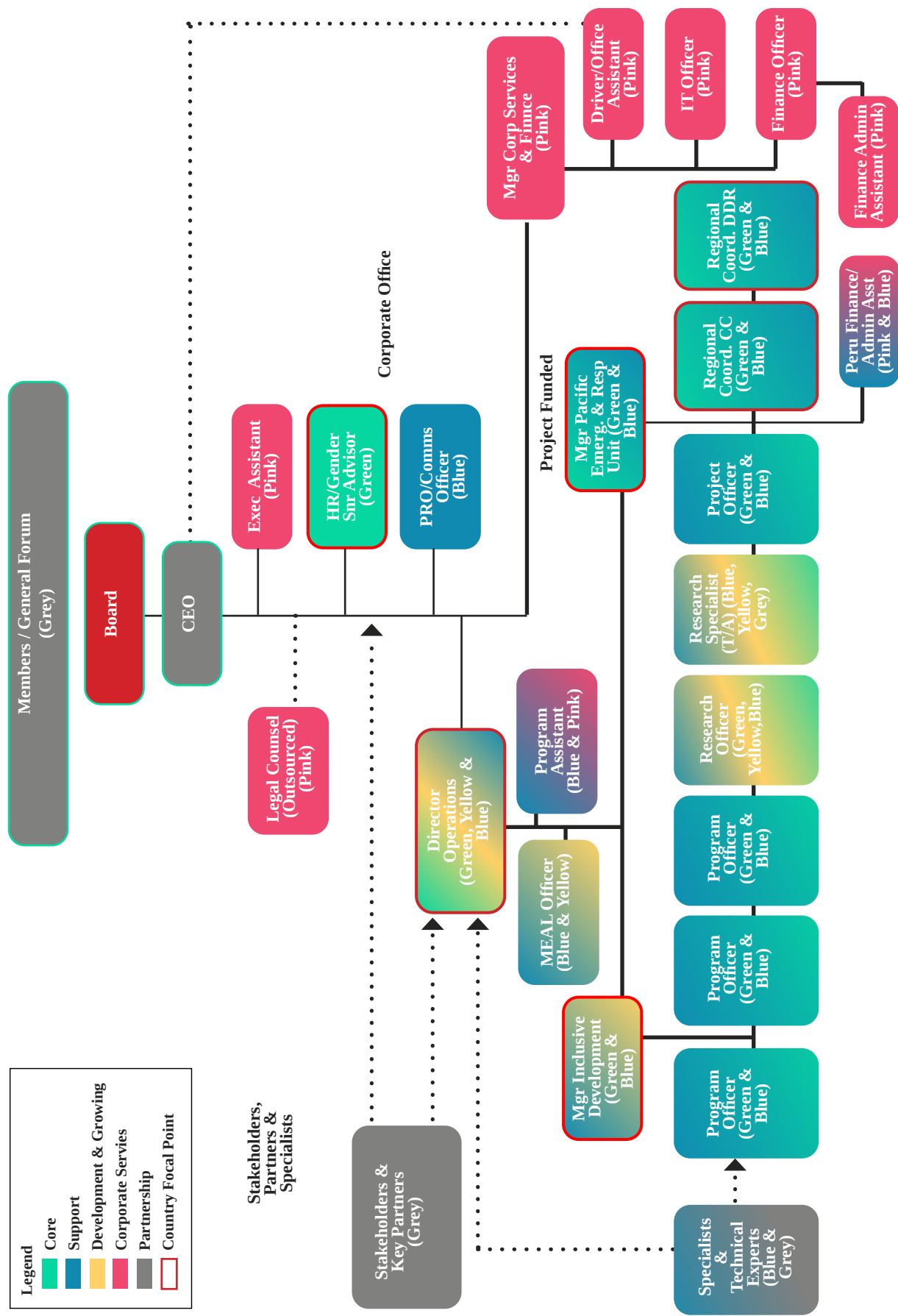


Figure 2: Proposed PDF organisational structure 2021-2025

The proposed organisational structure identifies key areas for consideration. It identifies core programs which are fully project funded such as the PERU program and other core programs which are currently core funded, but due to competition in terms of core funding accessibility, it may be an option for funding proposals to include funding of project activities as well as human capital resourcing.

