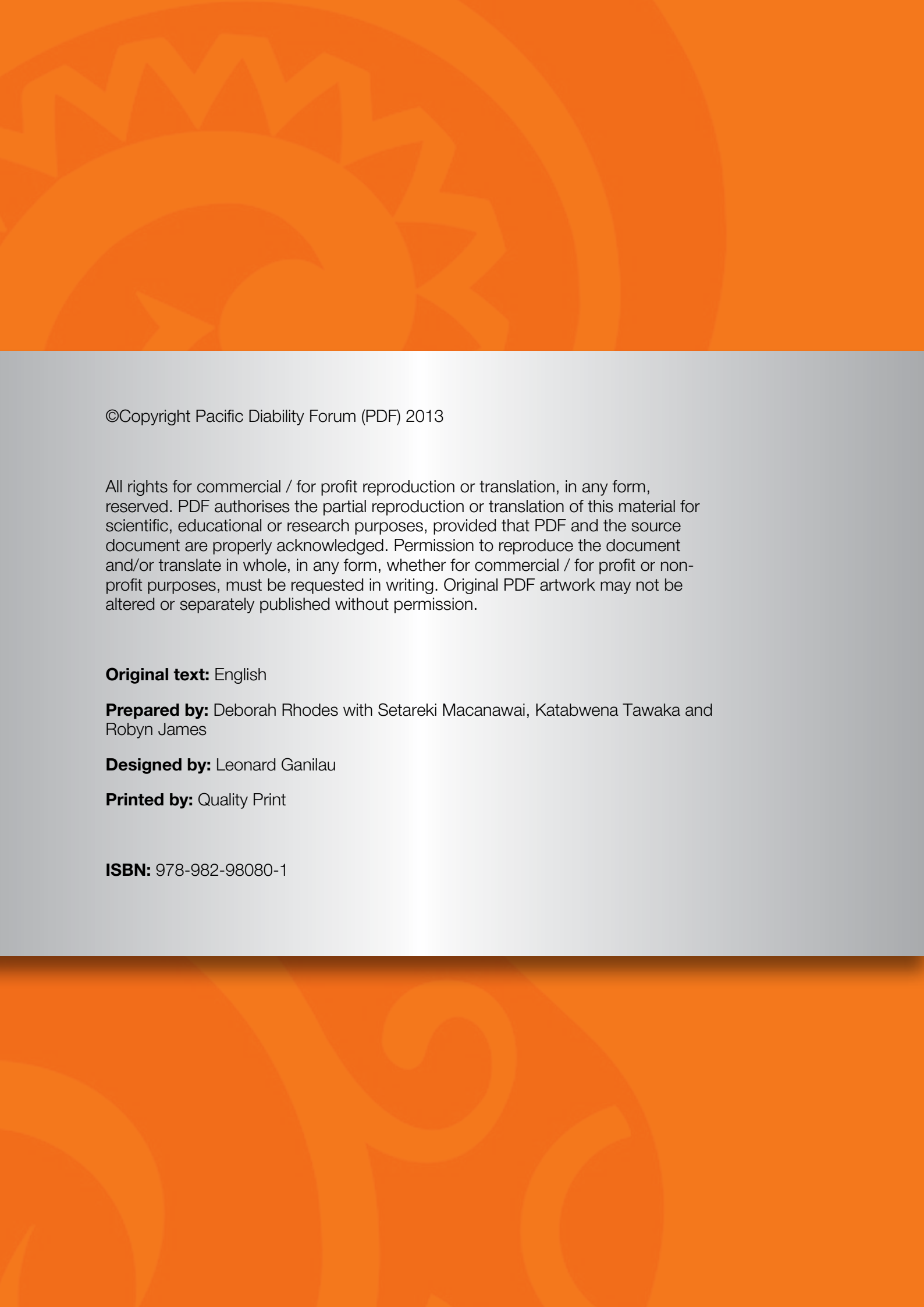


Capacity Development for Effective & Efficient Disabled People's Organisations in Pacific Island countries



PACIFIC REPORT



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Prepared by: Deborah Rhodes with Setareki Macanawai, Katabwena Tawaka and Robyn James

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Pacific Report

Deborah Rhodes with Setareki Macanawai, Katabwena Tawaka and Robyn James

February 2013

We have knowledge of friends who have money! *(Te Toa Mataoa, Kiribati).*

NOLA (Samoa) brings things into the light; it was dark in the past but they are [now] bringing in the light. *(Member, DPO)*

Our greatest strength is our members. For them, disability is not an idea – it is their home, their identity and their strength. *(DPO leader, Fiji)*

We have the same heart. We work together as a team – we can move the community. We are working for all of the people with disability in Tonga. *(DPO leader, Tonga)*

Relationships are very strong within the group [the Kiribati DPO]; they seem to look at each other like brothers and sisters. They support each other: when a blind man is pushing a man in a wheelchair, one is the muscle and one is the eye. *(Civil society partner rep.)*

Their advocacy is influencing key people– including the King, Queen and Ministers – who are now aware of disability issues. *(Tonga Government rep.)*

We are both grateful and inspired by the decision of the Nauru Government [to sign CRPD]. We look forward to advancing our aspirations for the development and progress of persons with disabilities in Nauru in partnership with the Government and other stakeholders. *(late Mr David Harris, President of NDPA)*

In our culture the whole family is important and should be involved in our DPO. *(President, FSM DPO)*

Through the work of DPA (Vanuatu), Shefa Province has come to know how important the rights of people with disability are and we want to strengthen and update our MOU with DPA so we can continue this important work. We also want to encourage other Provinces to do similar work. *(Provincial Council representative)*

The voices of persons with disabilities are getting louder. *(Ministry of Health rep, Palau)*

There is good understanding of disability in their cultural context and when actions are suggested, they are sensible and considered. *(DPO leader, Tonga)*

When we get together, I have a sense of courage and purpose. *(PNG DPO)*

Our future development starts with ourselves and depends on our own people. It is clear we have lots of skills, resources, networks and potential. DPOs need to put these strengths together so we can achieve our objectives. *(DPO Fiji)*

We start with what we have. Our determination is our strength. There are approximately 100 registered members who come to activities. We use the expertise of members who have skills and knowledge which benefits the organisation as a whole. *(NOLA, Samoa)*

I have realized I had potential and I didn't use it, but now I am involved in setting up this organisation, I am empowered and strong. *(Founding member of Henganofi SHO in PNG)*

Our organisation started in 2003 and has grown in strength because of a good faithful board – a good team – who have collaborated well with staff to deal with issues, develop plans and support members. *(FAD, Fiji)*

We have just come out of hiding and have realized that we are part of not just a PNG group, but a global movement. We thank PNGADP for finding us and bringing us out. *(PNGADP member)*

Community support is essential for our work – our friends, families, church networks and our daily interactions with many others help us to know that our advocacy is working. *(Fiji DPO staff member)*

If (our DPO) committee plans something, members always adhere and they carry it out wholeheartedly and with cheerfulness. *(Fusi Alofa, Tuvalu)*

The organisation speaks on behalf of its members and the fact that the members come from branches across Vanuatu means the organisation is very strong. *(DPO member)*

It is always good to start small and ensure that we develop the capacities of our members to ensure that all provinces have self help groups. *(PWDSI, Solomon Islands)*

Contents

Executive Summary	viii
Recommendations	xi
Acronyms	xiii
1. Introduction	1
1.1 Research objectives	2
2. Literature Review	4
3. Research methodology	8
3.1 Research approach	8
3.2 Data collection	11
3.2.1 Discussion of data collection	13
3.3 Data analysis	14
3.4 Research team	15
3.5 Lessons learned from use of research methodology	16
3.5.1 Use of strengths-based approaches	16
3.5.2 Participatory approaches and empowerment	17
3.5.3 Mixing research with practical contributions to DPO capacity	17
3.5.4 Building research capacity of people with disabilities	18
4. Findings	20
4.1 What is DPO capacity?	20
4.2 What capacities do Pacific DPOs have?	20
4.3 What factors influence the current capacity of DPOs?	27

4.4	DPO priorities for organisational capacity development	28
4.4.1	Build on existing commitment	28
4.4.2	Strategic and action planning and implementation of plans	29
4.4.3	Opportunities to increase the practice of advocacy	29
4.4.4	Stronger networks, relationships and partnerships	30
4.4.5	Increased skills and confidence to use existing skills	31
4.4.6	Increased and reliable funding for operating costs	31
4.4.7	Increased membership and access by and to DPO members	32
4.5	Effective and preferred approaches and tools for development partners	33
5.	Discussion of themes	36
5.1	Increased capacity in recent years	37
5.2	DPOs complement other disability rights contributions	37
5.3	Respectful DPO-Government partnerships	37
5.4	CRPD as a capacity tool	38
5.5	A Pacific definition of DPOs	38
5.6	DPO leadership is crucial	39
5.7	Balancing core priorities and others' agendas	40
5.8	Networking and collaboration between Pacific DPOs and others	40
5.9	Optimism, motivation and enthusiasm	41
6.	Recommendations	43

List of Tables

Table 1	References to DPO roles in CRPD
Table 2	DPOs in Pacific countries which participated in research
Table 3	Summary of Research Interviewees
Table 4	In-country Researchers
Table 5a	DPO Organisational Features
Table 5b	DPO Organisational Assets
Table 5c	DPO Funding Sources (recent or current)
Table 6	DPO Capacities According to ECDPM Categories of Capacity
Table 7	Stand out Capacity Strengths of Pacific DPOs

List of Annexes

Annex 1	Executive Summary of Literature Review
Annex 2	Research Questions
Annex 3	Three Case Studies
Annex 4	Country Reports (summaries)

Executive Summary

Effective Pacific Disabled People's Organisations (DPOs) are critical to the achievement of inclusive Pacific societies and efficient economies. They know and understand disability issues better than any other group. They are needed by Governments and communities as advocates, experts to inform policy development and also as providers of some services for people with disabilities. In the Pacific, they have led and continue to lead efforts for inclusion, often without support. As DPOs' capacity to contribute to rights-based, barrier-free and gender equitable Pacific societies is increased, the benefits of development will be more fairly distributed than before and the quality of life for millions of Pacific Islanders will improve. Thus their capacity development is fundamental.

DPOs are responsible for their own future as organisations, their own leadership capacity and the quality of their contributions to collaboration with others. However it is clear that in the early 21st century, they are not alone in seeking to achieve improvements in the lives of people with disabilities and greater levels of inclusion in all aspects of life in the Pacific. Increasing numbers of organisations wish to contribute to DPOs' own efforts to strengthen capacity so they can achieve their respective and shared objectives. Increasingly Pacific Governments are responding to and relying upon DPOs as a source of advice about how to proceed towards inclusive development. Effective partnerships between DPOs and both government and non-government organisations are therefore key to the achievement of this increasingly shared objective.

This report aims to contribute to awareness about the existing capacity strengths of Pacific DPOs and build understanding about how both DPOs and their partners are best able to continue to strengthen organisational capacity over time. The report describes and analyses research undertaken by Pacific and Australian researchers in 2011 and 2012 about the capacity development progress, pathways, priorities and prospects of Pacific DPOs. The research process was undertaken collaboratively between personnel from the Pacific Disability Forum (PDF) and Australian Pacific Islands Disability Support (APIDS) and people with disability nominated by DPOs in 12 countries. The objectives of the research were to:

1. Synthesise relevant existing research and reports on lessons learned from previous capacity development activities in the Pacific context, including with DPOs
2. Provide opportunities for learning and reflection among DPOs about the concepts of capacity, capacity development, effectiveness and efficiency in their own contexts
3. Identify key issues affecting the capacity of DPOs and their capacity development pathways
4. Develop suggested principles and themes relevant to capacity development for DPOs in the Pacific region, based on DPO perspectives, including themes about leadership, organisational governance and administration
5. Identify the range of preferred and appropriate approaches and tools for development partners to contribute to strengthening the capacity, effectiveness and efficiency of Pacific DPOs.

The research process included the following elements:

- A literature review which identified that no other strengths-based research had been undertaken of DPOs internationally and little information was publicly available about the capacity of DPOs in the Pacific or elsewhere
- Visits to 12 countries, which included training of researchers, interviews, group meetings, planning and report-back workshops
- Interviews with international development partners
- Preparation of country reports and country summaries¹
- Development of case studies to illustrate themes about DPO capacity development processes (see Annex 3)
- Analysis of common themes which emerged from the country visits.

In addition to the objectives stated above, the research process itself was intended to contribute directly to the achievement of three development outcomes within DPOs: increased research skills for people with disabilities; improved organisational strengthening; and increased confidence. Increasing the research skills for people with disabilities was achieved through in-country training of and participation by team members nominated by DPOs in each country. Many team members participated in research for the first time and some demonstrated considerable potential as researchers. Secondly, the research process included workshop sessions which facilitated planning and reflection about how to strengthen DPOs. This was intended to complement other activities which have focused on particular projects or approaches (such as leadership, advocacy etc.). Thirdly, by using strengths based approaches in the research, participants reported greater levels of confidence and motivation, both of which are critical to the successful application of existing capacity.

Early on, the research raised a question about the definition of DPOs in the Pacific context. Internationally, it is understood that DPOs comprise people with disabilities themselves, and their primary purpose is to advocate for the rights of people with disabilities. In the collectivist societies of the Pacific, the concept of “separating” individuals from their families and communities and joining them together because of a particular shared feature (in this case, an impairment) seemed incongruous for some. In the majority of countries, however, this issue was not significant. Secondly, the idea that advocacy was the centre of DPOs’ existence, was also questioned by some groups who considered that harmonious relations with others and the coordination of service delivery was more relevant to achieving sustainable improvements than the adversarial idea suggested by the term “advocacy.” Again, this issue arose in only a small number of countries, but was a useful reminder that cultural values in Pacific Islands are highly relevant to the effectiveness of capacity development processes generally, and to processes of strengthening DPOs in particular.

The research process identified diverse capacities within DPOs, from leadership, advocacy and awareness-raising

¹ Available at <http://www.pacificdisability.org> and www.apids.org/page11.htm

skills to strong relationships with partner agencies and different levels of Government. The diversity reflects multiple influences on capacity from within DPOs themselves, within each Pacific socio-economic context and from external sources. No two Pacific DPOs share identical capacity strengths or identical capacity development pathways to date. Their diversity presents a challenge for those wishing to streamline or “regionalise” approaches – no single approach will work effectively in all countries. However, the research did identify some common perspectives and experiences and importantly, some shared principles that will help to make future collaboration feasible and effective. Analysis of these common themes and principles comprises the bulk of this report, since the audience for this research is expected to comprise many who wish to contribute towards ongoing strengthening of Pacific DPOs.

DPOs range in “age” from very young to long-established and there are a diversity of relationships between DPOs and other organisations. However all have clear views and expectations about how other organisations can best contribute to DPO development. They have already learned from experience how development partnerships can work well. The fact that some DPOs are keen to access any available funds to be able to undertake work, means they risk being tied to agendas that do not match their own priorities, simply because of the availability of funds. They manage this tension in variety of ways and the experience can be difficult at times. Most DPOs are already familiar with ways in which principles of local ownership and leadership can be applied in their organisations, recognizing their comfort with the internationally adopted concept among people with disability “nothing about us, without us.”

The report includes recommendations for DPOs and their current and potential development partners, based on the research findings (repeated below for ease of reference). In many ways, these recommendations are consistent with existing understanding about effective capacity development work and work in disability inclusion. For example, they refer to the importance of inclusion, collaboration, leadership and ownership, the critical elements of respect and trust for effective partnerships and the value of deep analysis of contexts in informing work undertaken. What this research identifies is that the combined principles associated with capacity development (particularly organisational strengthening), development effectiveness as well as inclusion and rights-based advocacy must be applied to the work of contributing to the capacity development of DPOs. When these principles are applied in practice, capacity development efforts by both DPOs and their development partners will be relevant, effective and sustainable. If they are not, efforts will be ineffectual and at worst, undermine existing confidence and capacity.

Recommendations

The research team, consistent with a strengths based approach, recommends:

For PDF, APIDS and other development partners:

1. That the understanding generated by this research is used to inform the work of PDF, APIDS and other development partners in supporting individual DPOs. This means that individual DPOs should continue to determine the means of assistance that best suit their objectives and priorities and that any support should be customised wherever possible.
2. That recognition be given to DPOs' determination of their own capacity development pathways, and a range of contributions to DPO capacity development are appropriate such as exchanges, mentoring, funding, internships, training, experiential learning, partnerships, coaching, joint research, collaborative implementation of activities etc
3. That priority is given strengthening culturally appropriate leadership by people with disabilities in DPOs, particularly for young leaders and young women.
4. That those who engage with new and emerging DPOs understand that DPOs cannot always meet everyone's expectations early in their development. This means acknowledging that capacity development takes time, adequate levels of resources and opportunities for continual learning by doing.
5. That strengthening of advocacy skills relevant to the political, social and cultural context in which DPOs operate, for DPO board and members be regarded as a continued priority.
6. That when working collaboratively with and contributing to DPOs' capacity, partners listen to DPOs' priorities and be open to learning different ways of working, rather than assuming that one model suits all DPOs.
7. That when working with different DPOs, partners understand the significance of cultural values for the existing capacity strengths of DPOs and on the ways in which capacity development opportunities are distributed, understood and maximised.
8. That the concept of DPO capacity is understood broadly, rather than simply in terms of the capacity to implement donor-funded activities according to donor-determined standards and criteria.
9. That respectful collaboration between DPOs and participation in the work of peak bodies, such as PDF, on shared objectives continues. This is because cooperation and networking play important roles in DPO capacity development. Given that DPOs are generally small organisations, efforts made to minimise competition for scarce resources are recommended, for the benefit of the maximum number of people with disabilities in the region.
10. Partners and donors maintain appropriate levels of flexibility when working with DPOs, recognising their emerging capacity as well as rapid changes in learning, in DPO circumstances and in their operating environments.

For DPOs:

11. That DPOs seek a balance between planning for and being opportunistic in relation to efforts to strengthen their own capacity.
12. That DPOs regularly reflect on their strengths, identify and focus on their own priorities and objectives, and use partners and donors judiciously.
13. That DPOs support continued opportunities for people with disabilities to participate in research on disability issues in order to contribute to capacity development as well as ensure any research is relevant, inclusive and culturally appropriate.
14. DPOs make efforts to reflect regularly on their learning, strengthening capacity and partnerships, to ensure they remain focused on their primary objectives.

For all organisations contributing to the rights of people with disabilities:

15. That DPOs, Pacific Governments, partners and donors continue to use CRPD as the key tool for understanding priorities, organising work and raising awareness about disability rights at community and Government levels.
16. That DPOs and Pacific Governments constantly seek respectful relationships while working on common objectives about inclusion and the promotion and protection of disability rights.
17. That Government and civil society organisations in the Pacific recognise the contribution that DPOs can make in sectors, decision-making settings (e.g. committees, task forces and working groups) and service delivery related to inclusion and disability rights.

Acronyms

Acronym	Explanation
APIDS	Australia Pacific Islands Disability Support
AusAID	Australian Agency for International Development
BMF	Biwako Millenium Framework
CINDC	Cook Islands National Disability Council
CRPD	Convention of the Rights of Persons with Disabilities
CSOs	Civil Society Organisations
DPA	Disability Promotion and Advocacy Association, Vanuatu
DPOs	Disabled Peoples Organisations
DRF	Disability Rights Fund
ECDPM	European Centre for Development Policy Management
FAA	Fusi Alofa Association, Tuvalu
FAD	Fiji Association of the Deaf
FDPF	Fiji Disabled People's Federation
FPC	Fiji Paralympic Committee
FSM	Federated States of Micronesia
IT	Information Technology
NATA	Naunau O' E' Alamaite, Tonga Association
NDPA	Nauru Disabled People's Association
NGOs	Non Government Organisations
NOLA	Nuanua O Le Alofa, Samoa
PCO	Pohnpei Consumer Organisation
PDF	Pacific Disability Forum
PNG	Papua New Guinea
PNGADP	PNG Assembly of Disabled Persons
PRSD	Pacific Regional Strategy on Disability
PSA	Psychiatric Survivors Association, Fiji
PWDSI	People with Disabilities Solomon Islands
SIA	Spinal Injuries Association, Fiji
TTM	Te Toa Matoi, Kiribati
UBP	United Blind Persons of Fiji
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific



1. Introduction

In January 2011, Pacific Disability Forum (PDF) and Australia Pacific Islands Disability Support (APIDS) commenced an 18-month research process focused on the capacity development of disabled people's organisations (DPOs) in Pacific Island countries. The research is intended to provide an evidence base to inform the quality of a great deal of "capacity development" work being undertaken to strengthen DPOs in the region. While DPOs have existed in some countries for decades, the idea that people with disability can form organisations as a means to achieve their own objectives and to advocate for their rights has been given a higher priority in the 2006 Convention on the Rights of Persons with Disabilities (CRPD). Globally, by early-2013, 155 countries have signed and 127 countries have ratified CRPD. In the Pacific region, four countries have ratified and seven have signed CRPD. The Convention is now widely referred to as the source of international agreement about the rights of people with disabilities. The Convention refers to the critical role of DPOs in four Articles (see Section 3.1 below), identifying DPOs as key stakeholders in the promotion and protection of the rights of people with disabilities.

The research program was conceptualised by PDF and APIDS in 2009-10, consistent with each organisation's objectives and reflecting their experience in disability rights in the region. PDF and APIDS gratefully acknowledge AusAID funding for the research process. The funding covered the costs of researchers (from Fiji, Australia and each participating country), travel, in-country meetings and minor related expenses. A significant voluntary contribution was also made by many people and PDF and APIDS would like to gratefully acknowledge their efforts.

The research process covered 12 countries: Fiji, Cook Islands, Papua New Guinea, Kiribati, Federated States of Micronesia, Tuvalu, Samoa, Tonga, Nauru, Vanuatu, Solomon Islands and Palau. These countries have DPOs which are members of PDF. Most DPOs included in the research are partners of APIDS, which means they have signed a Partnership Agreement and have established relationships with APIDS personnel. Most APIDS partners have received small grants ranging from A\$500 to A\$2,000 to undertake work they have prioritised.