The organisational structure also has provisions for more emphasis on stakeholder management and technical assistance so that there is adequate capacity building internally for PDF and training for DPOs on implementation of CRPD. There is also a need for regional cooperation for accessibility to assistive devices through coordinated procurement as well as a robust and user-friendly information system that is aligned to CRPD Article 9.

Capabilities And Roles:

In the 2021-2025 organisational structure, a corporate unit that reports directly to the Chief Executive Officer which comprises of a communications specialist, an executive assistant and legal counsel which is outsourced. These roles are critical in ensuring internal and external communications are aligned to the strategic plan and activities that require legal advice work closely with the CEO, who is accountable for the final outcomes of these activities.

Also note from the revised organisational plan, the CEO's direct reports now include the new position of Director Operations and Manager Corporate Services and Finance.

Corporate Office Unit (direct reports to CEO):

- **Legal Counsel:** There is a need for a legal counsel for PDF to oversee contracts with donor partners, since a substantial funding component for PDF is program funded (in addition to the core funding it currently receives). The work on advocacy also needs legal oversight. This role is outsourced to be financially viable.
- **Public Relations and Communications Officer:** The strategic plan 2021 -2025 places significant emphasis on access to evidence, data and information. This will require not only data mining but also a communications officer who will be able to put together a communications strategy, with assistance from a specialist, for PDF that will ensure greater awareness and data on CRPD and inclusive strategies for inclusion, not only for DPOs and members but also for stakeholders. This role replaces the PR and Communications Officer role.
- **Human Rights & Gender Senior Advisor:** This is a key role which is core funded and is critical in supporting the CRPD and SDG compliance and Gender Equality supporting advocacy and operations. The role will lead the CRPD and SDG training for DPOs and partners including government (on request) and take lead as well part of the Pre-Condition for inclusion. The role will be supporting a new cadre of trainers and if necessary, because of the specialist nature of both Human Rights and Gender, it may be necessary to have two advisors, one in each area of Human Rights and Gender specialist. The role

will deliver the training on disability and awareness to partners. The role reports directly to the CEO.

- **Executive Assistant:** This role is primarily responsible for providing administrative support to the CEO,

which includes and is not limited to general office management, coordination of meetings, travel and events. The role also plays a pivotal role in being the liaison person between the CEO's office, Board of Directors and senior PDF management.

Director Operations: This role is designed to provide oversight of all programmes including emergency response, gender, youth, DPO and inclusive development, policy and research for the Pacific Disability Forum. This role will manage stakeholders and ensure adequate technical assistance is provided to PDF for capacity building and training of DPO staff. This is a core role and will be core funded. The role has a mixture of core, support and growing and development capabilities.

- * **Manager – Inclusive Development Programs:** This role has been re-assessed from Team Leader Programs to Manager-Inclusive Development and is responsible for Program Officers for specific thematic areas as per the strategic plan focus. The Programs section is the core business for PDF but also provides support to the organisation. The capabilities required for this role include both core and support functions. The Manager-Inclusive Development will also work with the supervisor of the role (Director Operations) for the provision of Technical Assistants to ensure PDF resources are upskilled and trained to deliver on the Strategic Plans key results areas. The role reports to the Director Operations. The unit may be replaced by various project funded programs similar to the PERU project.

- **Program Officers:** The program officers reporting to the Manager-Inclusive Development are responsible for thematic areas such as inclusive education, gender equality, political participation and other focus thematic as identified in the Strategy. In the future, these roles can be funded by specific programs

and therefore not be dependent on core funding. The capabilities required for these roles includes both core and support functions such as proposal development, coordination, knowledge transfer, mentoring and stakeholder management including in-depth knowledge in specific thematic areas. These program officers will get technical assistance from specialists for capacity building and upskilling in critical areas.

- **Research Officer:** This role will undertake research activities addressing the emerging issues facing persons with disabilities within the Pacific Region. Work collaboratively with disabled peoples organisations (DPO's), NGOs, regional organisations, governments, businesses, universities, research institutions and other key stakeholders. S/he will also contribute to the development of policy frameworks and capacity building programs that will support disability inclusion with the UNCRPD in the region. This role reports to the Manager Inclusive Development and will also support the coordinators in the PERU unit.