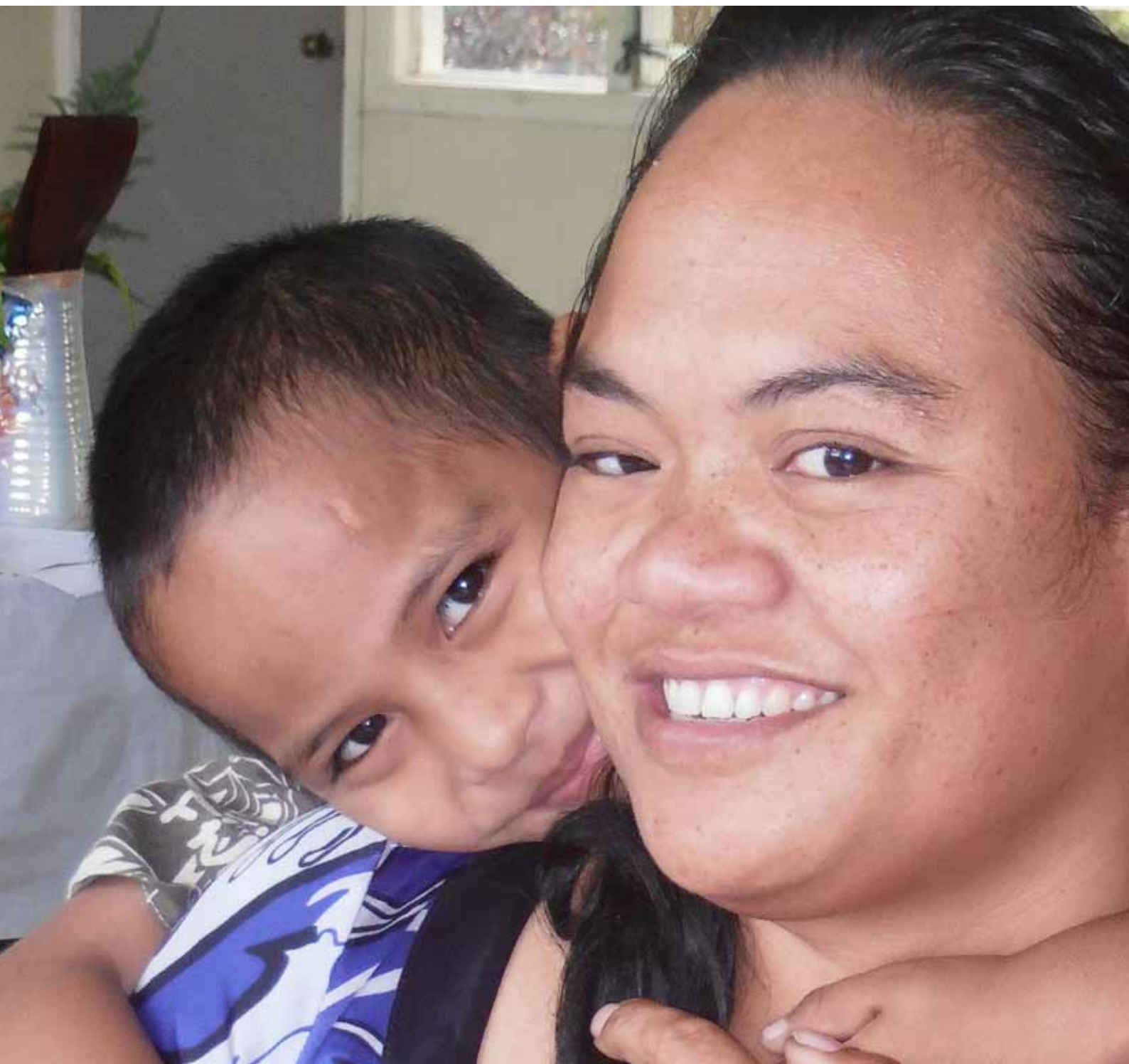
Individual country reports and summary reports were drafted, edited following team member feedback and distributed to DPOs after each visit. The reports can be found at www.pacificdisability.org/ and at www.apids.org/page11.htm. These reports include information about each DPO's history and context, meetings held, research findings and other details. Annex 4 includes short versions of each of the country reports, for ease of reference.

This report:

- Summarises the literature review which was undertaken prior to the research process (see Section 2)
- Describes the research methodology and lessons learned from the experience of its practical application (Section 3)
- Describes key findings (Section 4)
- Discusses and analyses themes arising from research findings (Section 5)
- Makes recommendations for DPOs, partner organisations and others involved in capacity development for DPOs in Pacific countries (Section 6)

1.1 Research objectives**The objectives of the research were to:**

1. Synthesise relevant existing research and reports on lessons learned from previous capacity development activities in the Pacific context, including with DPOs
2. Provide opportunities for learning/reflection among DPOs about concepts of capacity, capacity development, effectiveness and efficiency in their contexts
3. Identify key issues affecting the capacity of DPOs and their capacity development pathways
4. Develop suggested principles and themes relevant to capacity development for DPOs in the Pacific region, based on DPO perspectives, including themes about leadership, organisational governance and administration
5. Identify the range of preferred and appropriate approaches and tools for development partners to contribute to strengthening the capacity, effectiveness and efficiency of Pacific DPOs.



2. Literature Review

In early 2011, a literature review was undertaken on the capacity development of DPOs (Annex 1 includes the Executive Summary). Commencing with international literature on four key concepts - disability, DPOs, capacity and capacity development - the review covered:

- Roles and responsibilities of DPOs
- Capacity of DPOs
- Capacity development processes of potential relevance to DPOs²
- Current approaches to capacity development of civil society organisations (CSOs)
- Partnerships to support capacity development of DPOs
- Implications of the international literature for the research process.

The review was founded on the following context:

“DPOs in Pacific countries are currently experiencing rapid and significant changes. They are achieving higher levels of recognition than ever before and their advocacy and rights-awareness work is increasingly contributing to changes in the lives of people with disabilities in their respective countries and in the region. The changes have included: increasing numbers of organised events at community level; greater participation in national and international partnerships; increased funding for in-country organisational development and community-based activities; increased interaction between DPOs in the region; and some greater outreach work at sub-national levels as well as greater interaction with national government agencies particularly in respect of the formulation of national rights-based policy statements on disability. There are now more externally-supported and funded activities which aim to contribute towards capacity development of DPOs. This reflects widespread recognition that DPOs have a critical role in ensuring the rights of people are understood, protected and met, and in contributing towards barrier-free Pacific societies”. (p5)

The literature review found:

- Considerable literature on concepts of capacity and capacity development generally, with principles and approaches drawn from extensive research and practical experience, including in civil society – some of this is relevant to DPO capacity
- The CRPD provides an internationally agreed framework for DPOs but their roles differ across countries because of different histories, leaders and other influences
- Very little international literature which focuses on DPO capacity and capacity development pathways specifically
- No literature on the strengths of DPOs, with most references focusing on their “lack of capacity” and the need for them to be strengthened
- Some literature from other countries on efforts by partner organisations to contribute towards capacity development of DPOs, but none from the Pacific
- A great deal of guidance within the literature about how best to support capacity development processes in developing country contexts, much of which is relevant to Pacific DPOs.

² As opposed to relevant to businesses or Government agencies

The literature review identified a number of key themes relevant to this research including:

- Capacity can be understood to mean different things in different socio-political-cultural and organisational contexts
- While knowledge about DPOs is relatively new, some have existed for decades with little support
- DPOs largely comprise people with disabilities, and given that in developing countries, people with disabilities have frequently been excluded from education, employment and other opportunities to learn about organisational management, there is often a lack of prior experience in these skills – thus DPOs are often perceived to “lack” such capacity
- At the level of DPOs, “capacity” can be understood to include the skills and qualities that enable organisations to undertake representational, advocacy and service delivery tasks, as well as the elements that make an organisation effective and efficient, such as governance, management of people and finances, planning and implementation, networking, ability to reflect and apply new ways of working, and the ability to respond to changes in the environment
- At a broad level, capacity development is increasingly understood to be a process of investing in and accumulating “social capital”³ rather than simply strengthening individual organisations
- DPOs have been largely portrayed through a “deficits lens” and little is known of their existing capacity strengths, their preferred capacity development pathways and their preferences for development partner contributions
- There has been relatively recent strengthening of DPO capacity in Pacific Islands, due to the efforts of individuals in some countries, in regional organisations and other partners
- Leadership, ownership, capacity development and mutual accountability (themes from the international agreements on aid effectiveness) are all relevant to the work of DPOs and the work of partnerships which aim to contribute to the capacity of DPOs
- Pacific cultural values and approaches to achieving change play an important role in the strengthening capacity of DPOs
- Partner organisations need to understand the cultural influences on DPOs when contributing to their capacity development
- Lessons learned from international literature on capacity development processes are relevant to Pacific DPOs, particularly the use of strengths-based approaches; the use of a mix of methods; the emphasis on DPO-led agendas within a context of mutual accountability; a commitment to locally adaptive learning and action-learning; provision of opportunities for sharing experiences between DPOs in different contexts; and emphasis on local ownership of change agendas.

³ Defined as “the norms and social relations embedded in the social structures of societies that enable people to co-ordinate action to achieve desired goals.” [Social Capital: the Missing Link?, Social Capital Initiative, C. Grootaert, Working Paper No. 3, World Bank, 1998].

The literature review identified a wide range of models for understanding the elements of capacity which can be found or could be expected to be required for effective, efficient, successful and sustainable organisations. The models reflect diverse values and frames of reference about the way organisations should look and behave. For example, business models can be used to define the elements of commercial organisations and civil society models can be used to define the elements of capacity in non-profit or community based organisations. Commonly used models largely fail to take into account the cultural values which influence organisational or socio-political behavior in different countries. For example, no models recognise the collective values that dominate in Pacific and Asian cultural contexts and which strongly influence the success or otherwise of organisations.

International literature does not provide a model of capacity which could be seen as specific to Pacific organisations, such as the DPOs which are the focus of this study. Two sources of ideas about elements of capacity in DPOs have been used to assist this analysis: references to the roles of DPOs in CRPD and a model developed by the European Centre for Development Policy Management (ECDPM) and found in a research report by Heather Baser and Peter Morgan called Capacity, Change and Performance (2008).

The literature review concluded:

- There is value in finding out what is important to DPOs in different countries as determinants in and elements of DPO capacity, rather than assuming any external model for a “perfect” or “standard” organisation
- There is value in providing opportunities for DPOs themselves to assess their own capacity and identify their own priorities towards continual improvements over time
- It is important to emphasise that a DPO’s capacity is only likely to be strengthened if there is leadership and ownership within the DPO for that change to take place – “no-one can build someone else’s capacity”
- There is value in emphasising the ideas that Pacific DPOs can identify how their own organisation’s capacity is developed and can influence donors on this matter
- There is a need to recognise that most literature focuses on “gaps” in DPO capacity. Based on this “problem-based approach” many capacity development methods can potentially create disincentives and undermine existing capacity. Therefore a strengths based approach should be followed, which focuses on:
 - what has worked well to date and why
 - how successful approaches can be replicated within an agreed framework and against agreed objectives (both immediate and long-term policy and organisational objectives).

These implications were then applied to the research methodology, as described next.



3. Research methodology

3.1 Research approach

Key principles underpinning the research methodology were identified in the research proposal following discussions between the two participating organisations, PDF and APIDS. They represent values which are central to the work of both organisations. The principles are:

- Emphasis on participation by people with disability in all stages of the research, as researchers and informants
- Commitment to maximising accessibility of research processes for people with disability
- Use of strengths based approaches
- Commitment to contributing both directly and indirectly to capacity development of DPOs

The literature review confirmed the selection of two frameworks to guide the research approach. First, the Convention on the Rights of Persons with Disability (CRPD) is used as a basis for defining the scope of the research in terms of the roles of DPOs. CRPD confirms that the capacity of DPOs is critical for the achievement of its objectives and provides a context for the questions addressed by this research. Second, a framework for understanding the capacity of organisations generally, developed by the European Centre for Development Policy Management (ECDPM), is used to organise and analyse different elements of DPO capacity.

CRPD includes several references to the roles of DPOs and these references imply DPOs should have specific elements of capacity.

Table 1 below lists these references, implications for the roles and capacity of DPOs.

Table 1: References to DPO roles in CRPD			
Ref	Content	Stated/implied DPO role	Implications for DPO capacity
Article 4, para 3	In the development and implementation of legislation and policies to implement the present Convention, and in other decision-making processes concerning issues relating to persons with disabilities, States Parties shall closely consult with and actively involve persons with disabilities, including children with disabilities, through their representative organisations.	To provide representative mechanisms for Governments to listen to the voices and opinions of people with disabilities on legislation and policies related to disability.	DPOs should have capacities to: <ul style="list-style-type: none"> collate the voices and opinions of people with disabilities represent their members interpret members' voices into policy level discussions reflect members' priorities in advocacy strategies and campaigns. establish and strengthen their own organisations
Article 29, para b	States Parties will: <p>b) Promote actively an environment in which persons with disabilities can effectively and fully participate in the conduct of public affairs, without discrimination and on an equal basis with others, and encourage their participation in public affairs, including:</p> <ul style="list-style-type: none"> Forming and joining organisations of persons with disabilities to represent persons with disabilities at international, national, regional and local levels. 	To represent persons with disabilities at international, national, regional and local levels.	DPOs should have the capacities: <ul style="list-style-type: none"> to communicate effectively in public and with multiple audiences to represent multiple people at all levels and translate their priorities into others' agendas.
Article 32	States Parties recognize the importance of international cooperation and its promotion, in support of national efforts for the realization of the purpose and objectives of the present Convention, and will undertake appropriate and effective measures in this regard, between and among States and, as appropriate, in partnership with relevant international and regional organisations and civil society, in particular organisations of persons with disabilities.	To work in partnership with donor countries and development partners to facilitate implementation of the Convention at national level.	DPOs should have the capacities: <ul style="list-style-type: none"> to network with others and attract resources from various sources to lead change processes to enable other people and organisations to change attitudes, practices, policies and legislation.
Article 33, para 3.	Civil society, in particular persons with disabilities and their representative organisations, shall be involved and participate fully in the monitoring process.	To be involved in and participate fully in monitoring progress of national implementation of CRPD.	DPOs should have capacities to: <ul style="list-style-type: none"> research monitor contribute to national reviews as well as state party and parallel reports.

At the broader organisational level, the ECDPM model of capacity (Baser and Morgan 2008) is helpful for understanding elements of DPO capacity. Its categorisation of capacity elements complements the CRPD's implied roles and capacity of DPOs. This model is based on extensive international research in developing countries, so is better suited to Pacific countries than models developed in western cultural contexts. The model has been selected for framing analysis in this research.

The ECDPM model of capacity suggests that organisational capacity comprises the following five elements:

Capability to commit and engage

Includes the following:

- the ability to encourage mindfulness (being thoughtful about the impact of words and actions)
- the ability and willingness to persevere (to keep to goals and actions even when facing difficulties)
- the ability to aspire (to be ambitious; to dream)
- the ability to embed conviction (to make sure everyone is committed to working hard towards the shared goals)
- the ability to take ownership (to make sure that any plans to change the organisation and its work are completely "owned" by the organisation itself)
- the ability to be determined (to make strong efforts to achieve goals despite any challenges or setbacks)

Capability to carry out technical, service delivery and logistical tasks

Includes the following:

- the ability to deliver services or other core work (in the case of DPOs, advocacy and representational tasks)
- the ability to plan strategically (to reach longer-term objectives, not just short-term day-to-day work)
- the ability to manage the implementation of all the plans effectively and efficiently (with consideration given to different definitions of effectiveness and efficiency)
- the ability to manage the finances (in ways which comply with local laws, practices and values)

Capability to relate and attract

Includes the following:

- the ability to buffer the organisation or system from intrusions (to protect organisations from outside destructive or distracting events or people)
- the ability to earn the trust of others, such as donors and partners
- the ability to combine political neutrality and assertive advocacy (to be able to achieve goals confidently without upsetting politicians and others through too much blatant criticism)

Capability to adapt and self-renew

Includes the following:

- the ability to improve individual and organisational learning
- the ability to foster internal dialogue (to provide chances for people to talk with each other openly about things that are happening and what is planned)

- the ability to reposition and reconfigure the organisation
- the ability to incorporate new ideas
- the ability to map out a growth path

Capability to balance diversity and coherence

Includes the following:

- the ability to communicate
- the ability to build connections (to work collaboratively with other organisations)
- the ability to manage diversity (to make the most of different ideas from people and strengths within the organisation)
- the ability to manage paradox and tension (to work out how to deal with information which is opposite from other information, and how to deal with people who have different ideas).

The ECDPM model suggests that all of these capabilities are required for an organisation to succeed and sustain itself in the long term. It also suggests that the capabilities need to operate in synergy with each other. For example, an organisation will more likely succeed if it is able to both undertake its core technical work as well as have the capacity in the other four elements noted above.

The authors of this research report recognise that the specific capabilities of each organisation need to be appropriate to that organisation's socio-economic and political context. For example, if a country's culture has strong relationship values then networking and collaboration with others are particularly important. If a country is very dynamic and uncertainty prevails, then an organisation needs to have strong capabilities to adapt and self-renew. If an organisation operates in a highly competitive cultural context, then its capacity to compete is important. Cultural values in each context are relevant for DPO capacity, as they are for any organisation.

3.2 Data collection

This section includes information about what data was collected and how. It also includes information about researchers and those who were included in research activities.

The research objectives (see Section 1 above) led the research team to identify the following research questions:

6. What capacity do DPOs consider they have already?
7. What factors influence the current capacity of DPOs?
8. What has worked well in terms of capacity development processes undertaken by DPOs themselves to date?
9. What are DPO priorities for future organisational capacity development?
10. What are effective and preferred approaches and tools for development partners to contribute to DPO capacity?

Annex 2 includes the questions used in focus group meetings and interviews, as well as the standard format for workshops (which was varied to suit different contexts and time availability).

Based on the research questions previously, the following data collection methods were selected:

- Visits to 12 countries for between 4 and 7 days, including to provincial locations in three countries (Fiji, Papua New Guinea and Vanuatu), including:
 - Focus group meetings and workshops with office bearers and members of DPOs
 - Interviews with stakeholders in the disability sector, including Government officials and representatives from other NGOs
 - Development of detailed case studies (see Annex 3)
- Interviews with 15 donor agency and development partner stakeholders from Australia and New Zealand who attended the 2011 Pacific Disability Forum Conference and meetings from 4 to 7 April 2011, in Auckland, New Zealand.
- Compilation of DPO facts and features through emails and other communications.

The research team's approach to data collection, included commitments to:

- Balancing the collection of information with making practical contributions to DPO capacity
- Using the research process to contribute to raising the profile of disability issues among stakeholders and networks
- Using the research process to contribute to DPO partnerships with other organisations both within and outside the Pacific region.

Table 2 below includes the names of each DPO consulted in each of the 12 countries included in this research, in order of the country visits.

Table 2: DPOs in Pacific countries which participated in the research	
Country	DPO
Fiji	Fiji Disabled People's Federation (FDPF), Spinal Injuries Association (SIA), Fiji Association of the Deaf (FAD), United Blind Persons of Fiji UBP), Psychiatric Survivors Association (PSA), Fiji Paralympic Committee (FPC)
Cook Islands	Cook Islands National Disability Council (CINDC)
Samoa	Nuanua O Le Alofa (NOLA)
Papua New Guinea	PNG Assembly of Disabled Persons (PNGADP)
Solomon Islands	People with Disabilities Solomon Islands (PWDSI)
Tonga	Naunau O'E'Alamaite, Tonga Association, Tonga National Disability Congress (TNDC)
Tuvalu	Fusi Alofa Association (FAA)
Kiribati	Te Toa Matoa (TTM)
Federated States of Micronesia	Pohnpei Consumer Organisation (PCO)
Nauru	Nauru Disabled People's Association (NDPA)
Vanuatu	Disability Promotions and Advocacy Association (DPA)
Palau	Omekasang Association

Table 3 below includes a summary of the numbers, gender and proportion of research workshop participants with disabilities, who participated in this research.

Table 3: Summary of Research interviewees				
Country	Number of women	Number of men	Total number of research participants	Number of participants with disabilities
Fiji	50	50	100	85
Cook Islands	32	18	50	40
Samoa	36	21	57	30
Papua New Guinea	21	49	70	56
Solomon Islands	32	25	57	34
Tonga	16	13	29	21
Tuvalu	11	26	37	15
Kiribati	17	21	38	29
FSM	9	7	16	7
Nauru	14	14	28	11
Vanuatu	25	10	35	28
Palau	12	12	24	10
Total	275	266	541	366
% of total	51%	49%		68%

NB The percentage of participants with disabilities includes variations from around 40% in Nauru, Tuvalu and Palau to 80% or over in Fiji, PNG, Vanuatu and Cook Islands.

3.1.1 Discussion of data collection

Lessons learned about the nature of questions asked in workshops and interviews during the pilot activity in Fiji were then applied to future research processes. After four country visits, it became clear that for data collection purposes, to make the most of available personnel and maximise contributions to DPO capacity, arrangements for visits needed to change. A preferred way of achieving research objectives was to hold two workshops, one at the beginning and one at the end of the country visits. In practice this was not always possible, given time and logistics issues, in all countries. In addition, it was not always possible for consistent attendance across both workshops. This influenced the extent to which workshop participation contributed to consolidated learning, but did not necessarily negatively influence the generation of information about DPO strengths and priorities.

Consistent with the principles listed in 3.1 above, the research process was participatory, in the sense that it sought to maximise participation by stakeholders in the data collection and analysis processes. In Fiji, where the research pilot was undertaken, the research team developed research questions collaboratively and they were tested during initial workshops and interviews. When it was found that some questions did not work well in practice, the research team revised the questions together. After the pilot, the research questions remained consistent. The way that in-country meetings and activities were planned was largely determined by the in-country researchers, following guiding pre-visit phone calls, emails and a day of pre-research collaboration at the beginning of each visit. This gave the researchers the experience of logistics such as planning meetings, organizing events, venues, participants.

The research was also oriented towards practicality and action, in that it mixed “data extraction” methods with DPO learning, reflection and planning processes, with the intention to contribute both directly and indirectly to DPO capacity. The direct contribution was envisaged as enabling them to understand their existing capacity, consider their organisational strengths and identify appropriate pathways to continue to build on these strengths, including through partnerships with other organisations. The research was intended to assist organisations to identify their own respective capacity development priorities, including those steps that could be undertaken themselves and those which would benefit from contributions from others. The indirect contribution was envisaged as that which could result through the wide dissemination of this report (and individual country reports) to current and potential partners who wish to support DPOs in their own capacity development processes.

The use of strengths-based approaches (SBAs) reflected the researchers’ views that in every organisation, there are capacity strengths and that self-identification of these strengths can assist organisations to move towards greater strengths (increased capacity). SBAs were translated into the tools used during the research process (including the literature review), were explained to workshop participants (largely DPO office bearers and members) and also guided analysis and language used in this report overall.

3.3 Data analysis

Data analysis was undertaken in ways consistent with principles in Section 3.1 above. Research teams in each country sought to maximise initial analysis of findings from each country within the timeframe of each visit, by people with disabilities themselves. Thus, in addition to emphasising the importance of contextual understanding for analysis of in-country findings, participation of people with disability in analysis of findings was emphasised.

This involved the development of a list of findings from all data collection methods by the research team prior to a final workshop for DPO members and/or stakeholders. Discussions within the research team for each country confirmed which findings were included in each list. The list was then presented to participants in the final workshops, with time and support for them to consider whether the selected findings were accurate, appropriate and representative of ideas within stakeholders represented. Effort was made to ensure accessibility of the list of findings for all participants.

The in-country analysis process involved varied levels of discussion and debate among diverse stakeholders, in both small groups and plenary. Local languages were used, interpreters were employed and the intention was that by the end of the in-country meeting, the list of findings was “owned” by the stakeholders involved in the research. The use of the strengths based approach meant that findings were largely expressed in positive language. Stakeholders indicated appreciation for this approach. Where there was an issue of concern to some, they found words to express this constructively such as “there is interest in increasing financial management capabilities” rather than “financial management capacity is low.” In all countries, except for minor cases noted in country reports, all stakeholders agreed on a final list of findings for each country. These were included in draft country reports as the basis for discussion, and then reviewed by the respective DPO prior to finalisation.

One of the research team members prepared a draft report for each country soon after the respective visit, including discussion of the key findings and details of the DPO history based on in-country discussions. The frameworks for country analysis are those described in Sections 3.1 and 3.2 above. Other research team members contributed inputs and editing until each country report was completed and included on the PDF and APIDS websites.

This Pacific-wide research report is based on analysis undertaken by two of the researchers from PDF and two from APIDS. The four researchers met in Fiji after country visits had been undertaken and considered findings from each country in relation to the overall research questions. Themes emerging from the research were then listed, discussed

and agreed upon, with key points noted for drafting this final report. Tables were created for compiling data from all countries and for comparison. Factual data about each DPO was compiled into tables (5a, 5b and 5c) and if unavailable, follow-up communications with DPOs undertaken.

It is important to re-iterate that this research did not intend to “measure” the capacity of DPOs. The researchers considered that measurement of DPO capacity was not a research priority for a number of reasons. The diversity of contexts and values across Pacific countries and the diversity of DPO histories meant that the risk of undermining capacity strengths in DPOs by using some external measure of capacity was high. Some DPOs are long-established and some are just emerging, so to compare them would be unfair and potentially discouraging. The development of a country-specific model of capacity for each DPO would have involved more time than was available and may not necessarily have generated sufficient value in this context.

Using the ECDPM framework for describing and understanding elements of “capacity” in DPOs (see 3.1 above) rather than measuring capacity, meant that the research process did not seek to impose one model for determining the elements of DPO capacity. The ECDPM framework was introduced to in-country researchers, but not communicated directly to research respondents⁴. The framework helped to guide the research teams in their analysis of findings and is included in country reports.

3.4 Research team

The research team comprised representatives from PDF and APIDS as well as researchers within each country, nominated by DPOs. A total of five PDF officials and two APIDS Directors participated across the 12 in-country visits. Of the seven, two have disabilities. A total of 21 in-country researchers participated, all of whom have disabilities, as listed in Table 4 below:

Table 4: In-country researchers	
Country	Number (and gender of researchers)
Fiji	3 (2 female and 1 male)
Cook Islands	1 (male)
Papua New Guinea	2 (1 female and 1 male)
Kiribati	1 (male)
Samoa	2 (female)
Tonga	2 (1 female and 1 male)
Solomon Islands	2 (1 female and 1 male)
FSM	2 (female)
Tuvalu	2 (1 female and 1 male)
Vanuatu	2 (female)
Nauru	1 (male)
Palau	1 (male)
Total	21 in country researchers (12 female and 9 male)

⁴ During the pilot research work in Fiji, it became clear that the language was hard for participants to grasp in a short time-frame, so it was not communicated in subsequent visits, unless it became appropriate in discussions about others' models for thinking about different elements of organisational capacity.

Of the total 21 national research team members nominated by their respective DPOs, 18 had little or no prior experience of undertaking research. As a result of this research, there is a small pool of people with disability with some research capacity. In its next strategic planning period, PDF intends to provide further training and experience for stronger candidates from this pool. There is increasing interest in research on disability issues in Pacific countries. Also this process will enable people with disabilities to contribute to broader research processes.

The researchers benefited from high level guidance and expertise shared by a team of three Research Advisory Group members⁵.

3.5 Lessons learned from use of research methodology

This was the first research process in the Pacific which combined: use of a strengths-based approach; focus on understanding the capacity development of DPOs; and inclusion of people with disabilities as researchers across 12 participating countries. On their own, none of these ideas or approaches is new, but the application of the particular combination of them is novel. This section highlights a number of themes which emerged from the research methodology (according to researchers and participants in the research process) including:

- there is high value accorded to using a strengths based approach
- there is high value in empowering people with disability through asking appropriate questions, committing to being inclusive, demonstrating participatory approaches in practice and valuing inputs and feedback
- integration of data extraction, opportunities for learning and opportunities for collaborative planning work well for both new and established organisations
- inclusion of people with disabilities as researchers provides valuable experience and contributes to confidence and skills within individuals and DPOs.

3.5.1 Use of strengths-based approaches

The use of strengths based approaches during the research process was consistently commended by DPO participants in every country⁶. They were sometimes surprised that attention was not given to their weaknesses or problems. This was reported as the regular approach when dealing with aid or other partners, when reflecting on their individual life experiences or when trying to establish and sustain their organisations. Some participants expressed a degree of nervousness and discomfort prior to attending workshops, about the idea that they may focus on problems, weaknesses or limitations. When informed about the structure and focus of the workshops, they expressed initial relief and then considerable enthusiasm. Several noted the connection between the idea of strengths-based approaches and the idea of focusing on a person's abilities rather than their disabilities.

The use of strengths-based questions often contributed to a rapid and strong sense of trust by the in-country researchers with the external team members, and also with the participants in workshops. Many participants commented on their sense of motivation and empowerment from participating in the research meetings or workshops. This, they said, gave them a focus on moving forward to a positive future, rather than dwelling on the challenges and barriers and problems on which they so often focused. The methodology does not ignore challenges and barriers, but rather places primary attention on the use of existing strengths and resources to determine and then work towards achieving objectives,

5 The Research Advisory Group comprised Dr Kirsty Thompson (CBM-Australia), Mr Frederick Miller (then Disability Coordination Officer at PIFS) and Mr Alastair Wilkinson (then Regional Advisor Social Development & Planning, UN-ESCAP, Pacific Office)

6 There were only two occasions where Government stakeholders strongly resisted the focus on DPO strengths and instead listed their perceptions of DPO weaknesses and problems, but on all other occasions, the reactions were constructive, respectful and positive. Their experience of research and evaluations to date had primarily focused on problems, weaknesses or gaps.

which in effect are often positive expressions of some issue being faced. For example, an organisation may identify that its strength is leadership by people with disabilities and it may not mention financial management capabilities. It may then set an objective to “strengthen financial management processes.” In effect, this reflects the reality that financial management systems are not sufficiently strong at present.

The key point from this analysis is that people with disabilities involved in this research, place a high value on the opportunity to focus on their abilities, to build on their strengths and to set their own objectives about how to strengthen their capacity in future. The fact that they can achieve change without having to answer development partners’ questions about their weaknesses, problems and challenges, is a great relief to them. It was clear that use of strengths-based approaches contributed to participants’ sense of confidence, motivation and commitment towards continuous improvement, either on their own or in partnership with others.

3.5.2 Participatory approaches and empowerment

Overall, considerable attention was given to participatory processes at all stages of the research. Such processes can be both time-consuming and can also take teams down unpredictable pathways, but they are fundamental for qualitative research with DPOs. Given that some of the concepts being addressed in the research are relatively new to many respondents and researchers, and the research has been undertaken in 12 countries, a participatory approach created additional potential for diversity. The research team took the view that the main priority was to focus on research principles (including recognising diversity in each context), high level research objectives and a big picture perspective of research processes. This meant that the teams could adapt, within broad parameters, to suit each country location.

Diversity between countries had a significant impact on this research process. For example, in one country, the researchers found that the DPO they were studying was not in fact a DPO (although since the visit, the existing organisation has now become a DPO, partly triggered by the research team’s visit). This meant that the research team needed to respond differently from the original plans. In other countries, some DPOs were found to have a long history while others are so new that they have hardly begun to articulate their objectives. Asking a new organisation to reflect on its history needed flexibility. On some occasions, intended key research stakeholders did not respond to invitations for meetings or were called away at short notice. Some DPOs operate almost exclusively in capital cities and have not had the resources to extend to rural areas, while others operate well at community level and have not focused a great deal of attention on national policy, and some operate in both well. In Fiji, PNG and Vanuatu, for different reasons, it was agreed that research meetings would be held both in capital cities as well as at provincial levels. This influenced the nature of findings in those countries compared with others, in that more information was gathered outside capital cities. Overall, the team sought input from in-country guides, the researchers and/or DPO leaders, to identify appropriate responses in each context.

3.5.3 Mixing research with practical contributions to DPO capacity

While the research was not pure “action research” in the sense that it implemented and then researched various ways of working, the process did include some elements which were intended to be of practical benefit to DPOs to provide a balance to the “extractive” elements implied by pure research. The research team members all had a good knowledge of prior contributions made to Pacific DPOs by partners or others (e.g. workshops, training and placements related to leadership, governance, advocacy, project management and financial management), so contributions through this research process were clearly identified as being complementary to other activities.

Two practical elements of the research were included. First, a workshop session at the beginning of the research process which aimed to provide an opportunity for reflection about the strengths of each DPO. Second, a session was organised towards the end of the process for planning ways to strengthen the DPO capacity.

The initial session on the strengths of each DPO, as well as generating discussion and resulting in a list of agreed capacity strengths, also directly contributed to a sense of confidence and motivation among participants. Many participants said that this was the first time they had had a chance to think about how far their organisation had come in its history, and for several DPOs the history was relatively short. Some new DPOs have struggled over some years to establish themselves formally, such as PWDSI and DPA (Vanuatu) while others have moved through that process (Tuvalu and PNGADP) and are now in the process of taking steps to expand their reach and consolidate their organisation. Older DPOs, particularly those in Fiji, reflected on significant changes in recent years and appreciated the opportunity to catalogue capacity strengths, recognise achievements and value the solid foundation in place. At the end of the initial workshop session, large numbers of participants said they felt motivated, happy, confident, positive or enthusiastic about the prospects of their DPO, based on their sense of achievement to date.

The workshop session on planning for strengthening DPOs contributed to a sense of clarity, motivation and confidence among participants. The facilitators introduced key capacity strengthening planning questions and explained the relevance of these questions for other planning processes. Thus this session enabled participants to identify priority actions they could take to strengthen their organisation, collaboratively and practically.

3.5.4 Building research capacity of people with disabilities

Each Pacific Island context has a major influence on the capacity of in-country researchers. For example, the levels of education (reflecting the extent to which people with disability had access to education), levels of experience and the extent to which researchers had prior experience of working in multi-cultural teams and in English, varies from country to country. While selection of people with disabilities to take on the roles of researchers was challenging in some countries, given their lack of prior experience, this was a clear objective for the research, so was not compromised. Some researchers were particularly strong, while others made a less significant contribution. For example in Solomon Islands, a young man and a young woman researcher were quickly able to take the lead in meetings, facilitate workshop sessions and contribute to reflections on findings. Similarly in Fiji, a DPO leader participating as a researcher demonstrated excellent research skills, and in Kiribati, a relatively new DPO leader caught the attention of the PDF and APIDS team members by demonstrating good research capacity.

PDF now has a good understanding of the skills of a range of people with disability in the Pacific region and is committed to strengthening the capacity of this group in future (this is included in PDF's Strategic Plan) so they may be called upon for future participatory research processes.



4. Findings

4.1 What is DPO capacity?

At a conceptual level, this question was answered primarily by the literature review (Section 2 above) which found limited analysis of DPO capacity globally but some potentially helpful frameworks to determine the elements of DPO capacity, which were considered relevant for Pacific contexts.

CRPD's references to the roles of DPOs point to the following elements of technical capacity needed by DPOs:

- The capability to gather information from members and translate it into agreed priorities, i.e. research, analysis and reporting skills
- The capability to represent the voices of others, i.e. to take a leadership role
- The capability to advocate about the rights of people with disabilities across multiple sectors and at systemic levels, i.e. advocacy skills
- The capability to provide other services to members, i.e. service delivery and networking skills
- The capability to form and sustain coherent organisations, i.e. organisational management skills (including governance; people, policy, financial and project management skills; collaboration skills.)

The research process revealed that Pacific DPOs consider all of these capabilities are essential elements of their capacity. They either identify they already have some of these capabilities or are explicitly seeking to develop them. Particular emphasis was given to representation, leadership and advocacy capabilities and these are discussed in sections below.

The synergies between the five DPO-specific capabilities are important because for example, the ability to generate membership and listen to members' priorities, informs the ability to represent coherent advocacy agendas. In each Pacific DPO, some elements of capacity were more emphasised than others. Being able to balance the need to develop multiple organisational capabilities is challenging in any context. In Pacific DPOs, where in many cases (but not all), office bearers and staff have little prior experience of organisations, the challenges are exacerbated. The capability to persevere in challenging circumstances, an element of any successful organisation, becomes critical to DPO capacity in this light.

In addition to the specific elements of DPO capacity identified in CRPD and confirmed by DPOs in this research, general organisational capabilities were also confirmed as core for Pacific DPOs. Those elements were all consistent with those identified in the ECDPM model. They are discussed further in subsequent sub-sections. The ECDPM model has assisted the organisation of research findings in this overall report **(see Table 6 next page).**

4.2 What capacities do Pacific DPOs have?

The nature and capacity of DPOs in the countries visited during this research process varies widely. Not only are the contexts in which DPOs operate vastly different, but the influences on specific DPO capacity also vary widely (see 4.3 below).

Tables 5a, 5b and 5c provide basic details about each DPO included in this research.

Table 5a: DPO Organisational features					
Country	Number of national DPOs	Year of establishment	Constitution	Strategic Plan	Elected Board
Fiji	5	1970s	Yes	Yes	Yes
Cook Islands	1	2001	Yes	Yes	Yes
Samoa	1	2001	Yes	Yes	Yes
Papua New Guinea	2	2002	Yes	Yes	Yes
Solomon Islands	1	1980s	Yes	Yes	Yes
Tonga	2	2003	Yes	Yes	Yes
Tuvalu	1	2010	Yes	Yes	Yes
Kiribati	3	1999	Yes	Yes	Yes
Federated States of Micronesia	1	2009	Yes	Yes	Yes
Nauru	1	1980s	Yes	Yes	Yes
Vanuatu	1	2002	Yes	Yes	Yes
Palau	1	1997	Yes	Yes	Yes

Table 5b: DPO Organisational assets						
Country	Paid Staff	Volunteer Staff	Office	Vehicle	Women's Committee	Youth Committee
Fiji	Yes	Yes	Yes	Yes	Yes	Yes
Cook Islands	Yes	Yes	Yes			
Samoa	Yes	Yes	Yes	Yes	Yes	Yes
Papua New Guinea	Yes	Yes	Yes		Yes	
Solomon Islands	Yes	Yes	Yes		Yes	Yes
Tonga	Yes	Yes	Yes		Yes	Yes
Tuvalu	Yes	Yes	Yes	Yes		Yes
Kiribati	Yes	Yes	Yes		Yes	Yes
Federated States of Micronesia	Yes	Yes	Yes	Yes	Yes	
Nauru	Yes	Yes			Yes	
Vanuatu	Yes	Yes	Yes		Yes	
Palau		Yes	Yes		Yes	

NB Not all information in this table was collected during in-country visits, but the table was completed during the research period.

Table 5c: DPO funding sources (recent or current)

Source of funding	% of 12 countries	Countries
National government	42%	Fiji, Cook Islands, Samoa, PNG and FSM
AusAID (direct)	17%	Fiji and Kiribati
Pacific Disability Forum	100%	All
Australia Pacific Island Disability Support	75%	All except Cook Islands, Nauru and Palau
Disability Rights Fund	75%	Fiji, Papua New Guinea, Solomon Islands, Tuvalu, Kiribati, Federated States of Micronesia, Vanuatu, Cook Islands and Palau
Other	50%	Half the countries reported contributions from a variety of community, private sector or NGO sources

Using the ECDPM model, Table 6 below summarises capacities voluntarily reported by Pacific DPOs. It is important to note that this table identifies a capacity which was described by DPO members or board members when asked the question “What strengths does your DPO have?” The responses have been categorised against the ECDPM elements of capacity by the researchers, not by the participants in the research. If a type of capacity has not been ticked, it does not necessarily mean that the DPO does not have some degree of capacity in this element. It means that members and office bearers who participated in research activities, did not propose or consider this element of capacity when asked to list their capacity strengths.

Table 6: DPO Capacities according to ECDPM Categories

[illegible]

ADAPT AND SELF RENEW												
Individual and organisational learning						√						
BALANCE DIVERSITY AND COHERENCE												
Build connections	√	√	√	√	√	√		√	√			√
Manage diversity	√											

Figure 1: Summary representation of capacity strengths across DPOs

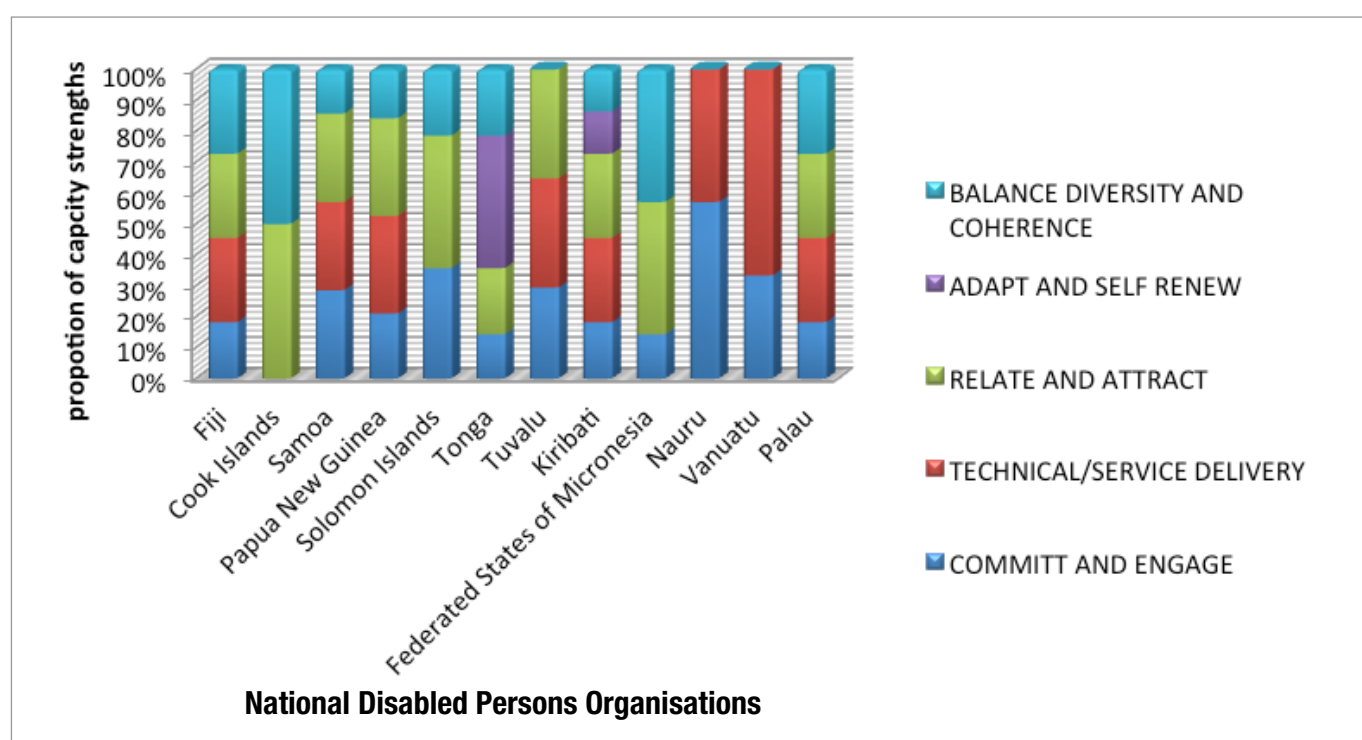


Figure 1 illustrates the mix and diversity of capacities across DPOs in each country. Some DPOs have a broader mix of capacities (e.g. Fiji, Samoa, Papua New Guinea, Tonga, Kiribati and Palau) according to this representation, than others (Cook Islands, Solomon Islands, Tuvalu, Federated States of Micronesia, Nauru and Vanuatu). Unless more detailed investigation of each DPO's assessment of its own capacities against these pre-determined categories is undertaken, there is little else that can be drawn from the data, other than that each DPO is different in its self-perceived capacities.

It could be argued that all DPOs shared a capacity to remain committed to advocating for the rights of people with disability. However the degree of commitment shown by DPOs has also varied from one DPO to another and over time. At the time of each country visit, DPOs demonstrated high levels of engagement and interest in the research process and their opportunity to learn and become stronger. Commitment has been applied in different ways, but generally has been focused on ways to address discrimination and barriers to participation. The focus of these

Our organisation started in 2003 and has grown in strength because of a good faithful board – a good team – who have collaborated well with staff to deal with issues, develop plans and support members.

(FAD, Fiji)

When funds become available for transport to a meeting, such as when there is a visit by the Chair of PNGADP or research such as this, then SHO members can meet and be strong.

PNG SHO member

We get help from members of the Federation of Weightlifting and Kiribati Scouts: they help us with the heavy work, like clearing land and building.

DPO member

When we meet other leaders and development partners, we learn from them and get support.

DPO staff member, Samoa

efforts varies widely, depending on the priorities of leaders and members: for example, some efforts have been focused on increasing outreach to and participation by people with disabilities, or on raising awareness at community levels about people with disabilities, or advocating for specific groups' access to education, employment or the built environment at local or national levels. In most cases, DPOs have been trying to build their own organisational capacity so they can operate effectively in their own particular country context. Sometimes and in some places, this has been easier than other times and other places (see 4.3 below).

DPOs consulted during this research, when asked to identify aspects of capacity in which they had strengths, were able to articulate them, sometimes hesitantly and sometimes confidently. On some occasions, workshop participants described their strengths and then noted that some were more "aspirational" than actual, and the workshop approach enabled participants to discuss and negotiate an agreed final list of capacity strengths.

The framing of the research question (about existing capacity and existing strengths), while not asking for a list of weaknesses, in effect did generate thoughtfulness about areas in which DPOs could be strengthened in future (these ideas were captured in later workshop sessions). When reading lists of DPO strengths for each country, it is important to consider what key elements of capacity are not included. For example, in some countries, there are strong advocacy skills and links at national government level but few links to communities or relatively small membership bases. In others, membership may be strong and active, but advocacy skills at national government level, sectoral level or with other potential collaborators and partners may be an area for development. As is the case around the world, it is not common for an organisation to have all elements of capacity at equally high levels at all times, and given the precarious history of some DPOs and various levels of support for them and engagement with them in the past, it is not surprising that some elements of capacity have developed at faster rates than others.