MEAL Officer: This is a key support role which is core funded and is critical to providing support to PDF's core business as well as awareness on the key deliverables of PDF. The role is responsible for data compilation and analysis, and monitoring and evaluation of programs and finances across PDF core funded and project funded work. It provides the back-bone to PDF's advocacy work and is critical to ensure quality outcomes for PDF. The role reports directly to the Director Operations.

Manager PERU: The role heads the Preparedness Emergency and Response Unit, which is fully project funded by multiple partners. This unit is a core function and also provides support. The set-up for this unit can be seen as an example of how PDF may want to structure its programs units in the future. The program has a timeframe which pushes productivity in the aim of delivering on all its outcomes within the contracted term. The direct reports include a Research

Specialist (T/A) and Regional Coordinators. The Finance Officer Under the Manager Finance and Corporate Services also liaises with the Manager PERU on project funding management.

- **Research Specialist:** This role, which is project funded, is responsible for undertaking research that will build evidence about the impact of climate change and disasters on persons with disabilities, their vulnerability and opportunities for building resilience and supporting adaptation to climate change. The role is also responsible for building the capacity of DPO's on climate change issues in the recent case study countries: Solomon Islands, Kiribati and Tuvalu. The role also supports capacity development, engagement and empowerment of the PDF and DPOs.
- **Regional Coordinator: Disaster Risk Management** – The objective of this role is to lead and coordinate

the four-year PDF Regional Capacity Building Program funded by the Australian Humanitarian Partnership (AHP). The role aims to enable meaningful involvement of DPO's in the AHP Disaster Ready program and will engage regional disaster response stakeholders to promote disability inclusion. The role reports to the Manager PERU.

- **Regional Coordinator: Disability Inclusive Climate Change Adaptation** – The objective of the role is to lead and build evidence about the impact of climate change and disasters on persons with disabilities, their vulnerability and opportunities for building resilience and supporting adaptation to climate change. This is a one-year program for three countries renewable for two more years and the role reports directly to the Manager PERU.

Manager Corporate Services and Finance: This role is responsible for Finance and Human Resources for PDF and is core funded. All areas of finance, HR, OHS and office administration are managed by this role. The role is also accountable for Financial compliance and audit, including HR compliances. The role advises the CEO on prudent management of finances and provides accurate and timely financial reports for CEO and Board. The role manages all grants (for PDF, DPO core fund and partners grants) as well as support the DPOs, its finance management and institutional strengthening (admin and finance support to members). The role reports to the CEO.

- **Finance Officer:** this role will oversee the Finance Administrative Assistant position and ensure that all checks and balance in terms of recording and reconciling acquittals are transparent and accurate. This role is also responsible for the compilation of financial reports and ensuring compliance and audit requirements are adhered to.
- **Finance Admin Assistant:** this is an administrative role which assists the Finance and Administration Manager with financial management of including general ledger, balance sheet reconciliation, payroll, petty cash and financial reports of the PDF accounts, including facilitating administrative support.
- **IT Officer:** The role will be responsible for spearheading projects such as a more robust IT program for data mining, responsible for website upgrade and development, online platform for training, mapping and information accessibility. The role will also be instrumental in developing online training and learning platforms for PDF which are accessible to all persons with disabilities and provide similar support to DPOS.
- **Driver / Office Assistant:** this role is responsible for all the driving duties, maintenance of vehicle and provides responsive and prompt administrative services and efficient receptionist support including assisting in procurement services and property/ office management. The role reports to Manager Corporate Services and Finance and also reports directly to the CEO for his responsibilities as a Driver.

Stakeholders, Partners and Specialists:

- **Stakeholders and Key Partners** – PDF will need to manage stakeholders and key partners to ensure inclusion for persons with disabilities, implementation of CRPD for countries which have rectified the resolution, and also ensure strong and effective PDF profile regionally and internationally. The key roles that would work on stakeholder and partnership management rests primarily on the CEO and the Director Operations, but also assisted by Manager-Inclusive Development and Manager PERU.

- **Technical Assistance/Specialists** – PDF will have to contract technical assistance to help capacity building and upskilling of staff to deliver on the KRA's for the PDF strategic Plan 2021-2025. For example, currently there is a Research Specialist contracted on a short-term to work with the PERU Team. There are other critical areas of focus for PDF which will require similar resourcing of TAs and specialists to help PDF achieve its goals.