Detailed and summary reports provide information about the history and capacity strengths of DPOs in each country and are available on the PDF and APIDS websites⁷. Table 7 below highlights some particular organisational capacity strengths.

Table 7: Stand out capacity strengths of Pacific DPOs			
Country	DPO	Stand-out capacity strengths	Comments
Fiji	Fiji Disabled People's Federation (FDPF)	<ul style="list-style-type: none"> Long history of effective leadership Effective collaboration with disability-specific organisations (members of FDPF) to achieve national voice Strong collaboration with regional and international partners Growing numbers of district level DPOs Experience of sector-specific engagement (e.g. education, media, employment, disaster preparedness, access to built environment) 	<p>Fiji has been able to draw on bigger pool of office bearers and members than other Pacific islands, to support advocacy efforts.</p> <p>Since the research commenced, FDPF changed from an individual member based structure to an umbrella organisation for other national DPOs.</p>
Cook Islands	National Disability Council (CINDC)	<ul style="list-style-type: none"> Skilled and long-experienced board members, with experience of raising awareness about CRPD at island level Good links with supportive Government focal point 	Since the research visit, an election at CINDC resulted in a change of board members and now all but one are people with disabilities.
FSM	Pohnpei Consumers Organisation (PCO)	<ul style="list-style-type: none"> Strong connections with Government agencies responsible for policies and service delivery for people with disabilities Good connections with other NGOs and donors/development partners 	FSM plans to build its membership base, to provide a stronger constituency for its effective advocacy work at national levels.
Kiribati	Te Toa Matoa (TTM)	<ul style="list-style-type: none"> Active and popular cultural group to promote disability awareness in outer islands, in culturally appropriate ways Experience of running skills-development programs for members Development of facilities where people with disabilities congregate 	Te Toa Matoa intends to build on its membership and outreach strengths, to increase effective links with Government agencies on a variety of inclusive policies and service delivery issues.
Nauru	Nauru Disabled People's Association (NDPA)	<ul style="list-style-type: none"> Newly invigorated organisation Support from senior political leaders Links with community supporters 	NDPA is in the process of finding a suitable office and centre, to base its operations and programs.
Papua New Guinea	PNG Assembly of Disabled People (PNGADP)	<ul style="list-style-type: none"> Strong leadership at national level Growing network of SHOs at provincial and district levels Good links with supportive Government Ministry and participation in disability working groups 	Change in government since the research visit may affect the level of political support for PNGADP, but there are signs that good links with the relevant Ministry have been maintained.

⁷ Available at www.pacificdisability.org and www.apids.org/page11.htm

Samoa	Nuanua O Le Alofa (NOLA)	<ul style="list-style-type: none"> Strong centralised and active organisation with community, NGO and Government recognition Experience of undertaking wide range of membership development, advocacy and policy influencing processes History of hard working leadership and boards 	As AusAID has selected Samoa as a key focus for its bilateral disability inclusive work, NOLA has the opportunity to participate actively in this area and develop its strengths in advocacy, partnership and project implementation.
Solomon Islands	People with Disability Solomon Islands (PWDSI)	<ul style="list-style-type: none"> Perseverance to establish accessible PWDSI office Resilience in the face of challenges Active leadership at regional level New board members in 2012 	PWDSI is prioritising outreach work to the majority of people with disabilities who live in rural and remote provinces, and has secured funding for this purpose in 2011-12.
Tonga	Naunau O' E' Alamaite, Tonga Association (NATA)	<ul style="list-style-type: none"> NATA has successfully renewed its Board and has begun to revive the organisation's reputation after major challenges in 2011 New Board members have worked hard to sustain a dream of a barrier-free, rights-based society in Tonga, making the most of learning opportunities for members and strengthening the organisation's management 	A second DPO established in Tonga following management issues with NATA. If the differences can be resolved, it may be possible for both to re-combine to assist all people with disabilities and facilitate partnerships with development partners/donors.
Tuvalu	Fusi Alofa Association (FAA)	<ul style="list-style-type: none"> FAA is a relatively new organisation (it started as a section of the Tuvalu Red Cross) and has now established itself as an active DPO. It has built links with other NGOs, donors and development partners Office bearers and members are successfully building a range of advocacy, organisational management and project management skills 	FAA has a small population base, but nevertheless the capacity to represent its members and advocate effectively at Government and community levels.
Vanuatu	Disability Promotion and Advocacy Association (DPA)	<ul style="list-style-type: none"> Effectiveness in raising awareness at community and Provincial levels Effective advocacy influence on national Government policy Stable office and good facilities Network of DPA affiliates and volunteers at village levels 	DPA is a strong Pacific DPO with a combination of organisational and advocacy capacities. Its effective work at Provincial and community levels is a good example for other DPOs in the region.
Palau	Omekesang	<ul style="list-style-type: none"> New and active leadership Strong support from volunteers Ability to advocate at the political level (e.g. President of Palau in his opening remarks for the PDF/Omekesang Human Rights Training held in Palau in April, 2012, commended the work of Omekesang in influencing Government to adopt the Disability Policy and sign the CRPD.) 	There is a supportive environment for Omekesang to continue to strengthen its organisation and advocacy efforts.

4.3 What factors influence the current capacity of DPOs?

The current capacity of Pacific DPOs reflects a wide range of influencing factors, which have interacted in different ways in each country. These influences include:

- events in national and DPO history, ranging from de-colonisation to individual leaders' experiences of disability
- the length of time that the DPO has existed
- access to resources within or outside their country, including funds for core organisational costs, projects and travel, as well as expertise
- style, quality and consistency of leadership
- cultural values about inclusion and membership of family, village or clan groups and membership of other groups (including churches, music and sports groups, as well as DPOs)
- cultural attitudes towards disability and people with disabilities
- perceptions about the role of civil society organisations
- demographic issues such as population size and therefore the number of people with disabilities and their location within a country
- degree of accessibility of education for children and adults with disabilities
- extent of exposure to regional and international ideas
- opportunities to access information, knowledge, skills and ongoing technical or moral support
- geographical features (relating to accessibility, e.g. whether one, few or many islands)
- transport services (relating to ability of people with disability to meet)
- depth and quality of partnerships with other organisations.

In each Pacific country and for each DPO, the interaction of these influences is unpredictable and unique. In many DPOs, the leadership commitment and skills by a small number of individuals has played a key role in current DPO capacity (e.g. see country reports for Fiji, PNG, Vanuatu, Solomon Islands and others). In most countries, topography, geography and extremely limited access to transport, have been major constraints on the capacity of DPOs: members are located throughout the population and if the population is widely dispersed across islands, if public transport is largely inaccessible and if people with disabilities do not have funds to pay for any form of accessible transport, then the ability of members to simply meet is highly constrained. In all countries, access of DPOs to broader networks, either for collaboration (e.g. with other CSOs) or advocacy purposes (e.g. with Government at all levels), is affected by multiple political, cultural, historical and economic factors.

We have just come out of hiding and have realised that we are part of not just a PNG group, but a global movement. We thank PNGADP for finding us and bringing us out.

Member of PNGADP

We are both grateful and inspired by the decision of the Nauru Government (to become a party to CRPD). We look forward to advancing our aspirations for the development and progress of persons with disabilities in Nauru in partnership with the Government and other stakeholders.

Late President of NDPA

NOLA's awareness program has brought awareness to Samoa as a whole.

Representative of Government of Samoa

The relevance of this finding is that whenever a partner wishes to support a Pacific DPO, it needs to recognise the factors that influence the capacity of that DPO. In the past, there has been a common assumption by development partners that organisations simply “lack capacity” and that a good training course will address this situation. However, many DPO officials now have good skills and knowledge and the organisations have strong foundations and good levels of governance. Other factors, beyond the reach of “a good training course” are involved in constraining the strengthening of DPOs. These include the extent to which they can deliver effective programs, manage growing finances and organisational responsibilities and ensure high quality and sustained leadership. Also, whether their voice is heard by Governments is not always a matter of whether the voice was raised and the message was clear.

It is also clear from this research that many factors have enabled DPOs to embark on and succeed in a wide range of capacity development processes themselves. They have mobilised themselves, established formal organisations, undertaken a wide variety of planning processes, implemented a very diverse range of activities, advocated for their rights, taken opportunities to learn more about issues relevant to organisational strengthening and disability rights and established diverse networks within their own countries and beyond. As with all organisations, there is always scope to continue to expand and strengthen, but this research confirms that Pacific DPOs already have considerable capacity, in key areas and to varying extents. This capacity forms a foundation for ongoing development. The research suggests that any efforts to contribute towards ongoing DPO capacity should recognise the specific influences on capacity in each context as well as the extent and nature of existing capacity.

4.4 DPO priorities for organisational capacity development

The research process generated clear priorities for each country’s DPO (see country reports) and some common themes across most or all DPOs. Analysis of data from all countries revealed the following areas were identified by most DPOs as ongoing priorities for organisational strengthening, building on existing capacity in each:

- Expand on commitment among people with disabilities **(see 4.4.1)**
- Strategic and action planning and ability to implement agreed plans **(see 4.4.2)**
- Opportunities to increase the practice of advocacy **(4.4.3)**
- Stronger networks, relationships and partnerships at local, national, regional and international levels **(4.4.4)**
- Increased skills and confidence to use existing skills among members and Board members **(4.4.5)**
- Increased and reliable funding for operating costs **(4.4.6)**
- Increased membership and access by members to the DPO and the DPO to members **(4.4.7)**

4.4.1 Build on existing commitment

All DPOs described and valued the levels of commitment that had been shown by their leaders, officials and members to date. They all expressed an interest and high degree of motivation in expanding on the levels and breadth of commitment in future. This commitment was noted by most donor and development partners interviewed in Auckland as a significant strength.

Pacific DPOs consistently expressed their view that they needed to persevere against often challenging situations, to achieve their vision for an inclusive, barrier-free and rights based country. Challenges have included the absence of accessible transport to attend meetings, inexperience in knowing how to work with Government systems, misunderstanding among other stakeholders about the rights of people with disabilities to have a voice, as well as limited finances, inaccessible buildings and lack of leadership experience at times. DPOs consistently noted that they wished to raise awareness and increase understanding among their communities and Governments about the lives and value of people with disabilities and about the need to change attitudes and institutionalise disability rights.

In the context of the ECDPM model, this element of capacity is referred to as the capability to commit and engage (**see Section 3.1 above**).

DPOs themselves are responsible for building on their existing commitments in future and any support from development partners should recognise this commitment. As is the case with all capacity development work, partners should take all efforts to avoid undermining DPO leadership and their ownership of this priority. When partners assume or decide that DPOs do not have a particular element of capacity, they can easily undermine existing capacity by introducing new ideas that may not necessarily be sustainable in the particular context.

4.4.2 Strategic and action planning and implementation of plans

In relation to planning, nearly all DPOs reported that they have already received support on how to develop strategic and action plans and that they have undertaken various forms of planning to date. With the regular turnover of officials required under organisational Constitutions or occurring because of other factors, there is a need to repeat training and to facilitate agreement among new board members and members about plans and priorities. However, DPOs all identified their shared commitment among leaders and members to “make a difference” to the lives of people with disabilities, so the capacity development opportunity for DPOs is to continue to develop shared plans about how this can be achieved, in strategic and practical ways.

There is also a continuing need to create new and update existing policies which support the implementation of strategic and practical action plans. For example, as DPOs grow, they need to develop increasingly complex policies relating to financial management, human resource management, project management and DPO operations. Some NGOs already have these policies, based on internal efforts and assistance from PDF and other partners.

DPOs consulted in this research noted that they wished to continue to strengthen their capacity to implement plans. This includes communicating plans widely and ensuring members understand and share the same objectives as they go about their work within and for the organisation.

In the context of the ECDPM model of capacity, the elements described above are aspects of the capability to carry out technical, service delivery and logistical tasks (**see Section 3.1 above**).

Again DPOs have the prime responsibility to strengthen their capacity in this area, and development partners can continue to contribute through support for planning processes, project and financial management processes.

4.4.3 Opportunities to increase the practice of advocacy

DPOs consistently noted their interest in building on their existing advocacy strengths. Specifically they spoke of increasing knowledge and skills, opportunities to build networks for effective advocacy, and opportunities to advocate for the rights of people with disabilities through raising awareness at community and official levels. Consistent with this priority, several DPOs noted that as they build data bases about disability issues. Information about the numbers of children with disabilities in schools or the numbers of people who are deaf, for example will also enhance their ability to advocate effectively, particularly to Government officials.

DPOs noted they have already had access to at least one training opportunity about advocacy on the rights of people with disabilities. They confirmed interest in continuing to build on their existing knowledge and skills. For example, Fijian DPO officials and members attended advocacy and management training funded through an AusAID training program as early as 2003 and 2004. Since then, advocacy courses have been provided nationally and regionally through PDF and the Australian Human Rights Commission for DPO officials and members. Consistent with this priority, several DPOs noted that they wished to build data bases about disability issues.

Some DPOs highlighted specific strengths in advocacy which they intend to build on and which could be shared with others as examples of Pacific-specific advocacy approaches. In Kiribati, Te Toa Matoa has raised awareness about and advocated for the rights of people with disability in outer island communities, through its drama and music productions. DPA in Vanuatu has demonstrated a particular capacity in advocating for the rights of people with disabilities by working with provincial authorities. This has resulted in two provincial governments appointing dedicated Disability Coordinators

NOLA has a good relationship with Government and their knowledge on law and legislation has increased.

Government of Samoa representative

The leaders have great courage: they are taking one small step at a time and gradually getting there.

Government of Tonga representative

They want to be treated like other women. When they first joined, we offered to waive fees and they said no, they would pay like everyone else. They have a good spirit. We are very proud of them.

President of Aia Maea Ainen Kiribati (AMAK), Kiribati

Fusi Alofa is seen as being an implementing agency in the Government's Strategic Plan.

Tuvalu Government representative

who undertake a range of targeted and inclusive activities. In another example, Pohnpei Consumers Organisation has prioritised advocacy at the national levels, making the most of its strong connections with Government officials to achieve new Government policies.

In the context of the ECDPM model of capacity, this capacity could be regarded as part of the capability to carry out technical, service delivery and logistical tasks (see Section 3.1 above). In addition, this priority could be understood as being part of the capability to relate and attract resources.

4.4.4 Stronger networks, relationships and partnerships

As noted earlier, Pacific DPOs have already developed a diverse set of networks at local, national, regional and international levels and they wish to strengthen and expand these networks in order to achieve their objectives and strengthen their organisations.

All Pacific DPOs noted that they wished to strengthen collaborative relationships with Government agencies responsible for policies and programs that affect the lives and opportunities of people with disabilities. While, in reality, this could include all Government agencies at all levels, each country has prioritised its own particular agencies and levels of Government, depending on local factors, reflected in strategic or action plans.

All Pacific DPOs indicated that they wanted to expand existing relationships with other CSOs and NGOs, as well as churches and business groups within their respective country. All DPOs had prior experience of working with other CSOs and had found that collaboration based on mutual respect and trust, shared understanding of rights and development, and open-ness to learning had resulted in shared benefits for all. DPOs wish to participate in more collaborative efforts, at a wide range of levels from joint organisation of or participation in international days (e.g. International Day of People with Disability or International Women's Day) through to formal inter-agency advocacy efforts.

Most DPOs also highlighted the priority of strengthening relationships between DPOs within countries (where there is more than one) and between countries. DPOs reported that they benefited from sharing experiences and learning from other DPOs which share common objectives, particularly through the regular PDF learning and meeting

events.

In the context of the ECDPM model of capacity, this priority is consistent with the capability to relate and attract resources, particularly the ability to earn the trust of others, such as donors and partners (see Section 3.1 above). These capabilities are extremely critical for Pacific DPOs given their advocacy agendas, their dependence on external funding and their interest in increasing the size and reach of their organisations.

Development partners can play a key role in providing opportunities for DPOs to meet, learn from each other and develop collaborative efforts to bring about change. DPOs themselves are responsible for determining whether and how to use these relationships.

4.4.5 Increased skills and confidence to use existing skills

As noted earlier (**Sections 4.2 and 4.3**), DPOs all identified that they have a range of existing skills among Board members and members, to varying degrees. They all prioritised the achievement of increased skills on various aspects of organisational management and technical work.

DPOs themselves already have skills they can draw upon to raise awareness about CRPD in their own communities, and CRPD has already been translated into many Pacific languages. Common to all DPOs is an interest in continuing to build knowledge of CRPD and confidence in applying the articles of CRPD in their advocacy and program work, particularly in sector-specific areas, such as education and disaster management. The fundamental nature of CRPD for DPO work, combined with the emerging nature of many DPOs and the limits of their reach to date, means that there will be continuing need and demand for more skills development in this regard. Funds to organise training at local levels, on outer islands and for new members will contribute to broadening the skills-base.

Most DPOs noted a particular interest in contributing to the knowledge and skills of young people with disabilities and women with disabilities. They recognise that both had a great deal to offer to the achievement of DPO objectives and had often been excluded in previous development processes.

In the context of the ECDPM model of capacity, this priority is consistent with the capability to carry out technical, service delivery and logistical tasks (see Section 3.1 above). This is a central element of capacity in DPOs, one that many development partners focus on and one for which there is shared interest in strengthening.

Development partners can play a key role in providing opportunities for DPOs to contribute to knowledge and skills among members, and particularly young people and women. Given that many Pacific DPO leaders already have strong expertise in this area and have delivered multiple programs themselves, the most important contribution that could be made is the provision of funds for local facilitators to be able to organise local training events and for DPO staff to undertake on-the-job skill development through practice. DPOs also seek funding to arrange mentoring and coaching support for their new staff and board members within Pacific DPOs – in this way, support is culturally appropriate. PDF has already established and made plans to implement a variety of inter-DPO learning opportunities to contribute to skills development.

4.4.6 Increased and reliable funding for operating costs

All Pacific DPOs highlighted the priority of obtaining the core resources to enable their organisation to operate effectively and efficiently. They seek to minimise continual distractions associated with having to manage multiple small grants provided by partners that seek different types of reports. The diversity of existing resources among DPOs is currently significant. In Fiji, DPOs have funds for staff, offices, IT equipment and furniture and access to a vehicle for example, whereas in Nauru, at the time of the research, the DPO had no funds and no resources, although a number of funding opportunities were “in the pipeline.” Along the spectrum from Fiji to Nauru, DPOs have a diversity of resource bases and funding opportunities. PDF’s funding for DPOs has made a substantial difference to those DPOs which have been successful in their applications. For example in Solomon Islands, the DPO was able to secure an office space for the first time in 2011, with rent provided through PDF. In Vanuatu, PDF funding has enabled the DPO to employ a full-time Coordinator, who has been able to undertake a wide range of successful activities since 2010.

Depending on their experience of funding to date, DPOs prioritised a number of ways to build stronger resource bases for their organisations and work. For example, those DPOs which had received and managed many small grants from different partners, now seek multi-year funding. Those DPOs which have yet to receive any grants, now seek to build skills to prepare proposals and systems to manage the funds. Those DPOs without an office, seek to obtain their own building or office space. Those DPOs without accessible transport for members seek to organise a vehicle, such as a wheelchair-accessible mini-bus, and the funds to maintain and run it. Those DPOs with staff are often finding that their activity is creating greater demand than they can manage, so are seeking funding for more staff or ways to increase the number of volunteers who can contribute to the work of the DPO at various levels.

DPOs are clearly at different levels in terms of their ability to access, manage and report on the use of funds, either for core operating costs or projects. DPOs themselves are best able to identify their own priorities in this regard (reflected in individual country reports). Development partners, if they wish to contribute, need to listen carefully to the priorities expressed by individual DPOs. It is particularly critical, as DPOs develop, that development partners do not impose excessive demands on DPOs in relation to funds management, but support to the level that DPOs can reasonably manage given their own priorities, systems, prior experience and related aspects of capacity.

4.4.7 Increased membership and access by and to DPO members

All DPOs prioritised an increase in membership and increased access between themselves and their members and vice-versa. Even long-established DPOs, such as those in Fiji, have struggled over decades to reach people with disabilities outside urban centres because of the factors described elsewhere in this report. For newly established DPOs, accessing existing and potential members is a priority for a variety of reasons: to raise awareness of rights; to generate shared understanding; to develop shared objectives and priorities; to implement coordinated programs; and to maximise inclusive approaches to all development benefits.

The ways in which DPOs intend to strengthen membership bases includes steps such as:

- building up provincial branches and decentralising activities
- promoting access to learning for members, through scholarships, participating in workshops, seminars, training and exchange programs
- organisation of a continual cycle of activities for people with disabilities and their families and communities.

DPOs particularly sought to include and involve a wider range of people in membership activities than are currently involved, including the Deaf, people with intellectual disability and parents of children and adults with disabilities.

Development partners have various opportunities to contribute to this DPO capacity development priority. For example, they could contribute ongoing funds for DPOs to be able to travel to rural and remote areas, to organise community events and to support members' learning and participation in DPO activities.

4.5 Effective and preferred approaches and tools for development partners

Pacific DPOs expressed clear ideas about how they wish development partners to contribute to their own efforts to develop their capacity as effective and efficient organisations. These ideas have been categorised into approaches and specific inputs. DPOs agreed that when development partners work with them they should approach the partnership in the following ways:

- DPO plans and priorities should be the driver of objectives, activities and funding
- A respectful partnership approach should be used in all cases, where the development of trust and mutual understanding is prioritised
- Flexibility should be included in all processes, to recognise emerging issues and the fact that some DPOs are not yet well-experienced in using external funds and will benefit from “learning through doing” while others already have substantial experience and know that they should not proceed with plans, if they find that there are better ways to achieve agreed outcomes
- Both parties need to be able to discuss and be clear about expectations relating to management, monitoring and reporting processes
- Proposal requirements for small amounts of funds should be simple and accessible for people who may have had limited educational opportunities and have English as a second, third or fourth language.

DPOs consistently reported that they valued the approaches used by PDF and APIDS in the provision of funding and other support.

They expressed their appreciation for the respectful interaction about:

- determining each DPO’s priorities
- how funds were to be managed
- reporting and acquittal requirements
- flexibility in the ways funds could be used, if unexpected issues arose.

For example, several DPOs noted that when they planned for meetings or events, they estimated costs based on expected numbers of participants, but when the numbers varied, they needed to be flexible to cater for this. Similarly, when DPOs estimated costs of a training course, and the actual costs were less than expected, they appreciated that either PDF or APIDS were happy to consider alternative priorities for the use of unexpended funds, as long as they were well thought through and consistent with agreed higher level objectives.

While recognising the diversity of capacity development priorities noted in section 3.4 above and in the individual country reports, DPOs generally identified that the following inputs would assist all of them to achieve their own capacity development objectives:

- Regular sources of funding for organisational operations and projects
- Technical support, on specific issues identified by each DPO, predominantly related to CRPD and its application at various levels and in specific sectors
- Volunteers, who are suitably qualified to provide relevant contributions and who have the personal qualities to work respectfully and collaboratively in DPOs
- Funding for establishing and implementing exchange and mentoring programs within DPOs across the region and internationally
- Funding for the organisation of in-country training in local languages, to minimise the negative aspects of travelling and the challenges of interpreting information suitable for other contexts to the local context
- Provision of funds to purchase and maintain computers, software which supports accessibility for people with disabilities and training for members in the use of such systems.



5. Discussion of themes

Based on the topics identified in Section 4 above, this section analyses research findings across all 12 participating countries according to themes which emerged during the research process. These themes were confirmed during reflection by four PDF and APIDS research team members in March 2012. It is important to couch this analysis in the understanding noted above, that the situation of people with disability, the situation of DPOs and the socio-political and economic contexts in Pacific countries is highly diverse. The following themes are introduced here and described in more detail in sub-sections 5.1 to 5.9 below:

- There have been considerable increases in DPO capacity in recent years and there is substantial diversity in the particular elements of capacity among DPOs but all DPOs have some capacity strengths which form a foundation for future organisational strengthening. In particular:
 - They persevere, aspire and share a vision for a better future
 - They have some awareness raising and advocacy skills (which they want to increase) and want to advocate with and to others, and they seek to use culturally appropriate advocacy methods
 - They have potential to strengthen their ability to balance efforts between doing core work and managing diversity of perspectives
- Country DPOs' work complements and supports other national, regional and international efforts on disability rights and these networks are a critical element of DPO capacity
- Respectful DPO and Government partnerships are important, but DPOs should be seen as independent organisations and not the instruments of Government or donors
- CRPD is a critical element of DPOs' technical capacity
- Is there a Pacific definition of a DPO?
- Effective leadership of DPOs is crucial to their existence and sustainability
- There is increasing pressure on DPOs to achieve an appropriate balance between undertaking their core work and responding to many diverse requests and opportunities. Within partnerships, getting the balance right between meeting DPO and others' priorities is a challenge, but is occurring and can improve
- Networking and collaboration between Pacific DPOs and others is a key element of capacity
- Sense of optimism, motivation and enthusiasm.

5.1 Increased capacity in recent years

Some Pacific DPOs have been able to achieve considerable changes in their own capacity and their influence on community attitudes and Government policies about disability rights in a relatively short period of time.

As noted throughout this report and in the country reports, DPOs are increasingly developing skills in many areas. These include: governance, project management, partnership development, advocacy and awareness raising, community engagement, organisational management and capacity development with others. Some DPOs started from a strong base and others demonstrate a good understanding of where they wish to proceed in these areas.

While there is great diversity between DPOs, this means that efforts to build capacity are not starting from scratch, but need to recognise existing strengths as a basis for moving to stronger organisations. Each DPO's capacity strengths are different, so they need to consider their own "next steps" and their own priorities for moving to the next level of capacity. Development partners need to respect this diversity and seek DPOs' expressions of priority before determining how they can contribute.

As noted in Section 4.4.3 above, DPOs have particularly demonstrated the capacity to create, deliver and strengthen culturally appropriate advocacy approaches in their work to raise awareness and change attitudes about disability issues generally and people with disabilities in particular. Case Studies in Annex 3 detail some of these features.

5.2 DPOs complement other disability rights contributions

DPOs cannot succeed on their own to achieve a barrier-free and rights-based Pacific. They already work collaboratively across the region with other DPOs, through PDF and in cooperation with Governments and regional and national organisations.

The work of Pacific DPOs complements the work of the Pacific Islands Forum Secretariat (PIFS) in relation to the Pacific Regional Strategy on Disability (PRSD), which is the inter-government agreement on approaches to disability and development in the region. PDF and PIFS have worked closely with the Pacific Office of the Economic and Social Commission for Asia and the Pacific (ESCAP) in relation to the development of national disability policies for each country. These efforts are consistent with the Biwako Millennium Framework for Action Towards an Inclusive, Barrier-Free and Rights Based Society for Persons with Disabilities in the Asia and Pacific region, 2003-2012, which DPOs also follow, alongside CRPD. Collaboration between PIFS and PDF and its members reflects the shared commitment to the principles and objectives included in CRPD, the shared understanding of disability rights and issues in the Pacific context and a shared history between individual leaders. This shared commitment is relatively unusual in a rights context, given that human rights issues have often been contested rather than shared. The collaborative approach has meant that greater achievements are possible and less time is spent on explaining and advocating reasons behind agendas and more time can be spent on ways to implement new policies.

The shared commitment between a regional intergovernmental organisation like PIFS, an agency of the United Nations like ESCAP and a regional DPO like PDF has helped to galvanise a coordinated response to disability issues in the Pacific, and this provides a critical context for the capacity and roles of national DPOs. With PIFS working closely with its government focal points on disability at national levels, and PDF supporting its member DPOs in country, the prospects for collaboration between DPOs and their respective Governments are strong. Success and achievements gained at regional level are rubbing off at national levels and vice versa.

5.3 Respectful DPO-Government partnerships

Where there are generally respectful partnerships between DPOs and Government agencies, as suggested in 5.2 above, the capacity of DPOs can be either positively or negatively influenced. For example, where the DPO-Government relationship is somewhat poor, a DPO can develop a "thick skin", strong self-reliance and assertive advocacy skills, good relationships with external partners, effective outreach and a high level of independence. On the other hand, a poor relationship can result in a DPO spending disproportionate time on dealing with the relationship, compared with constructive focus on new policies and implementation or on building up its membership base. In a context where the relationship may be strong, reliance by a DPO on Government support may also undermine a DPO's ability to build advocacy skills or to generate a strong membership.

In practice, a diversity of Government-DPO partnerships exist in the region and there are benefits and risks associated with each type of partnership and no single definition of a “perfect” DPO and Government relationship. A constructive relationship may be found in several different forms. Some key elements may include: a degree of mutual respect; some shared understanding of the respective roles of Government and DPOs in relation to disability policies and programs; a sense of trust; and a shared commitment to the principles and implications of CRPD and PRSD in each country.

5.4 CRPD as a capacity tool

The development and adoption of CRPD has played a crucial role in the histories, existence and capacity of Pacific DPOs. The fact that it includes universally agreed priorities for the rights of people with disabilities, takes the pressure off DPOs having to articulate these rights themselves. The Convention provides a sound basis for common language and potential for common understanding about the rights of people with disabilities between DPOs and Governments. In addition, the articles which make up CRPD provide a straightforward set of “headings” or topics on which DPOs can engage with communities and people with disabilities, as well as with Governments for advocacy purposes. The fact that the policies and strategy (e.g. the Development for All Strategy) of AusAID operate in ways which are consistent with CRPD also lends weight to the use of CRPD by Pacific DPOs.

5.5 A Pacific definition of DPOs

In Pacific countries, the idea of people with disabilities creating a formal organisation or network to undertake advocacy is perceived by some to be novel, threatening or culturally inappropriate. Both people with disability and those without disabilities in a variety of roles expressed the view that it was unusual, exciting or just a new idea for a group of people with disability to form an organisation which is defined by disability alone. In some cases, these organisations are perceived as a “threat” to other organisations which consider their own voice (as experts, carers, service providers etc) is more “valid” or which have their own unmet expectations about what DPOs priorities should be.

In some cases, the idea of a group of individuals with disabilities working collaboratively and in a mutually supportive manner, rather than being primarily supported by and obliged to stay within a clan or village or family group, sits uncomfortably with dominant cultural values about caring for group members or collectivism. This is particularly the case in rural, village or remote settings. It is less noticeable in towns where many clans, family groups or island groups mix together.

In a number of countries (i.e. Fiji, Cook Islands, FSM and Tuvalu), the suggestion was made that a Pacific definition of a DPO may be different from the global definition. The suggestion reflected the idea that collectivism, as expressed in Pacific cultures, means that families, village groups or other social networks are the core building block in societies. This value means that these groups are expected to care for and protect their members. Thus, people with disabilities are seen primarily as members of such groups, and not individuals in their own right, who would have the freedom to form their own groups, differently defined. In FSM, this was expressed as the idea that DPOs must include family members of people with disabilities for them to be culturally appropriate. This is not consistent with international perspectives on the identity of DPOs. In Fiji, as new branch DPOs are being established, they often comprise village leaders and parents or other carers of people with disabilities. The extent to which people without disabilities consider that people with disabilities are not capable of or ready to manage the formation and management of their own organisations, also comes into this equation, but is difficult to separate out from the cultural value associated with collectivism.

In other countries, workshop participants highlighted that they valued good family support for people with disabilities, including those who are leaders and office bearers in SHOs. This is also consistent with collectivist cultural values which underpin Pacific community life. In these settings, DPO members did not necessarily consider that family members should be members of the DPO.

5.6 DPO leadership is crucial

There is no doubt that successful Pacific DPOs have often benefited from outstanding leaders, who have persisted in their quest for recognition of the situation and rights of people with disabilities over decades. DPOs' development partners also highlighted the successful leadership roles played by individuals in many Pacific Islands. There are some highly skilled leaders within DPOs, many of whom have played key roles not only at national level but at regional level through PDF. There is not a large pool of leaders for DPOs to select from, despite training efforts in some countries over many years. This is in part a demographic reality in small countries and in part related to exclusion of people with disabilities from the kinds of educational and employment opportunities which promote confidence in leadership.

The broader context in each Pacific country has an influence on DPO leadership. For example in PNG, the history of SHOs in PNG reflects the history of other NGOs. They often emerge under a particular leader or small group of leaders, attract attention and partners and then become less active and effective. Sometimes these organisations re-emerge over time, and new leaders make their own distinctive mark (from PNG Country Report). In other countries, such as Fiji and Vanuatu, strong consistent leadership over many years is evident. This reflects factors such as personal motivation, family and other support for success, ability to navigate both national and international cultures, extent of international support and access to education.

In Pacific cultures, leadership status can be ascribed to people (for example, hereditary chief status) but good leadership practice also needs a good degree of personal motivation. People with disabilities are not often ascribed leadership roles by their broader community because of attitudes towards disability. When they have been excluded over their lifetime, they may find it challenging to develop the inner motivation and confidence to take on leadership roles. However, they may be identified by members of DPOs as having leadership potential and find themselves in roles where they need to develop leadership skills. Attendance at a leadership development course does not necessarily result in all individuals taking leadership positions in DPOs, but is noted by research respondents to have contributed significantly to DPO leadership in the Pacific. Several DPO leaders referred to their positive experience of leadership development programs. Using the broader definition of leadership - the capacity to bring about change - there is no doubt a pool of people with disabilities with leadership capacity in Pacific DPOs.

In younger DPOs, the role of leadership is critical to their early growth. Nearly all DPOs noted that they prioritised building the capacity of both existing and emerging leaders, especially women and youth. With poor or inadequate leadership, DPOs, like any other organisations, will struggle to achieve their objectives. Leadership by people with disabilities is particularly valued by younger members of DPOs as they also provide role models which are otherwise missing in most Pacific communities.

Leadership in DPOs from country reports:

The current leader of PWDSIis the strength behind their success in advocacy and motivating people with disabilities in the Solomon Islands.

Our current and previous leaders are critical to our success. We value them as role models. (Fiji)

There is strong leadership at national level in PNGADP and emerging leadership potential in SHOs operating at provincial and district levels.

Te Toa Matoa in Kiribati highlighted leadership as a critical element of its success, noting that attendance by two members of Te Toa Matoa at an Australia Leadership Award fellowship leadership program in 2009 had been very beneficial.

International literature on organisational development and development outcomes more generally, points to the crucial nature of country leadership. Reviews of aid programs in the Pacific have consistently noted that good local leadership and ownership are essential for success and the absence of good leadership substantially constrains the likelihood of success. This applies to DPOs as it does to any organisation.

Any efforts to promote and support ethical and active leadership by DPOs and their partners will be valuable contributions to DPO capacity. These efforts must recognise and work to support the positive cultural values that influence the exercise of leadership in each context. Effective leadership in Pacific Islands looks different from effective leadership in countries with other values. For example, most Pacific Islands give more value to hierarchies than donor countries. Differences in cultural values about leadership are relevant for training and other kinds of support. As noted above, any processes which undermine Pacific leadership, even inadvertently, will have a negative impact on DPO capacity.

5.7 Balancing core priorities and others' agendas

DPOs are increasingly included in the world of international and regional meetings and partnerships (e.g. in relation to research, representation and collaboration). As such, they are constantly needing to find an appropriate balance between allocating resources (especially time) for their core priorities and responding to the agendas of other agencies (which may be only somewhat relevant to DPOs although may seem attractive by DPO personnel who have previously been excluded from such opportunities). This situation is not unique to DPOs - it is a phenomenon across Pacific Government and other civil society organisations. The situation is exacerbated where the populations are small and a limited number of potential "representatives" are available and able to travel internationally. However, because many DPOs are new, some may not yet have sufficient confidence and experience to discern which invitations should be prioritised and which can be politely and respectfully declined, so core work can be undertaken. The desperate nature of some partners to achieve their own objectives by "using" DPOs (e.g. for research proposals) has been noted on several occasions by PDF and can substantially distract DPOs from their core priorities. Similarly the fact that some DPOs are keen to access any available funds to be able to undertake work, means they risk being tied to agendas that do not match their own priorities, simply because of the availability of funds.

Like other organisations, DPOs will face setbacks and ongoing challenges. They will learn, like others, through making mistakes and achieving successes. DPOs included in this research have already experienced some major events which have threatened their ongoing existence. Their ability to adapt and self-renew is an important element of capacity that needs to be developed over time, for them to be remain sustainable. And like all organisations, they will need to learn themselves, from experience and through a natural process of maturing, how to find the appropriate balance between their core work and responding to other opportunities that arise. They will be helped in this quest for organisational coherence if development partners recognise the challenges for DPOs and make efforts to minimise their distortion of DPO priorities.

5.8 Networking and collaboration between Pacific DPOs and others

Networking between Pacific DPOs and with supportive external partners has played a critical role in current capacity, enabling considerable skills exchange, motivation, the building of confidence and technical skill development.

There are many examples of successful collaboration between Pacific DPOs which were either already known to researchers and were confirmed during the research or emerged as new during this research including:

- Support between national and sub-national level DPOs and self-help groups, such as in PNG, Fiji and Vanuatu

Attending regional meetings has increased my skills. NOLA
board member

NOLA is always willing to work in partnership with other NGOs to achieve shared objectives. NGO
representative

PWDSI has been fortunate to receive some funding from APIDS to assist with operational costs. DPO office bearer

- Substantial collaboration between PDF and its members – each of the DPOs included in this research process – on many different levels and topics
- Collaboration between DPOs within different Pacific countries on specific issues of interest, such as how to lobby Governments about creating new disability policies
- Partnerships between DPOs and external organisations, such as international and national DPOs, international and national NGOs with funding, such as the Disability Rights Fund (DRF)

The idea that networking with other organisations is critical to capacity is consistent with collectivist values held across the Pacific region. Importantly, networking and partnerships with other organisations is not necessarily seen as the key or only factor in success but part of a broader suite of capacity elements. For example, two DPOs in Fiji noted:

- At PSA, we have strengthened our organisation through the fellowship of our members, through accessing training and workshops on advocacy and other skills and topics, from working with volunteers from Australia, from networking with other DPOs and by feeling committed to our organisation and speaking up more about our experiences and perspectives. DPO office bearer
- At UBP, the most important factors that have contributed to our capacity are the commitment by our Board and their skills, knowledge and information; the strong IT and communications skills among our members; our strong networks in Asia and Pacific countries; and support from the business sector. DPO office bearer

Sections 4.4.4, 4.5 and 5.7 above provide further discussion about relationships between DPOs and partners.

5.9 Optimism, motivation and enthusiasm

A strong and consistent theme from consultations during the entire 18-month research process was the evidence of optimism, motivation and enthusiasm among Pacific DPOs. The researchers consider this may have been connected to the use of strengths-based approaches. These approaches sought information about successful progress of DPOs to date and provided opportunities for positive reflection and for practical planning for the future. Even without these approaches, it may have been obvious that people who work in DPOs are enthusiastic about and committed to bringing about changes for their members and their contributions to better lives for people with disabilities across the region. Certainly most donors and development partners interviewed in Auckland were aware of this enthusiastic commitment. There is much room for positive thinking and DPOs have already experienced that they can contribute substantially to a sense of achievement and to actual changes for peoples' dignity and lives in many different ways.

The diversity of Pacific DPOs points in a way to the value of CSOs internationally, i.e. their independence to work towards goals that may not otherwise be prioritised by Governments and societies. Pacific DPOs, while working collaboratively and constructively with others, are fundamentally independent entities, with their own natures and histories, their own personalities and characteristics. Their future as organisations and their future successes will be largely of their own making.

The research teams hope that their efforts have collated and analysed a great deal of useful information about the capacity of Pacific DPOs. They also hope they have also in some way contributed to the ongoing success of DPOs in the region and thus to achieving the goal of PDF, to achieve barrier-free, gender equitable, rights-based and inclusive Pacific societies.



6. Recommendations

The research team, consistent with strengths-based thinking and based on analysis above, recommends:

For PDF, APIDS and other development partners:

1. That the understanding generated by this research is used to inform the work of PDF, APIDS and other development partners in supporting individual DPOs. This means that individual DPOs should continue to determine the means of assistance that best suits their objectives and priorities and that any support should be customised wherever possible.
2. That recognition be given to DPOs' determination of their own capacity development pathways, and a range of contributions to DPO capacity development are appropriate such as exchanges, mentoring, funding, internships, training, experiential learning, partnerships, coaching, joint research, collaborative implementation of activities etc.
3. That effort to contribute to strengthened and culturally appropriate leadership by people with disabilities in DPOs are a priority, particularly for young leaders and young women.
4. That those who engage with new and emerging DPOs understand that DPOs cannot always meet everyone's expectations early in their development, even if funding is provided. This means acknowledging that capacity development takes time, adequate levels of resources and opportunities for continual learning by doing.
5. That strengthening of advocacy skills relevant to the political, social and cultural context in which DPOs operate, for DPO board and members be regarded as a continued priority.
6. That when working collaboratively with and contributing to DPOs' capacity, partners listen to DPOs' priorities and be open to learning different ways of working, rather than assuming that one model suits all DPOs or that the provision of funding to meet a partner's agenda will be suitable for the DPO.
7. That when working with different DPOs, partners understand the significance of cultural values for the existing capacity strengths of DPOs and on the ways in which capacity development opportunities are distributed, understood and maximised.
8. That the concept of DPO capacity is understood broadly, rather than simply in terms of the capacity to implement donor-funded activities according to donor-determined standards and criteria.

I have learned new things from Fusi Alofa and I feel empowered – usually I cannot speak in public but now I can.

Member of DPO, Tuvalu.

When we get together, I have a sense of courage and purpose.

Member of SHO, PNG

It is personal – we start with what we have. Our determination is our strength.

DPO office bearer, Samoa

Our greatest strength is our members. For them, disability is not an idea – it is their home, their identity and their strength.

DPO Office bearer, Fiji

We are encouraged when we come together voluntarily to achieve a purpose and we are enthusiastic about achieving changes for our community.

DPO member, Nauru.

We have the same heart. We work together as a team. We can move the community.

DPO member, Tonga

The voices of persons with disabilities are getting louder.

Government official, Palau.

9. That respectful collaboration between DPOs and participation in the work of peak bodies, such as PDF, on shared objectives continues. This is because cooperation and networking play important roles in DPO capacity development. Given that DPOs are generally small organisations, efforts made to minimise competition for scarce resources are recommended, for the benefit of the maximum number of people with disabilities in the region.
10. Partners and donors maintain appropriate levels of flexibility when working with DPOs, recognising their emerging capacity as well as rapid changes in learning, in DPO circumstances and in their operating environments.

For DPOs:

11. That DPOs seek a balance between planning for and being opportunistic in relation to efforts to strengthen their own capacity.
12. That DPOs regularly reflect on their strengths, identify and focus on their own priorities and objectives, and use partners and donors judiciously.
13. That DPOs support continued opportunities for people with disabilities to participate in research on disability issues in order to contribute to capacity development as well as ensure any research is relevant, inclusive and culturally appropriate.
14. DPOs make efforts to reflect regularly on their learning, strengthening capacity and partnerships, to ensure they remain focused on their primary objectives.

For all organisations contributing to the rights of people with disabilities:

15. That DPOs, Pacific Governments, partners and donors continue to use CRPD as the key tool for understanding priorities, organising work and raising awareness about disability rights at community and Government levels.
16. That DPOs and Pacific Governments constantly seek respectful relationships while working on common objectives about inclusion and the promotion and protection of disability rights.
17. That Government and civil society organisations in the Pacific recognise the contribution that DPOs can make in sectors, decision-making settings (e.g. committees, task forces and working groups) and service delivery related to inclusion and disability rights.



Annex 1 Executive Summary of Literature Review

“Capacity-building is a risky, murky, messy business, with unpredictable and unquantifiable outcomes, uncertain methodologies, contested objectives, many unintended consequences, little credit to champions and long time lags” (Morgan 1998)”

The Pacific Disability Forum (PDF) was established in 2002 with the purpose of working “towards inclusive, barrier-free, socially just, and gender equitable societies that recognize the human rights, citizenship, contribution and potential of people with disabilities in Pacific Countries and territories”. One of PDF’s key strategies to achieve these aims is to support the strengthening of Disabled Peoples Organisations (DPOs) in Pacific member countries. During 2009, PDF identified the opportunity to develop a sound research base for a wide range of current and potential capacity development efforts with Pacific DPOs. PDF chose to work in partnership with Australia Pacific Islands Disability Support (APIDS), drawing on the respective strengths of both organisations, to undertake the research. A research proposal was developed in 2009-10, and funding was provided in January 2011 by the Disability Inclusive Development section of the Australian Agency for International Development (AusAID).

The research project is called “Capacity Development for Effective and Efficient Disabled Persons Organisation in Pacific Island Countries.” PDF and APIDS established a small Research Advisory Group (RAG) to provide expert guidance to the research process: this version of the literature review has benefited from the RAG’s contribution.

This literature review is the first stage of the research process. As a research method, it is intended to identify and critique existing relevant reports and literature. This will help to inform the rest of the process and identify the contribution that this particular research is expected to make. This first version of the literature review is being made available to interested parties as the research process is in its early stages. Once the research process is completed, the review will be updated, linked with a description of the methodology and findings.

The literature review uses a strengths based approach as its “lens” to review existing material. This means the review seeks to identify materials that are relevant to the sector and could add positive value to the research, and seeks to find materials that describe the strengths of DPOs.