The revised organisational structure has identified capabilities required by PDF so that it may play a coordination role at a regional level. At local/national level where the DPOs are approached directly, PDF works in consultation with its members. PDF is also set-up to be a facilitator, expert in knowledge management for persons living with disabilities, ensure capacity development of staff, members and DPOs, is a trusted advisor, delivers institutional strengthening and is an implementer of critical PDF projects.

The revised organisational structure outlines that core funding can finance the following roles and units:

- Chief Executive Officer and the support unit.
- Director Operations.
- Monitoring, Evaluation, Accountability and Learning (MEAL) Officer.
- Corporate Services and Finance.

This will provide PDF with a basis for the value of core funding that it will need to

provide the only secretariat services with program funding financing all programs. It may start by charging out Program Officers' time to donors, funding specific programs in which the officers in the programs team are involved.

Consequently, PDF may look at program funding for the following areas without placing too much stress on core funding and to maintain financial stability:

- Preparedness Emergency and Response Unit.
- Inclusive Development Team.
- Specialists and Technical Assistants.
- Advisor roles.

The overall impact the new organisational structure provides is a view of how PDF may structure itself so that it is financially stable and at the same time is able to deliver on its core business:

'An inclusive and equitable Pacific Society where all human rights of all persons with disabilities are realised as outlined in the UN Convention on the Rights of Persons with Disabilities (UN CRPD)'

11. Risk Framework

The risk management framework is to assist the PDF to consider issues that may affect the successful implementation of this strategic plan. The table below includes key challenges that the organisation may face during the implementation period:

The following potential risks are identified based on PDF's experience on the following:

- Managing multiple projects.
- Engagement and working with partners.
- Diversity of the DPOs.
- Diverse and geographical constraints of the region.
- Technological challenges.
- Advocacy efforts and experiences.
- Natural disasters.
- Ongoing Stigma associated with persons with disabilities.

Table 1- Risk Management Framework (to be developed further as a standalone document)

The risk management framework is to assist the PDF to consider issues that may affect the successful implementation of this strategic plan.

Category of Risk	Strategic Risk	Degree of Change (1-10)	Impact on Organisation (1-10)	Mitigation	Comments
Financial	Dependency on a single donor for funding.	9	8	PDF will diversify its funding and seek funding from others apart from DFAT and including multi-year project funding.	The reliance on a single donor placed PDF in a very vulnerable position when such a funding relationship is based on and determined by political leaders of donor countries. Also changing focus of donors.

Political.	Commitment by regional organisation, especially PIFS to implement the PFRPD and others to be disability inclusive, CROP, UN agencies and other development partners.	9	9	PDF will continue to enhance existing partnerships and hold regular stakeholder meetings.	The implementation and coordination at PIFS that is responsive and that decision made is supported and implemented.
Social	Ability of PDF to be responsive to all disability sectors.	3	4	PDF will strengthen its partnership with IDA members, e.g. . TCI Asia Pacific Inclusion International .WFDB .WFD .WBU etc.	The strategy has placed emphasis on supporting the emergence and establishment of the most marginalised group, psychosocial and intellectual disability.
Environmental	Private Sector Engagement	7	6	PDF will work towards establishing an MoU with PIPSO and other regional private sector and corporate organisations.	The work with the private sector to ensure inclusion of persons with disabilities.
Leadership	Effective Succession planning over the next five years will determine how successfully PDF can continue for the next decade. (HCM).	7	8		Management & board, governance.
	Managing partnerships and relationships.	7	9	PDF will continue to build and strengthen relationship with identified partners and hold regular feedback sessions.	The Areas of work in 2, 3, 4 and 5 is shared with and dependent on partners responsiveness.