DPOs in Pacific countries are currently experiencing rapid and significant changes. They are achieving higher levels of recognition than ever before and their advocacy and rights-awareness work is increasingly contributing to changes in the lives of people with disabilities in their respective countries and in the region. The changes have included: increasing numbers of organised events at community level; greater participation in national and international partnerships; increased funding for in-country organisational development and community-based activities; increased interaction between DPOs in the region; some greater outreach work at sub-national levels; as well as greater interaction with national government agencies particularly in respect of the formulation of national rights-based policy statements on disability. There are now more externally-supported and funded activities which aim to contribute towards capacity development of DPOs. This reflects widespread recognition that DPOs have a critical role in ensuring the rights of people are understood, protected and met, and in contributing towards barrier-free Pacific societies.

Some DPOs have existed in the Pacific for a few decades, while others are recently established. Most have been small in size, voluntary in nature and held relatively low profiles in their own countries and in the development cooperation context, until recently. Internationally, some DPOs have existed for much longer than Pacific DPOs, and some have had greater profiles. Global groups such as Disabled Persons International (DPI) and Inclusion International (II) have similar objectives to many national DPOs with the added objective of coordinating efforts across countries. In other regions of the world, such as Africa, Caribbean, Latin and South America, Eastern Europe and Asia, the numbers of DPOs have

been increasing and the nature and extent of their work has been gradually expanding, often in cooperation with a variety of partners. The nature and extent of collaboration between DPOs and their respective partners has varied, and is a potential source of information for the Pacific context. A review of the literature on this topic has revealed little formal documentation however.

Pacific Island people with disability have often tried to strengthen their own organisations, sometimes with very little support from within their countries or outside, but in recent years, considerably greater support is being provided. While some partnerships are directed to specific activities, such as raising awareness of the Convention on the Rights of Persons with Disabilities (CRPD), other support is intended to “develop the capacity of DPOs”. The concept of “capacity” is highly complex, so it stands to reason that any processes of strengthening, building or developing⁸ capacity are also complex. While people and organisations are ultimately responsible for their own capacity and for their own processes of increasing capacity, development partners are highly focused on contributing to the process. There is a plethora of literature on concepts of capacity and capacity development generally, which can assist DPOs and their partners, although a dearth on DPO capacity specifically.

Despite the lack of directly related literature on capacity development of DPOs, this literature review provides some basis for the upcoming research, identifying some themes and frameworks to guide the processes of engaging with DPOs in the Pacific region. Two key broad areas of focus in the literature review are:

- The roles of DPOs, their existing capacity and pathways to increasing capacity in order to more effectively and efficiently undertake their roles and achieve their objectives
- The concepts of capacity and capacity development of civil society organisations in the Pacific region

While little is available in the Pacific to date, there is some literature from other countries on efforts by partner organisations to contribute towards capacity development of DPOs. There is a great deal of literature on capacity development of civil society organisations globally, but again, relatively little from the Pacific. There is a massive quantity of literature on the concepts of capacity and capacity development globally, which can contribute lessons of relevance to Pacific DPOs. This review synthesises key aspects of literature in the public domain and suggests the following implications for the proposed research:

- There is value in finding out what is important to DPOs in different countries as determinants in and elements of DPO capacity, rather than assuming any external model for a “perfect” or “standard” organisation
- There is value in providing opportunities for DPOs themselves to assess their own capacity and identify their own priorities towards continual improvements over time
- It is important to emphasise that a DPO’s capacity is only likely to be strengthened if there is leadership and ownership within the DPO for that change to take place – “no-one can build someone else’s capacity”
- There is value in emphasising the idea that Pacific DPOs can identify how their own organisations’ capacity is developed and can influence donors on this matter
- There is a need to recognise that most literature focuses on “gaps” in DPO capacity. Based on this “problem-based approach” many capacity development methods can potentially create disincentives and undermine existing capacity.

The selection of a strengths based approach to understanding capacity development issues relevant to DPOs has been made because of its usefulness in identifying what has worked well to date and why, and in understanding how successful approaches can be replicated. The proposed research process will use a strengths based approach, and thus it also is used as a lens through which existing literature is reviewed in this document.

⁸ These terms are often used interchangeably but are understood in a variety of ways by people from different perspectives.

Annex 2 Research questions for in-country processes

Introductions

Introduce each other and give a brief introduction to the Research.

Ask the appropriate participants to describe their organisation and give a summary of its history, size, objectives or aims, role etc. if no one in the group can provide this information, ask if we can be referred to someone else would have this information?

Questions during Workshop 1

1. What are the strengths of your organisation and why are these strengths important?
2. Who and what do you have in your organisation to enable your organisation to be effective and efficient?
3. Who and what is currently available for you to call on outside your organisation to enable your organisation to work well and achieve its objectives?
4. What kinds of things might help your organisation to become even stronger?
5. Do you work with partners or donors to undertake your work? How is this assistance currently provided? (For Board members ONLY)
6. How would you like future assistance from development partners and donors to be provided?

Questions for stakeholders

1. What is your experience of working with [the respective DPO]?
2. What do you see as the strengths of [the respective DPO]?
3. What resources does your organisation contribute to [the respective DPO]?
4. How can your organisation contribute to [the respective DPO] in the future?

Questions during Workshop 2

1. Do you endorse or want to change the findings gathered by the research team during the in-country visit?
2. What are your DPO plans to strengthen your organisation's capacity in future?

Annex 3 Case Studies

The following case studies were selected and developed by the research team to illustrate the following themes:

	Case study	Theme
1	Te Toa Drama Group, Kiribati	Use of capacity in traditional communication methods to raise awareness of disability rights issues in rural and remote communities
2	Launch of district level DPO in Eastern Highlands Province in PNG	Power of inspiring individual leaders through access to information provided in workshops on disability rights and the value of supportive networks
3	Provincial level activities in Vanuatu	Importance of working at sub-national levels (especially where majority of population is not urbanised) in raising awareness of disability issues and inclusive governance.

Case Study 1 - Te Toa Drama Group

Integrating awareness with culture: expressing culture in a modern way

The crowd watched uneasily as members of Te Toa Matoa made their way toward the centre of Bairiki Square in Kiribati. They were there to perform a drama as part of a climate change awareness program, organised by the Government of Kiribati. As they introduced themselves, mocking sounds of giggling and laughter could be heard in the background.

This is a customary welcome for Te Toa Matoa when they perform in public. However as the drama unfolded, the crowd began to enjoy the performance and were amazed by the performers. The 12-minute skit was integrated with creative choreographed movements blended into the Kiribati culture, backed with harmonious traditional and modern Kiribati singing.

Te Toa Matoa was created with drama: its name itself is dramatic, with the meaning “a strong giant”. According to a member, “We consider ourselves, persons with disabilities, giants with strong minds, wills and strengths to live our lives to the optimum. Although we were born disabled or became disabled in the course of our lives, we will not let our disabilities be a limiting, inhibiting or deciding factor. We want to achieve great accomplishments either on a personal or community level.”

The name Te Toa Matoa projects a positive image as well to fellow persons with disabilities; it is a source of encouragement and motivation to use what they have, such as knowledge, skills and talents, in order to have fulfilling and independent lives.

Like every I-Kiribati, members of Te Toa Matoa have prioritised drama, dance and storytelling as a significant part of their lives. These cultural expressions provide a strong value base for the organisation. Drama and storytelling traditions are very strong in Kiribati. Te Toa Matoa says they “express better in drama than words”. The DPO has been using its skills in drama and dance to advocate for the Convention on the Rights of Persons with Disabilities (CRPD).

For example, in June 2011 thirteen members of Te Toa Matoa travelled by boat to Nonouti Island, 250 kilometers south of Tarawa (the main island of Kiribati). While on the island, the group ran workshops on CRPD and other issues and performed plays about the CRPD. The Te Toa Matoa band played at concerts to raise awareness about the talents of people with disabilities. The aims of the trip were to raise awareness in the general community and to provide education for people with disabilities, their families and the community on the CRPD.

During the research team’s visit to Kiribati, a group of elders from Nonouti visited Te Toa Matoa to solidify its partnership with Te Toa Matoa and discuss the establishment of a DPO in the Island. This was a significant outcome of the outreach by the DPO.

In order to master the art of drama and dance, one needs skills, creativity, determination, consistency, patience and understanding. Te Toa Matoa members have gained a good reputation and are occasionally being used by Government Departments and NGOs to perform drama and dance for public outreach.

In 2011, Te Toa Matoa took its drama and dance beyond the Pacific horizon and performed at the Aplympics in Korea. This has enabled Te Toa Matoa to raise its profile and continue to promote the rights of people with disabilities internationally.

The success of Te Toa Matoa is mainly due to the support and determination of the Board in realizing and motivating the members to use their creativity and talent in drama and dance. The willingness of development partners to support Te Toa Matoa has also been significant in enabling the production of a DVD and paying the costs associated with their visit to Nonouti.

Case Study 2 - District level DPO in Eastern Highlands Province in Papua New Guinea

“Empowerment starts within oneself: to develop a strong DPO and achieve change, people with disabilities need to take the first step” (Chairperson, PNGADP)

In Papua New Guinea, the research team witnessed the celebration to launch a new DPO in the district of Henganofi in Eastern Highlands Province. We heard community leaders tell a crowd of over 200 people about their support and commitment to including people with disabilities in community activities and events. We met the proud new DPO President, Kepsy Fontenu. We listened to him talk passionately to his community and special guests, about his new sense of empowerment and strength as a community leader of people with disabilities. He told us that after 10 years of sitting quietly in his village, he attended a Provincial workshop in early October 2010 which made him realize he had the potential to be a leader. At the end of that month, he attended a Highlands Regional workshop on the Convention of the Rights of Persons with Disabilities. He heard stories of other DPOs in the Province and this inspired him to set up the new DPO in his district. Kepsy did not wait for others to help him: he took the initiative, for example by collecting information about people with disabilities in different areas within the district and motivating others to join him. Kepsy knows he will have the responsibility to empower others with disabilities. He also knows he will be supported through this process by his community, DPO officials and the broader disability network in PNG.

The Henganofi DPO Treasurer, Ruth George, was also presented to the community as a new leader and we heard her talk about her rights to speak out as a woman with a disability. Ruth was inspired by Kepsy to join the new DPO. She told the crowd gathered for the launch: “I don’t want you to call us “those people,” as we are part of you, the community. We don’t want charity. Don’t look at our disabilities, look at our abilities. When you separate and isolate us, you hurt our feelings, so just include us in everything.” The celebration was exciting, energetic, colorful and inclusive, with people of all ages joining in and witnessing the emergence of the Henganofi DPO. The performance of the Braille Boys Band, who recently released their first CD nationally, was particularly inspiring and popular. Their title song called “Don’t look at my disability, look at my ability” was perfect for the occasion.

In 2010, Kepsy had attended a workshop for potential DPO leaders, run by the Eastern Highlands Disability Committee (EDC). Just prior to the launching of the new Henganofi DPO, office bearers and community members participated in a two-day workshop to contribute to their planning and capacity development. The research team took the opportunity of the launch to interview office bearers of the new DPO as they begin their journey of learning and strengthening their organisation. The team found evidence of an impressive start: a board of elected officials, a 6 month action plan, and the official opening of a Disability Resource Centre nearby, where people with disabilities could have access to training as well as other activities. The new DPO is committed to working in the district and to slowly building its organisational capacity and later will be able to share its experience more broadly including engaging in provincial and national activities.

The Henganofi DPO is not the first to be developed in Eastern Highlands Province: others have existed in Daulo and Kainantu in some form for a while. There is now increasing potential for people with disabilities to lead these and other DPOs in the Province. The vision of the EDC, which itself only started in 2009 in Goroka, is that there will be DPOs in all eight districts and leaders from these DPOs will eventually form a Provincial DPO. In the meantime, EDC is a multi-stakeholder committee, comprising representatives from service providers, development NGOs and emerging district level DPOs. Soon after the EDC was formed and its Constitution was drafted, EDC successfully applied to the Provincial Government to obtain funding. This has been used, among other things, to undertake capacity development workshops for potential leaders, just like Kepsy, at district level. The interim Chair of EDC, Marcel Pool, said “we have to work towards people with disabilities having leadership roles so that they have their own voice in organisations that they manage themselves. Still, once they are a DPO, we envisage they will keep working collaboratively with others such as service providers and NGO partners, as well as the Provincial Government.”

What the research team saw in Eastern Highlands Province may not reflect what is happening in other provinces. However, it is a good example of what can be achieved by an inspired leader in their own community, supported by people with a vision and the skills to empower others.

The research team found that at the national level, the PNG Assembly of Disabled People (PNGADP), which is the national DPO, has a strong strategic plan, is providing opportunities for people with disabilities to attend workshops and meetings to develop their skills, knowledge and confidence, and is networking effectively across the Pacific region and beyond. PNGADP aims to develop a coordinated national structure of DPOs from national to district levels. In this structure, PNGADP would be comprised of provincial representatives from DPOs and then provincial DPOs would be comprised of the leaders of district DPOs, such as people like Kepsy.

In Papua New Guinea, there is clear evidence of a shift from a charity and medical approach to disability, to a rights based approach. This is reflected in the emergence and strengthening of DPOs at various levels. As the largest country in the region, PNG is extremely complex in terms of the diversity of cultures and government structures. It is also very difficult to travel around and this makes it challenging for people with disabilities to meet together to form and sustain DPOs. However, there is great potential for sharing Kepsy’s inspiring story across the country. In August 2011, for example, the Department for Community Development in collaboration with PNGADP will host a workshop for leaders of Provincial DPOs, and Kepsy will share his story and we are confident that he will inspire others. The story of the new Henganofi DPO demonstrates that inspired and visionary leadership, good partners and strong networks are critically important for successful DPOs.

Case Study 3 - Provincial level partnerships in Vanuatu

“One day we went to give a wheelchair to a child in a village in Santo. The boy was very shy and hid his face. I explained to the village that he was hiding his face because of the attitude of people in the village. I told them about the impact of their attitude on this boy’s view of himself. I told them to get him out of the house and push him around the village to meet everyone. Within a short time, the boy was included in all aspects of village life. He was bouncing around in his wheelchair with the other children. Not only did his life change completely, but the whole community now has a completely different attitude to inclusion of all people. The children call his name and now he pops his head outside the door with a smile and comes out to join his friends, no longer shy and hiding away.” (Nelly Caleb, Coordinator of DPO, Vanuatu)

Within the last five years, Disability Promotion and Awareness (DPA) Association in Vanuatu has been successfully raising awareness in rural areas, working in partnership with Provincial Government officials, advocating for change and achieving objectives related to the rights of people with disabilities. Its successful experience is worthy of sharing with other Pacific DPOs.

Background

DPA recognises that by far the majority of ni-Vanuatu live outside the urban centres of Port Vila and Luganville (Vanuatu's two largest towns). In 1998, DPA and Shefa Province signed a Memorandum of Understanding as part of a process to apply for funding from the Australian Human Rights Commission to cover the costs of training on human rights. As part of this program, on one of Shefa's Islands, Epi, a workshop was provided to Provincial Councillors and the Shefa Women's Group focused on the rights of people with disabilities (as described in CRPD). After this workshop, the Secretary General of the Shefa Provincial Council decided that a person with a disability should be nominated to attend the Council meetings which took place twice a year, so they could speak about the issues of people with disabilities. The direct connection between raising awareness about disability and institutionalising inclusion in governance is clear in this situation. Nearly a decade later, after funding from NZAID for DPA's programs had run out, DPA faced an uncertain future. The partnership between DPA and Shefa Province was then strong, and the Provincial authorities offered to help them out with funding and office support. In 2008, DPA decided to organise their annual general meeting on Epi Island. This decision reflected the idea that by taking a group of people with disabilities to a provincial location, awareness could be raised and participants would get to experience a different part of Vanuatu.

As part of both the human rights training and the AGM, Shefa Provincial authorities came to see the work of DPA, and they began to realize the importance of being inclusive. For example, the Vice President of the Province announced that the Province would waive the departure tax for people with disabilities – this is a tax that is normally charged to everyone leaving the airport or the boat ramp! After the training, the Province did a number of things: they built ramps and they made sure that a new market place for people from different islands to sell their produce was accessible for people with disabilities. They also offered to host the office for the DPA in Port Vila for one year (2009-10) until the DPA office was formally set up in Santo and more viable funding was available.

By 2008, the Shefa Provincial Council decided to appoint a Disability Desk Officer for the Province. Janet Orah now holds this role, alongside the role of Women's Desk Officer, and she told the research team about some of the steps that had been taken to ensure all people in the Province were included in Council processes, regardless of their ability. In 2010, the Council agreed to adopt a Platform of Action based on the CRPD.

DPA has learned a great deal from its experience of working with the Shefa Provincial Council and is applying its experience to working in other Provinces. For example DPA works with many Area Secretaries, when they want to organise an awareness raising program about CRPD. They communicate with Provincial Councils and include Area Secretaries in the organisation of events at the level of each area. Nelly noted that "the Area Secretaries' job is to travel regularly to the villages in their area, and now that they are aware of the rights of people with disabilities, they are ensuring the people with disabilities are included. They make sure that people with disabilities, many of whom have never been able to leave their homes, are brought out into the community to participate. Working at the local level, the Area Secretaries know exactly where people with disabilities are."

Another example of DPA's work at Provincial level is its collaboration with a technical and vocational training (TVET) program which operates in Shefa and Samna Provinces. Through collaborative work, DPA and the TVET Program have included people with disabilities in formal training on a variety of topics, enabling them to make and grow products for sale. Now, people with disabilities are seen around the Provinces, selling their products at events, at roadside stalls and in markets. For example, two women with disabilities had the opportunity to learn sewing, alongside others without disabilities. They had been sewing clothes from home, with customers "in the know" visiting them when they wanted to have clothes made. After a course in Economic Literacy, their confidence was lifted and they were able to travel around to other villages in their area to promote their business.

In Santo, DPA is also giving names of people with disabilities to the TVET program and they are included in training opportunities that they never would have been included in before. Now they are doing training in their areas of experience – like feeding pigs and looking after chickens. One man in Santo, Hosia Langi, was already feeding two pigs in his village, rather sporadically. He went to a TVET training course in Luganville and now has more understanding about the importance of feeding pigs and is now earning more money from selling pigs. When he goes to a kastom ceremony he doesn't have to buy pigs from someone else to take to the ceremony – he can take the pigs that he has raised himself. His family is now better fed because he can kill the pigs for meat instead of buying cans of meat at the market. Recently he had about 4 “mama pigs” with many more babies on the way. Access to the TVET course has changed his life and his status in his community.

At the time of the research team's visit to Vanuatu (March 2012), the Shefa Provincial Council is currently appointing a person with disability to be the Disability Officer for the Council. They have allocated a budget of Vt200,000 (approximately A\$2,000) for disability activities in the annual budget, and they use this to undertake awareness raising activities at the area level and to celebrate International Day for People with Disabilities (3 December). They are also building a new rural training centre which will be accessible for people with disability in the Province. They are working with ILO on the employment of young people with disabilities. They also want to update their MOU with DPA to reflect the new ways of working and the new shared commitment to including people with disabilities in Government at provincial level.

The Provincial Council is coming up for their election at the end of 2012 and they have plans to allocate 4 of the 20 council positions for women and one position for a person with a disability. While it is hard to imagine how this could occur in a democratic, area-based elections, the intention is good!

When asked why did he move the motion to include people with disabilities in the work of the Province, the current Acting President of Shefa Province, Graziano Kaltoua, said “well, it's because people with disabilities have the same rights as everyone else and we must show leadership by ensuring they are included in all aspects of community life and government.”

What were the factors which contributed to this success in raising awareness and bringing about more inclusive local Government so far?

Nelly thought that the factors which have contributed to the success of its work to raise awareness about disability rights at the provincial levels:

- Holding AGMs of DPA in rural areas and inviting provincial authorities and members of Parliament to give key-note address
- Continued visits and meetings about disability rights and their relevance to communities and to Provincial Councils
- Raising awareness among Area Secretaries and Secretary General and Disability Desk Officer (November 2009), for example through a 1-week session on an island
- Inclusion of Provincial officers in various training events – e.g. training on disability rights in Epi
- Knowing who the officials are in all the key positions – this makes all the difference in terms of access to them and to explaining to the community about rights. And the community listens to their local officials when they are told they must be inclusive!
- Using Area Secretaries as the means to communicate with communities in rural areas where we don't have our own branches

What difference has this made to the lives of people with disability in Shefa Province?

Nelly reflected that “People with disabilities are coming out of their houses and joining in the community activities. This makes their lives so much more interesting and enjoyable and they feel included in community life and able to reduce their dependency on others. At the same time, communities are beginning to realise that people with disabilities have the same interests, potential and rights as everyone else. In this way, they are more successful communities because they are inclusive, and more of the community members can contribute to growing food and earning an income.”

Annex 4 Country Reports

NB: These shortened versions of the full country reports have been provided here for ease of reference. Readers seeking more details are encouraged to read the full reports. These are available from the PDF and APIDS websites. "Easy english" shot summaries of each country report are also available on the websites.

The reports are provided in the order in which countries were visited during the research process.

Country	Page
Fiji	57
Cook Islands	63
Samoa	66
Papua New Guinea	69
Solomon Islands	76
Tonga	80
Tuvalu	84
Kiribati	87
Federated States of Micronesia	91
Nauru	94
Vanuatu	98
Palau	103

Fiji

1. DPO Context

At the time of the research in February 2011, there was a national cross-disability DPO (Fiji Disabled People's Association (FDPA⁹), which had 4 affiliated disability-specific organisations: Spinal Injuries Association (SIA), Fiji Association of the Deaf (FAD), United Blind Persons of Fiji (UBP) and Psychiatric Survivors Association (PSA). FDPA is a central, registered, urban-based non-profit organisation with a constitution, an elected board, a mix of full-time, part-time, paid and voluntary staff and secure office facilities. It has one associate organisational member (Fiji Paralympic Committee (FPC), many individual members and 12 branches outside Suva: Nadi, Sigatoka, Tavua, Ra, Koravou, Goma, Rukuruku, Labasa, Bua, Dreketi, Savusavu and Rewa¹⁰.

2. DPO History

Fiji has a long history of DPO activity going back to the mid-1970s. Between the 1970s and the mid-2000s, FDPA and its affiliate organisations slowly strengthened their roles and capacity, based primarily on the efforts of small numbers of dedicated voluntary office bearers. While FDPA officials participated in numerous international meetings, particularly those relating to the development of the Convention on the Rights of Persons with Disabilities, Fiji DPOs remained "out of the public spotlight" in Fiji. This reflected a lack of recognition in broader society, a lack of financial support, reliance on volunteers with limited availability, and other factors common to DPOs in other countries, such as the exclusion of many people with disabilities from educational and employment opportunities.

Until 2004, the major source of funding for FDPA was a small and irregular annual allocation from the Government, which contributed to office rental costs. Australian volunteers and occasional funding for events from the British Government, Japanese International Cooperation Agency (JICA), TEAR Australia and others were also provided. In 2004 the Government of Fiji agreed to construct dedicated offices for FDPA and its affiliates within the grounds of the existing training complex for people with disabilities. This was a significant contribution to the work and profile of DPOs and enabled them to become more effective and efficient.

Since its establishment, FDPA has been committed to strengthening the capacity of itself as an organisation and its members. It has conducted several leadership, empowerment and advocacy training workshops for its future leaders at the grassroots level through its branches and affiliates.

A significant element of FDPA's strengthening capacity was its involvement in international networks and cooperation. FDPA was actively involved in the activities of Disabled Peoples International (DPI) at the Oceania Sub-region, Asia/Pacific Region and world level. In its intention to build a strong leadership base, strengthen the branches and develop the Association's capacity, the management board sent members from the branches and affiliates to various international meetings held since its establishment. Exposure to such international disability forums and meetings enhanced the skills, experience and knowledge of members in disability issues as well as empowered them to be good advocates and leaders.

In the 1990s, alongside FDPA's gradual strengthening, national single disability consumer groups began to evolve to address specific concerns pertinent to the disability groups they represent. These groups became affiliate members of FDPA and nominate a representative to sit on the management board of FDPA.

There have been times of tension between DPOs and the service provider organisations in the disability sector in Fiji which have used medical or charity models to underpin their work. The tensions have arisen when people with disability have spoken up for themselves and their own priorities rather than been the "subjects" of decision-making by others. The tensions have also permeated relationships between DPOs and Government officials from time to time, where the latter have determined policies without consultation.

⁹ now called Fiji Disabled People's Federation (FDPF)

¹⁰ These branches are at various stages of development and their level of activity currently largely depends on the extent to which FDPA can support them.

3. Research Findings

The themes listed below emerged from an analysis of notes from all meetings in Fiji¹¹:

Developing a successful DPO takes time and continued effort

1. DPOs in Fiji are not all the same in their objectives and their approaches, but they share a commitment to work together.
2. DPOs have many resources available within and outside their organisations: in particular their networks, community support and partners.
3. All DPOs share an interest in advocacy and have different interpretations of what that means for their work.
4. DPOs want to continue to strengthen the quality of leadership in their organisations, particularly through their young members: they seek to empower leaders, staff and members through leadership workshops.
5. DPOs value the processes of carefully planning their work, collecting information about issues and achievements through research and monitoring, and communicating to others about what is happening. They want to improve skills in these areas so they can continue to improve their organisations and the quality of their work.
6. Many things make a DPO successful, not just one or two.
7. There are many ways that DPOs can strengthen themselves and empower their members .
8. The most important strength that DPOs have is their members.
9. An important source of each DPOs' strength is its past and current leaders.
10. Within DPOs, people already have many skills such as in advocating for change, providing services to members, fundraising, organizing branches, running workshops, being inclusive and raising awareness at community and national levels.
11. Raising awareness about DPOs, about the rights of members, and about what people with disabilities can do is very important for DPO success, and inclusion of people with disabilities in these activities makes the awareness-raising activities more effective.
12. DPO boards and staff know what is important to their members and their organisations and know when and where they can seek assistance: they also know that they cannot always meet all the expectations of their members.
13. Plans to strengthen DPOs in the future vary, depending on their respective starting point.
14. People in DPOs have talents, abilities and skills, for example, in music, sport and religious activities and their participation in these help to raise awareness in the community.
15. DPOs particularly want to provide opportunities for young people with disabilities so they can develop their strengths.
16. DPOs value opportunities to exchange ideas internationally through training opportunities and workshops.
17. DPOs are interested in ways to develop the skills of women members especially in relation to income generation and employment.

¹¹ The first seven statements were identified by participants in the joint workshop as "most important" out of an initial list up to point 15. Points 16 to 19 were added during workshop discussions. Points 20 onwards were added following further reflection by the research team of additional meetings.

18. Office bearers, staff and members of DPOs appreciate having good role models who they can follow.
19. Understanding about capacity and capacity development amongst DPOs is largely focused on collective (group) and relationship aspects (e.g. networks, shared values, collaboration, partnerships) rather than individual capacity (e.g. skills, technical ability).
20. There is some perception that the idea that DPOs should largely or only comprise people with disability could be a predominantly “imported” view. In urban Suva, there is general agreement that DPOs should comprise people with disability, and this is the case now. But in rural areas, it may be considered possible for shared authority between people with disability and other community members during the initial development of DPOs.
21. DPOs have valued the support provided by partners to date and are aware of the implications of donor funding for their organisational capacity (e.g. to be able to write proposals and manage finances and write reports, they need different skills from those that had previously been prioritised, such as advocacy, supporting membership, etc.).
22. DPOs are increasingly realizing the need for their own plans and priorities to drive the selection and implementation of projects funded by donors/partners, rather than donor interests, where possible.

4. Discussion of findings

In summary, DPOs in Fiji have many strengths in capacity terms. Influencing factors on DPO capacity can be grouped into Fijian contextual/cultural values, those within the organisations themselves, and those related to the international disability rights movement. The interaction of these influences is important – capacity has not just come from one source, but many.

Contextual influences on DPO capacity

- Dominant perspective on the situation of people with disabilities is based on medical or welfare/charity models: until recently, organisations which influenced Government disability policy were not those comprising people with disabilities themselves, but service provider organisations and individual medical and other experts.
 - the fact that DPOs were largely left isolated and unsupported for three decades, until the last decade, may have been a factor in contributing to a strong sense of self-determination and relatively strongly member-driven and member-focused organisations. “Our greatest strength is our members. For them, disability is not an idea – it is their home, their identity and their strength.”
- The Government of Fiji ratified the International Labour Organisation (ILO) Convention 159 Vocational Rehabilitation and Employment Disabled Persons 1983 in 2004, adopted the National Policy on Disability in 2009 and became a signatory to the International Convention on the Rights of Persons with Disabilities (CRPD) in 2010
 - These provide a formal context for DPO work
- Community recognition of the rights of people with disability is limited, particularly outside Suva
- Support has been provided by a small number of Fiji-based organisations (e.g. FemLINK)
- Perception among some that a DPO separates people with disabilities from their family and community and that this is culturally inappropriate: DPOs should include others
- Strong links between broader community awareness, engagement and support and DPO capacity

Internal influences on DPO capacity

- Since the late 1990s, office bearers of FDPA and its affiliates have been committed to achieving high level goals: they have sought and successfully achieved:
 - Adoption of the rights based approach to their work (since around 1999)
 - Implementation of the Biwako Millennium Framework
 - Secure, stable and accessible office accommodation (in 2005)
 - Support in the form of international volunteers and small grants from donors
 - Additional funds and training through PDF
- Strong commitment by local leaders over three decades and efforts to build capacity of emerging leaders
- Role model played by DPO leaders – as mentors and coaches and fellow people with disabilities

External contributions to DPO capacity

- Exposure to international ideas through participation of Fijian representatives in activities related to the Asia and Pacific Decade of Disabled Persons (1993-2002) and its extension, 2003-2012 under the Biwako Millennium Framework for Action (BMF) and to the development of Convention on the Rights of Persons with Disabilities (CRPD)
- Efforts to raise awareness of disability rights, including workshops funded by the New Zealand and Australian Governments, and implemented by a number of agencies such as Regional Rights Resource Team (RRRT) and Australian Human Rights Commission
- Funding, technical and moral support from a wide range of donors, partner organisations and friends

5. Fijian DPOs' interests in external contributions to their capacity**Fijian DPOs asked development partners to:**

- recognize that each DPO is different, operates in a different context and has different priorities so any assistance should be based on the existing strengths and capacity of each organisation
- facilitate linkages to be made between DPOs and like-minded/specialist organisations
- prioritise inclusive engagement with DPOs, which means including people with all types of impairment, both women and men, from urban and rural settings etc.
- listen to DPOs when they explain priorities and try to avoid driving the DPOs with their requirements
- not assume that all people in the disability sector are volunteers – DPOs need paid staff to undertake professional organisational and management roles
- support DPOs to achieve gender balance in staff and participants in programs
- acknowledge that people in Fiji do not necessarily understand, read and write in English, and sign language interpreters are also required, increasing some activity costs.

Fijian DPOs had modest and feasible requests for assistance, beyond their own existing resources. The following requests were common across several DPOs, but each DPO had different priorities:

- Funding for some core costs of running offices and employing staff (not tied to specific short-term projects)
- Placements of volunteers to support existing staff to achieve organisational objectives
- Funding for a variety of training in topics such as leadership (culturally relevant to Fiji), proposal writing, M&E, community awareness raising and advocacy
- Funding to enable DPOs to access resources (e.g. mentors, coaches, consultants on tap, including on human resource development) to follow-up and support learning provided in one-off training courses
- Access for people with disability to participate in a wide range of policy development processes, community events and educational opportunities
- Assistance with establishment of employment services for members, linking to job-skills development programs and potential employers
- Funding for accessible transport (e.g. costs of office bearers, staff and members attending meetings, visiting communities for awareness raising activities/workshops)
- Reliable funding for equipment (e.g. wheelchairs, white canes, medical supplies etc.)

FDPA, as the umbrella organisation, sought assistance to:

- strengthen affiliate organisations and branches in rural areas and help them to be self-sufficient
- undertake follow-up training/support in communities and with branches/affiliates
- pay salaries for staff who can continue their community awareness work in rural areas and use media more effectively
- strengthen FDPA's research, monitoring systems and skills related to collection of evidence for preparation of high quality reports on monitoring implementation of CRPD (including working in partnership with experienced researchers and funding for access to specialist advice when required, as well as ongoing training on research skills for people with disabilities)
- assist with accessing legal advice relating to legislative and policy changes required for implementation of CRPD

6. Summary

This research concludes that: Fiji DPOs have made considerable achievements in terms of developing sound organisations over the last four decades. They now have a solid foundation of capacity on which they can continue to build to achieve their objectives. A long history of exclusion, self-determination and internal leadership appears to have influenced current perceptions within DPOs about their capacity, which may not necessarily be shared with those from outside DPOs. DPOs have some common and some different perspectives on capacity and capacity development strengths and priorities.

In 2011, using strengths based approaches and cross-referencing, this research process identified both perceptions within DPOs that they have considerable capacity strengths and the reality of these strengths, particularly their strong commitment to disability rights and a shared belief in a better future for people with disability

- DPOs recognise that “our future development starts with ourselves and depends on our own people. It is clear we have lots of skills, resources, networks and potential. DPOs need to put these strengths together so we can achieve our objectives”
- “We need the desire to develop ourselves and then we are best able to get others to support us. Our partners are willing to help but they want us to be the drivers. Gone are the days when they will tell us what to do.”

Recognition of DPO capacity strengths contributed to a heightened sense of shared motivation among DPOs, a healthy confidence and a realistic understanding about the pathways ahead.

Cook Islands

1. DPO Context

At the time of this research in March 2011, Cook Islands' National Disability Council (CINDC) was a member of PDF and operated as the national non government body in the disability context. Te Vaerua Community Rehabilitation Services Inc is also a member of PDF. It is a service provider specializing in physical therapy and other forms of support for people with disability¹². The organisation believed it was a DPO because it operates completely in the disability sector.

2. DPO History

CINDC started as a response to the Biwako Millennium Framework (BMF) in 2001. Its members meet regularly and work closely with the Director, Disability Issues in the Ministry of Internal Affairs and Social Services. CINDC was actively involved in the development of the Cook Islands National Disability Policy (2002) and in the Disability Action Team (2005-06) which was intended to implement this policy. In 2009, the Government of Cook Islands implemented the Disability Act and in May 2010 it ratified CRPD and the CINDC contributed in various ways to these Government processes, including in an advocacy role, a coordination role and in representing the Cook Islands community of people with disabilities. CINDC is currently playing an active role in raising awareness of the CRPD in Cook Islands, working collaboratively with the Government's Disability Director. Their collaboration is highly valued from both sides.

3. Findings

The following issues were identified by participants in the research process:

1. Advocacy on the rights of people with disabilities has been very successful in the Cook Islands; the voice of people with disabilities in this process has been valued.
2. Disability service providers want to include people with disabilities on their boards and as staff.
3. There is strong support for people with disabilities from family, community, two service provider organisations and Government.
4. Disability service providers highlight the need for training, mentoring and leadership training for people with disabilities to enable them to manage organisations in future. There is a strong preference for this to be undertaken in Cook Islands.
5. The flow of people between Cook Islands and New Zealand and Australia means that organisations find it difficult to: meet quorum requirements for board meetings; recruit and retain trained/experienced staff members; maintain the continuous delivery of services; achieve all the objectives they set in their plans.
6. Many older people who have lived overseas retire to the Cook Islands with the potential, as they age, to acquire disabilities and become dependent on service support systems.
7. There is a collaborative and respectful relationship between Government and the disability service providers and the National Disability Council.
8. Disability service providers are supportive of assisting the establishment of a DPO (an advocacy organisation run by people with disabilities).
9. The Director of Disability is willing to support CI CINDC to become the national DPO.

¹² It's President and one board member have disabilities but the organisation is not established primarily as an advocacy organisation and is not managed by a majority of people with disability.

10. Disability service providers want to obtain long-term funding so they can provide ongoing services.
11. People consider that the small population of Cook Islands means there should not be too many separate organisations. There could be too much competition between organisations for funding, for members, for board members and staff members.
12. The Boards of the two major service providers and the National Disability Council are well connected to the private sector and value the support provided by them.
13. It is very difficult and costly for disability organisations to support people with disability in outer islands.
14. When training and services are provided and new ideas introduced, then follow-up activities are very important.
15. Volunteers are very important in both the CINDC and in the service provider organisations.
16. There are different views on whether Cook Islands should have its own DPO.
17. There is a commitment for organisations to collaborate and increasing examples of sharing resources.

4. Summary discussion of findings

There is support for people with disabilities at several levels (family, community, private sector, service provider, individual professional and Government) and this is demonstrated in the relatively good level and quality of services provided compared with other Pacific countries. There is also a strong advocate for disability rights within the Cook Islands Government – the Director, Disability Issues – who has achieved a great deal in terms of policy development and coordination across Government.

A very small number of people with disabilities have played leadership roles in Cook Islands disability organisations over many years. These leaders have participated actively and contributed significantly in the achievements that have been made in Cook Islands, especially in relation to the signing of CRPD and its implementation.

The issue of the definition of a DPO in Cook Islands is related to the perception by some (not all) current office bearers and by some (not all) people from service provider organisations that people with disability in Cook Islands who are not already involved in DPOs, do not have the “capacity” to take over the officer bearer roles themselves. However, it is clear that several people are supportive of the concept/principle¹³.

5. Conclusions

The situation of organisations operating in the area of disability in Cook Islands is complex and different from other countries. There are some clear strengths in the Cook Islands including:

- a number of organisations which are committed to the principles of rights for people with disabilities and have skills relevant to advocacy
- a relatively supportive environment for organisations operating in the sector
- a strong advocate within Government for the rights of people with disability
- interest in a DPO which has a majority of office bearers who have disabilities, recognising that the CINDC constitution already provides for this

¹³ Since the research visit, CINDC has had an election of office-bearers and now the majority have disabilities.

The case of Cook Islands offers the following lessons:

- a great deal can be achieved through a collaborative relationship between Government and disability NGOs, but care needs to be given to delineating the respective roles and mutual expectations
- service providers may sit along a spectrum from a medical, charity, social or rights-based approach to disability but are not necessarily skilled in knowing how best to enable self-leadership by people with disability in advocacy terms
- DPOs in small countries may struggle to find sufficient numbers of people with disabilities to be able to sustain active and effective organisations, and without explicit action to achieve this, the default position is that senior office bearers will remain in positions in the long-term and younger and emerging leaders will not see opportunities for themselves
- perceptions about the kinds of skills needed for successful operations of a DPO can influence the chances of people with disability (who have not had the opportunities to gain relevant experience) being able to achieve leadership roles.

Samoa

1. DPO Context

At the time of the research in May 2011 there was one national cross-disability DPO in Samoa called Nuanua O Le Alofa (NOLA). NOLA is a central, registered, urban-based non-profit organisation with a constitution, an elected board, full-time, part-time, paid and voluntary staff and secure office facilities. It is an organisation founded and managed by people with disabilities in Samoa, to advocate for the rights of people with disabilities and to work together to improve their situation in Samoa. It has four paid staff members and has been funded by New Zealand Agency for International Development since 2004 for core staff and operational costs.

2. History of DPO

NOLA was established in 2001 to advocate for the rights of people with disabilities and to work together to improve the situation of all people with disabilities in Samoa. Its current goals and objectives are for:

- 1) People with disabilities to be able to gain an income through employment or income generating activities.
- 2) People with disabilities to participate in decision making at all levels.
- 3) People with disabilities are able to access buildings, services and equipment.
- 4) NOLA is a well governed and managed organisation with a committed and active membership.

3. Findings

Analysis of meetings resulted in the findings below, which were endorsed by workshop participants:

1. Nuanua O Le Alofa (NOLA) Board, staff and members are determined to make Samoa a disability inclusive, barrier free society with a key focus on communications with the public to eliminate discrimination.
2. NOLA is recognised by the Government of Samoa as the focal point on issues for people with a disability in Samoa.
3. NOLA is very successful at advocating for people with disabilities in many areas, including accessing education, employment and training.
4. NOLA has some fundraising skills and seeks to identify a member to take ongoing responsibility for future planning and activities.
5. NOLA has strong and active leadership at Board and staff level.
6. NOLA has capable staff who run the office, inform members about events and training and encourage members to participate in activities.
7. NOLA has a strong governance system including a constitution, monthly Board meetings, conducting AGMs, a strategic plan and a transparent financial system.
8. NOLA has the confidence of its members.
9. NOLA is recognised for its successful awareness activities, including International Day for People with a Disability.

10. NOLA has been instrumental in the development of the National Policy for People with Disability.
11. NOLA has women's group committee and a youth group.
12. NOLA seeks to decentralise its activities more into the rural areas including running training activities in districts and public awareness activities in villages.
13. NOLA seeks to further develop skills of its members in fundraising, proposal writing, advocacy, financial management.
14. NOLA seeks to make sure that members and staff understand the CRPD, and how to promote it with government and the community.
15. NOLA seeks to work closely with stakeholders, such as NGOs, the Church and government, to promote the involvement of people with disabilities in their activities.
16. NOLA seeks to inform the public that it advocates for all people with disabilities, including children and people with all types of disabilities.
17. NOLA seeks to involve more people with intellectual disabilities and Deaf people.
18. NOLA seeks to advocate to government ministries on timely implementation of the National Policy for Persons with a Disability and the proposed Community Sector Plan.
19. NOLA seeks to strengthen its networks with policy sections of government ministries.
20. NOLA would like donors and development partners to act in partnership and be more flexible in their proposal requirements and reporting processes.
21. NOLA would like donors and development partners to fund an exchange program within DPOs across the region and internationally – to learn skills such as working with government.
22. NOLA would like donors and development partners to share their expertise and knowledge by providing technical support, including suitable volunteers..
23. NOLA would like donors and development partners to provide support according to priorities identified by people with disabilities in Samoa.

4. Summary discussion of findings

A range of factors have influenced NOLA's capacity as a DPO, including Samoan contextual/cultural values, internal organisational efforts and external contributions.

Samoan contextual influences

Until the last decade, there was negligible official or community recognition about the rights of people with disability in Samoa, including the right to organise themselves. Attitudes largely reflected medical or charity models. The Government of Samoa launched the Samoa National Policy for Persons with Disabilities in February 2011. The Samoan Government has included people with disabilities in ad hoc committees and in CEDAW consultations. This is perceived as a show of respect for the rights of people with disabilities. The fact that the Samoan Government selected NOLA's Office Coordinator as the NGO representative to attend the Universal Periodic Review Committee meeting in Geneva in May 2011 was seen as an example of the recognition by Government of skills within NOLA.

Strong community support, particularly from the families of NOLA members, is also a valued contribution to NOLA's capacity.

Internal influences

Efforts by people with disabilities themselves, particularly the leaders of NOLA, have been particularly successful in terms of leadership, advocacy and awareness-raising over the past decade. Advocacy is having a direct effect on members' lives. NOLA's leaders are described as dedicated, committed and skilled, and they have been role models for other people with disability, as well as achieving significant objectives. NOLA staff identified strong membership as an important strength of the organisation, with over 100 members who participate in activities and contribute to NOLA's capacity.

External influences

NOLA has attracted support in the form of a support from international volunteers, grants from the Government of New Zealand and grants from other international development organisations such as the Canada Fund and APIDS. It has also accessed additional funds and training through PDF.

NOLA places value on the contributions made to their organisations from others within Samoa and beyond. International ongoing funding since 2004 ensures that NOLA has paid staff with an office and resources from which to conduct advocacy activities and to support members.

Board and staff highlighted the importance of attendance at regional and international forums, which exposes them to new ideas and ways of working.

To complement and support its own efforts to build NOLA, Board and staff of NOLA are clear about their wish for significant changes in the processes involved in seeking, attracting and reporting on funding. They seem simple funding guidelines and flexibility in all processes, with a stronger negotiating role for NOLA in determining funding priorities and the methods and timelines of reporting on activities and expenditure. A partnership model is preferred, where both parties are involved in negotiations about appropriate processes.

Technical support provided by partners is valued by NOLA. Board and staff consider an important contributor to NOLA capacity is opportunities to learn from similar contexts.

6. Summary

This research concludes that:

- NOLA has made considerable progress in terms of developing a sound organisation over the last decade
- NOLA has a solid foundation of capacity on which they can continue to build to achieve their objectives
- In 2011, using strengths based approaches and cross-referencing, this research process identified both perceptions within NOLA that they have considerable capacity strengths and the reality of these strengths, particularly their strong commitment to disability rights and a shared belief in a better future for people with disability
- Recognition of DPO capacity strengths contributed to a heightened sense of shared motivation among Board, staff and members of NOLA, a healthy confidence and a realistic understanding about the pathways ahead
- Samoan DPOs are interested in partnerships which contribute to their ongoing capacity strengthening processes and which are based on mutual respect, understanding of the Samoan context and negotiated processes of funding.

Papua New Guinea

1. DPO Context

At the time of the research in July and August 2011, there was one national DPO¹⁴, the PNG Assembly of Disabled People (PNGADP), based in Port Moresby. PNGADP is a cross-disability DPO, which is a registered non-government organisation, has an Executive Committee comprising 5 officials and three paid staff plus volunteers. PNGADP is actively involved in PDF. While office space had been provided to PNGADP by the Department of Community Development, it was not being used at the time of the research¹⁵. PNGADP makes considerable effort to link up with provincial and district level self-help organisations, and had recently developed an agreement to work towards a national structure for DPOs across the country including plans for establishing 20 Provincial level organisations. PNGADP also works closely with the Department of Community Development and had strong links with the Minister, Dame Carol Kidu¹⁶, who has a commitment to disability issues.