	Staff Turnover	6	8		Staff retention, satisfaction.
Technological	Communication	8	9	PDF will invest in an online platform of discussion and meetings noting connectivity etc. hence, it will explore option with UN agencies meeting facilities in country as well as the USP centres.	Board meeting, interactions, input from members, email exchanges, tools and technology, costs related to communication, connectivity.
	Sustainable PDF as a viable entity.	6	9		
	Staff turnover at the secretariat.	6	8		
	Staff turnover at the disability focal point Ministry.	6	8	Working closely with PIFS on how capacity and continuity at the focal point level can be strengthened.	Turnover with institutional and program knowledge lost..
Humanitarian Emergencies	Natural Disaster	6	9		Work set out to be undertaken with the DPO will be affected as the DPO will need to reorganise priorities.
	Pandemic	2	9	Reorganisation at the secretariat to support the emergency work and liaising with partners on delay in implementation of programs and projects including reporting obligation.	This will affect the whole of PDF secretariat with implementation delayed and to some extent reporting obligation.

12. MEAL Framework – Theory of Change (to be developed)

13. Performance Management Framework (To Be Developed)

Note: These documents will be developed in the second half of 2020 following negotiation with DFAT

- MEAL Framework.
- Performance Framework.
- Risk Framework (expanded).
- Capability Framework – Program and Corporate.

ANNEXES

Below is a description of the Organisation Structure.

Functions that colours represent in relation to the organisational structure:

- Green – core.
- Blue – support.
- Yellow – development & growing.
- Pink – Corporate Services.
- Grey – Partnerships.

Note:

There are five levels in the Organisation Structure not including the Members and General Forum which sits above the governing Board (Red).

1. Board.
2. Chief Executive Officer.
3. Corporate Support (direct report to CEO).
4. Unit Managers (reporting to the Director Operations).
5. Officers – Program Officers/ Project Officer/ Regional Coordinator.

Board (Red)

- Innovations such as the Board’s annual work plan, communications plan, induction and training plan, committee terms of reference, moving to elect co-chairs by the Board, and having a Board Executive Assistant demonstrates the Board’s governance role.
- The Board is generating new policies and updating existing policies.
- It audits, monitors risks and evaluates performance.
- It contributes to the voice of PDF.

Chief Executive Officer (Grey) – these roles report directly to the CEO making up the corporate office support, i.e. Executive Assistant (Pink) to the right, Legal Counsel outsourced (Pink) to the left, Human Rights / Gender Senior Advisor (Green) to the right below the EA and PR & Comms Officer (Blue) below HR/Gender Senior Advisor:

- Executive Assistant (Pink).
- Human Rights /Gender Senior Advisor (Green).
- Public Relations & Communications Officer (Blue).
- Legal Counsel (outsourced) (Pink).
- Reporting directly to the CEO are the:
 - Director Operations (Green, yellow and blue).

- Manager Finance & Corporate (Pink & Blue).
- Reporting directly to the Chief Executive Officer (CEO) are the Manager Finance & Corporate and Director Operations.
 - Manager Finance & Corporate (Pink & Blue).
- IT Officer (Pink and Blue) reporting to Manager Finance and Corporate Services.
- Finance Officer (Pink and Blue) reporting to Manager Finance and Corporate Services and a dotted line to Manager PERU.
- Finance & Admin Assistant (Pink and Blue) reporting to Finance Officer.
- Driver/Office Assistant has a direct role to the CEO as driver (Pink).
- Director Operations (Green, Yellow & Blue) reports directly to the CEO. Direct reports to the Director Operations include the Program Assistant which sits below the DO to the right and the MEAL Officer sits below the Director Operations to the left as key support staff to the DO and the rest of the unit. The following also reports directly to the Director Operations – Team Leader Inclusive Development and Manager PERU.
- Team Leader Inclusive Development (Green & Blue) direct reports are featured below the Team Leader Inclusive Development include three Program Officers and a Research Officer.
 - Program Officer (Green & Blue).
 - Program Officer (Green & Blue).
 - Program Officer (Green & Blue).
- Research Officer (Blue, Yellow and Green) – this role also has a dotted line to the PERU coordinators.
- Manager Preparedness Emergency & Response Unit (Green & Blue).
- Regional Coordinator Disaster Risk Management (Green & Blue).
- Regional Coordinator Climate Change (Green & Blue).
- Research Specialist (Grey & Blue).

Along the right side of the organisational structure: Specialists and Technical Experts (Blue & Grey) provide technical support to the Program Officers, Managers, Director Operations and CEO as and when required through specific programme/project funding, and also includes Human Capital Management Support from Maxumise.

Stakeholders & Key Partners (Grey) will liaise and be managed by both the Director Operations and CEO.

END.

NOTES

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