2. DPO History

The initial impetus for the development of DPOs in PNG was a workshop organised by DPI Asia Pacific in 2002 in Lae (where the term SHO was introduced). Following this meeting, a small number of participants established SHOs at district level. The Lae workshop also stimulated consideration of a national DPO and an interim board was formed for PNGADP. Between 2007 and 2009, PNGADP worked on developing its structures, systems, office accommodation, networks and leadership style, and the organisation was officially launched in 2009, following an election of office bearers. The challenges of geography, transport, lack of access to experienced organisational managers or experienced officials, lack of official or systematic organisational support, as well as financial mis-management contributed to steady but sporadic progress.

Until 2009, the dominant advocacy voices in the disability sector in relation to disability policies in PNG were the leaders of a number of service provider networks, particularly Red Cross and Callan Services which both operate across multiple sites and services, as well as St John for the Blind and Red Cross School for the Deaf. They provided little support to PNGADP at the outset, but some are increasingly collaborative and supportive.

In 2009, Ms Ipul Powaseu became Chairperson of PNGADP, and she facilitated the organisation's first strategic plan. This strategic plan is now regarded as a valuable guiding document for PNGADP, is well linked to the GoPNG's Disability Policy, appropriately reflects CRPD, and is comprehensive enough to provide a framework for PNGADP development for the medium term.¹⁷

In 2010, PNGADP commenced its outreach work to Provinces, to raise awareness of the rights of people with disabilities. It is important to note that this means there is only recent and short experience of this kind of work in PNG.

¹⁴ The research team found that both the terms disabled persons organisation (DPO) and self help organisation (SHO) were used in PNG. Each organisation has a preference for one or the other title, reflecting their original choices (SHO was a term introduced by DPI in 2002; whereas DPO has become more widely used since then) but the meaning is interchangeable. This report uses the term preferred by each organisation and recognises that the terms have the same meaning. When writing about DPOs generally, the term DPO is used.

¹⁵ At the time of the research, the office did not have electricity supply, so PNGADP was operating from a small office at a sheltered workshop on the Port Moresby hospital site.

¹⁶ During the research process, a change of Prime Minister and Government in PNG appeared to result in the Minister for Community Development losing her role – this is a great loss to the disability sector as Dame Carol was a significant champion for disability rights

¹⁷ The Government of PNG has signed CRPD but at the time of the research, has yet to ratify it, as it is considering the implications of ratification for Government systems.

Beyond PNGADP, one national single-disability SHO has been established in the last decade: PNG Blind Union. The Blind Union is active within PNGADP and has partnerships with other organisations within and outside PNG. During the research process, there were tentative initial signs that an association for the deaf could be developed.

The history of DPOs and SHOs in PNG reflects to some extent the history of other community based or non-government organisations. Organisations often emerge under a particular leader or small group of leaders, attract attention and partners and then for a number of interacting reasons, become less active and effective. The re-emergence of PNGADP in the past 2 years and a number of district level DPOs in various stages of “decline” or potential re-emergence, reflects this broader civil society context.

3. Findings

The themes listed below emerged from an analysis of notes from all meetings and confirmed by stakeholders following discussion at a workshop at the end of the in-country visit.

1. There is strong leadership at national level in PNGADP. There is emerging leadership potential in SHOs operating at provincial and district levels.
2. There is good family support for people with disabilities, including those who are leaders and office bearers in SHOs.
3. Service providers are supportive of and contributing to the development of SHOs at district and provincial levels.
4. People place value on being a member of self-help organisations.
5. When people with disability learn about their rights, it empowers them to stand up, speak out or organise themselves into groups.
6. The issue of disability is getting an increasing profile at the national level and people with disability are increasingly aware of their rights: PNGADP is contributing to these changes.
7. The Government of Papua New Guinea through the Department for Community Development, and particularly the work of Dame Carol Kidu¹⁸, recognise disability as a cross-cutting issue, work collaboratively with others and allocate money through its development budget for disability activities.
8. There is a strategic plan which guides PNGADP and this includes development of a national structure.
9. Data collection about potential members and their needs is a priority for many people and organisations in the disability sector. Despite valiant efforts, the recent national census did not include questions about disability.
10. Self help associations want ongoing training for their officials and members on a range of topics including governance, administration, leadership, financial management, monitoring and evaluation, advocacy and CRPD.
11. There is a shared commitment to increase systemic advocacy in relation to rights as included in CRPD.
12. There is increasing connection between the different associations across PNG despite great challenges in communications and transport.
13. Although there is inadequate funding for self-help associations across the country, they are still emerging and growing.

18 The day after this workshop was held, a change in Government leadership in PNG resulted in the departure of Dame Carol Kidu as the Minister for Community Development. This is a very sad loss for disability issues in PNG, as Dame Kidu has been a champion for some years. Her significant contribution to disability rights is clearly highly valued by people with disability and their organisations in PNG.

14. SHOs increasingly understand and apply the rights based approach and some service providers are beginning to be aware of this approach and to consider its implications for their work. Many service providers currently use a medical or charity model to approach their work.
15. To help them strengthen and grow their organisations, some self-help associations are seeking volunteers or other sources of expertise in relation to office and program management as well as organisational governance.
16. SHOs are recognizing the importance of governance integrity and still seek assistance to enable them to understand how to achieve this.

4. Discussion

Overall, PNG SHOs have some important strengths in capacity terms, and they reflect a relatively recent history of SHO development. Current strengths are the result of many factors, some of which come from within the organisations themselves and others which come from national, regional and international sources, such as the international disability rights movement. Papua New Guinea cultural values about leadership and the concept of organisations are also relevant. The application of the rights based approach is just beginning in PNG and understanding about inclusion of disability in community life and development generally is limited.

Contextual influences on DPO capacity

As all research in PNG confirms, the country is a highly complex context for any development issue or process. PNG's great diversity of cultures and languages, highly varied topography which influences communications and transport, and complex government structures (i.e. national, provincial, district and local level government levels) all contribute to complexity. PNG has the largest population of any country in the Pacific region and therefore the highest number of people with disability. For people with disability in PNG, who have largely been ignored socially, officially and in most development processes at all levels until the last decade, the context presents both myriad opportunities and challenges.

The Government of PNG developed a National Policy on Disability which was approved by the National Executive Council in April 2008 and officially launched in July 2009. This policy recognises the rights of people with disabilities to organise themselves and represent themselves. The Government plans to revise this policy in 2012. The Department of Community Development has staff to commence implementation of the National Policy and its modest recurrent budget for disability has begun to increase in recent years. The Government signed the CRPD in 2011 and has expressed an intention to ratify it by the end of 2011.

Funding for service delivery outside the capital city of Port Moresby is the responsibility of provincial governments and district authorities. Importantly, most provincial and district budgets do not allocate any ongoing or even one-off funds for disability services or for SHOs. This has significant bearing on the existence and sustainability of SHOs at these levels.

Government relations with SHOs vary significantly across PNG, from the national level, where relationships are relatively good, to provincial level, where there are at least a few examples of collaboration, to district level, where there appear to be very limited relationships, apart from the situation in Henganofi where the SHO actually officially commenced during this research process.

A range of non-profit organisations and churches provide services for people with disabilities in PNG and some have operated over many decades. Most use medical or charity models to underpin their work, although several are now beginning to be aware of the rights based approach and are considering ways to support the development of DPOs.

Other factors in the PNG context which have influenced the current capacity of SHOs include:

- relatively recent support from the Government of PNG for SHOs
- challenges of communications, links and coordination between SHOs at different levels (district, provincial and national) because of distances between locations
- relatively recent emergence of SHOs reflecting little early history of engagement with international rights based agenda
- cultural taboos on people with disability and strong community perspectives that people with disability are not able to be independent, to organise themselves and to determine their own priorities.

The research process identified several examples of good relationships between SHOs and service providers. In particular, the significant support provided by the Eastern Highlands Disability Committee (representing service providers, government representatives and SHOs) for the emerging Henganofi SHO is a good example of collaboration within a rights based framework. The National Disability Resource and Advocacy Group (NDRAG) in Madang also has a positive and collaborative relationship with PNGADP.

Research respondents noted that they valued support of family and community members for people with disabilities, as well as that provided by other civil society organisations.

Internal influences

The emergence of DPOs is highly dependent on the courage of individuals to take leadership roles at various levels. In PNG, at the time of this research, there are elements of support and elements of tension in the area of disability rights, so leaders need particular strengths to achieve success and there are many challenges to address.

Several respondents in the research identified that a key contributor to the success of PNGADP in recent years has been strong leadership, in terms of the current Board and particularly the Chair person. Staff of PNGADP noted that its Chair person and Board Members had contributed to good motivation levels and were successfully raising the profile of the rights of disabled people in PNG. The strengths of the current leaders of PNGADP particularly include the abilities:

- to empower other people with disability, both in Port Moresby and through visits to provinces and districts
- to collaborate with Government and other agencies to bring about shared objectives
- to articulate a vision for people with disability in PNG
- to set an example to other potential leaders that people with disability can be leaders

Beyond the national association, there is a good understanding about the critical but sometimes precarious role of SHO leaders at local levels. There is also good understanding about the high expectations that are sometimes placed on leaders and the challenges they face in managing a diversity of issues in policy, organisational, relationship and practical ways. The sheer challenge of organising meetings of people with disabilities is significant in PNG, given the distances between places, the lack of accessible transport and the high cost of travel.

During the research process, it was pointed out several times that people who have been born in PNG with a disability have often been excluded from education, so are not likely to have developed the confidence or skills to take up a leadership role without a great deal of support. People who have been able to attend school and gain skills in a workplace setting, or those who have obtained their disability later in life, are more likely to emerge as potential leaders.

PNGADP's Strategic Plan has been an important contributor to the organisation's sense of purpose and direction. Those who are aware of the Plan commended its value in providing a solid foundation as well as a set of clear objectives for the organisation.

Respondents frequently noted that members are a strength of PNG SHOs. There were also frequent references to the value placed by people with disabilities on their membership of SHOs. For example, one office bearer in Madang said: "when we get together, I have a sense of courage and purpose" and a member in Port Moresby said: "we have just come out of hiding and have realized that we are part of not just a PNG group, but a global movement. We thank PNGADP for finding us and bringing us out." One of the new office bearers In Henganofi SHO said: "I have realized I had potential and I didn't use it, but now I am involved in setting up this organisation, I am empowered and strong." The emergence of more SHOs in PNG at various levels means that more people with disabilities are likely to share this sentiment. The leap for people to move from feeling isolated, disempowered and excluded to feeling empowered, engaged and part of a group is highly significant. This is one of the clear strengths of SHOs and has the potential to contribute to stronger SHOs in future. "We, people with disabilities, must talk straight and come out and make our organisation strong."

The inclusion of an office bearer who represents and works with women with disabilities was noted as a particular strength in PNGADP.

At district levels, members saw a range of benefits of being a part of an SHO. For example SHOs could:

- help them to become self-reliant
- give them a sense of not being alone
- help them to find equipment
- collect data to find out about the needs of people with disabilities in their location
- empower each other
- give access to information (e.g. about CRPD)
- help us make new friends and partners to support us in our efforts.

Until the last two to three years, the dominant perspective on the situation of people with disabilities Papua New Guinea more broadly has been expressed by service providers using medical or welfare/charity models. During the research workshop, there was some discussion about whether service providers understood and applied the rights based approach, and it was concluded that some do and some do not.

External contributions to capacity

Partnerships between PNG SHOs and external partners are highly valued. PNGADP has worked collaboratively with organisations outside PNG including PDF, APIDS, Disabled Peoples International (DPI), Disability Rights Fund (DRF), CBM/Nossal Partnership on Disability Inclusive Development and Asia Pacific Development Centre on Disability (APCD). These organisations have contributed in various ways including providing access to training and funding, as well as policy support and advice. Funding through some of these organisations has been provided through PNGADP to provincial level activities, such as workshops on CRPD in Eastern Highlands in 2010. PNGADP has also coordinated several of its board members and members to participate in Australian Leadership Award Fellowship programs, funded by AusAID, since 2008.

Participation by PNG in Pacific regional disability activities is particularly valued by PNGADP. The Pacific Disability Ministers meeting in PNG in 2012 is regarded as an opportunity to raise the profile of the issue nationally.

5. Priorities for future of DPOs

In addition to information generated through meetings and interviews, the research workshop on 3 August provided an opportunity for participants to identify and discuss their own priorities for developing and strengthening their DPOs. They agreed on the following priorities¹⁹:

- Empowerment of board members and members through increased understanding about rights and confidence to speak up about them
- Partnerships with others who share a commitment to the rights of people with disabilities
- Collection of data about our people with disabilities and their priorities across the country as well as about the services available for them at the moment
- Establishment of a DPO for people who are deaf
- Joint organisation of workshops by DPOs and service providers on how to apply rights based approaches in practice
- Encouragement to provincial DPOs to be established, including lobbying to provincial governments to support them, and support to be accessed by PNGADP from other sources
- Monitoring by PNGADP across the country about activities and information
- Stronger secretariat to manage day-to-day affairs of PNGADP
- Establishment of a fund which would be used to provide DPOs with establishment costs and train emerging leaders in how to build their organisations including attracting people as board members and members, logistical support, equipment, communications and networking

Research respondents identified ways in which they sought future support from partners:

- training for board members in all aspects of organisational governance, management, financial management and advocacy
- provision of information and skills development in advocacy and awareness raising about rights and how to use rights based approach
- funding for communications (phone and computers and internet connections) and transport costs to be able to organise meetings of members and boards and to raise awareness in rural areas
- workers (such as volunteers) to assist organisations in systems, structures, proposal-writing and financial management
- equipment to assist members and to enable organisations to operate
- ongoing moral support on how to address disability inclusion.

¹⁹ Some participants sought the establishment of a DPO for indigenous people living in Port Moresby, separate from the national capital DPO, but this suggestion was not agreed by all participants.

6. Conclusions

In summary, apart from a peak of activity in 2002, most rapid changes appear to have occurred since 2009 in relation to the capacity of SHOs. Four significant factors in the PNG context appear to influence these more recent changes:

- appointment of the President of PNGADP and an active board of office bearers
- high level of attention to the issue of disability rights by PNG's Minister for Community Development
- development of a comprehensive Strategic Plan for PNGADP which is linked to the Government's Disability Policy and reflects rights based thinking
- initial efforts to implement this Strategic Plan in cooperation with others.

Solomon Islands

1. DPO Context

At the time of the research, there was one national cross-disability DPO – People with Disabilities Solomon Islands (PWDSI). This DPO is a central, registered, urban-based non-profit organisation with a constitution, an elected board, three full-time paid staff and seven voluntary staff and recently secured office facilities. It is an organisation founded and managed by people with disabilities in Solomon Islands, to advocate for the rights of people with disabilities and to work together to improve their situation in Solomon Islands. PWDSI has received funding from PDF (through the Pacific DPO Fund and Capacity Development Initiative Program), APIDS and DRF.

2. DPO History

The DPO in the Solomon Islands has evolved through many development phases since its inception in the 1980s including the changing of its name and organisational priorities. The initial disability organisation was known as the Crippled Society of the Solomon Islands (CSSI). It was founded by people without disabilities, but over a number of years, people with disabilities took over the running of the organisation. Their main focus was providing services for people with disability in sports.

In 1993, the organisation's name changed to Disabled People Rehabilitation Association (DPRA) and its focus shifted to developing the capacity of people with disability through special education programs for children with intellectual disabilities. Later, services were introduced for children with hearing, vision and intellectual impairments.

The organisation's name was again changed in 1994 to Disabled Persons Association of Solomon Islands (DPASI). In 2005, the current president was voted in to lead what she referred to as 'a loose network of people with disabilities' and operated its services from her home.

The most recent name change to People with Disabilities Solomon Islands (PWDSI) occurred during organisational development changes in 2007. At the time, PWDSI gained funding for some operational costs through the sale of baskets donated by the Republic of China.

In 2009, PWDSI became a full member of PDF. The first major in-country capacity development activity for PWDSI members was Human Rights Training on the Convention on the Rights of People with Disabilities (CRPD) conducted by PDF, Australia Human Rights Commission (AHRC) and People with Disabilities Australia (PWD Australia).

PWDSI's mission statement is :

To facilitate, realise, support and promote the equalisation of opportunities by strengthening PWDSI. PWDSI will strive towards an effective, cross-disability, gender-sensitive and inclusive organisation. Efficient communication will continue with Government Stakeholders, regional partners and international agencies. PWDSI upholds the Universal Declaration of Human Rights and the Convention on the Rights of People with Disabilities (CRPD).

PWDSI has facilitated the establishment of provincial self help groups²⁰ (SHGs) in seven provinces: Temotu, Malaita (2 groups), Makira/Ulawa, Guadalcanal, Isabel, Central and Western. SHGs are raising awareness about the rights of people with disabilities in their respective communities and villages. PWDSI represents all people with disabilities in Solomon Islands.

The Solomon Island Government signed the CRPD in September 2008 and its Optional Protocol in September 2009. To date, there has been no clear timeframe communicated by the Government about the process and timing of ratification.

²⁰ The term self help groups (SHG) is similar to the PNG referred term of Self Help Organisation (SHO).

3. Research findings

The themes listed below emerged from an analysis of notes from all meetings and were discussed and endorsed at the members' workshop

1. People with Disabilities Solomon Islands (PWDSI) is managed by people with disabilities who have knowledge and awareness of disability issues and know the language and culture.
2. PWDSI is an established organisation run by a committed and strong Board with good leadership and organisational skills.
3. PWDSI has an office, some office equipment and both paid and volunteer staff.
4. PWDSI has strong networks internationally, regionally and within Solomon Islands and they have assisted in building the capacity of people with disabilities and attracting funding from outside.
5. PWDSI has established self help groups in the provinces, with the potential for ongoing strengthening through working closely with Bethesda and San Isidro²¹.
6. PWDSI has a strong advocacy and awareness program which has attracted media attention.
7. PWDSI has excellent training on the rights of people with disabilities as expressed in the CRPD.
8. PWDSI has a strong vision of encouraging and supporting young people with disabilities to become leaders.
9. PWDSI has a strong working relationship with education NGOs.
10. PWDSI has contributed to the development of disability policy in the Solomon Islands.
11. PWDSI is an active member of the regional forum (PDF) that advocates for the rights of people with disabilities.
12. PWDSI has established relationships with Government ministries. In order to build a barrier free community in the Solomon Islands PWDSI will develop strategies to rebuild and strengthen the relationship with Government through the Ministry of Health focal point.
13. PWDSI would like more training to build capacity of its members in advocacy, Human Rights, and management and organisational skills.
14. PWDSI would like to secure multi-year funding to develop, strengthen and sustain the organisation.
15. PWDSI has a vision for an accessible building dedicated for people with disabilities. This building will set a standard for all in the community.
16. PWDSI would like to develop and strengthen linkages between people with disabilities in the provinces.

²¹ These are service providers for people with disabilities which operate from premises near to Honiara

4. Discussion

The majority of Solomon Islands' population lives in rural areas outside Honiara, and communications are limited, so links between PWDSI and its members across the country are challenging. Connections with members in the provinces are channeled through the seven SHGs noted above. The high cost of conducting training activities and awareness workshops, particularly travel, is a particular challenge for PWDSI.

Contextual influences on DPO capacity

The dominant perspective on the situation of people with disabilities within Solomon Islands is based on medical or welfare/charity models.

PWDSI capacity has gradually increased overall since 2009. Support from outside Solomon Islands has enabled the organisation to grow its own capacity and to increase the use of a rights based approach within the country by people with disability themselves.

The aim to decentralise the services of PWDSI to the rural and outer islands has been identified as a development priority. This will enable PWDSI to develop and strength linkages between its members in the provinces.

The challenges faced by PWDSI in accessing its members in the provinces are the high costs and diverse geographical locations.

The aim to decentralise the services of PWDSI to the rural and outer islands has been identified as a development priority. This will enable PWDSI to develop and strength linkages between its members in the provinces.

Two service providers, Bethesda Disability Training and Support Centre and San Isidro Training Centre, are both located on the outskirts of Honiara and there is considerable potential for collaboration between PWDSI and these organisations to contribute to improved services and representation by people with disability in the provinces, including for and through the existing SHGs.

Internal efforts

PWDSI's internal leadership features prominently in the list of strengths: the research team was told that the organisation's leadership has continued to inspire and motivate people with disabilities in the Solomon Islands to advocate and promote their rights.

PWDSI has prioritised the use of advocacy in its work and has used this as a way to elevate the profile of PWDSI in the Solomon Islands. For example, PWDSI has attracted media attention through its advocacy and awareness-raising in relation to the rights of children with disabilities in the Solomon Islands to attend school.

External contributions

The staff and members of PWDSI have developed their understanding, knowledge and skills through the ALAF training programs in Australia and through the Human Rights Training conducted in-country by the Pacific Disability Forum. Understanding about the rights expressed in the CRPD has been significant in increasing the confidence of staff and members to speak with government officials as well as community and family members.

Both members and PWDSI office bearers agreed that they 'would like more training to build capacity of its members in advocacy, human rights, management and organisational skills'.

Strong value placed on relationships between PWDSI and external partners. PWDSI has worked collaboratively with organisations such as PDF, APIDS, DRF and Disabled Peoples International (DPI). These organisations have contributed in various ways including providing access to training and funding, as well as policy support and advice.

PWDSI Board and its members agreed that two main events have particularly contributed to the development of PWDSI capacity:

- Participation by two PWDSI Board members and seven youth members for 4 weeks training in Australia under the Australia Leadership Awards Fellowship program.
- Organisation of Human Rights Training in Honiara, which included people with disabilities from the provinces and has been the impetus for the start of self help groups.

5. Conclusion

In early 2012, PWDSI has some solid organisational strengths, despite a challenging context and history. There is scope for strengthening networking and working collaboratively with other organisations, including the Solomon Islands Government and other NGOs in the disability and development sectors, to achieve outcomes for people with disabilities at all levels.

The development of the capacity of the members of PWDSI in areas of advocacy, human rights, and management and organisational skills is identified as a priority. This will assist PWDSI to achieve its goals.

In catering for the increasing PWDSI membership, members have identified the need to have a dedicated building for people with disabilities. It is envisaged that a building will be able to provide a venue for capacity building training and also potentially, life-skills and income-generating workshops.

PWDSI's intention to develop a new Strategic Plan in November 2011 that will align membership priorities and programs, is expected to attract support from Solomon Islands Government and other potential partners.

To maximize and extend ongoing benefits for its members, PWDSI would also like to secure multi-year funding from donors. PWDSI would like to request that donors and development partners are more flexible with their criteria so they can support and fund DPO priorities.

PWDSI Board and members sought more leadership training to be held in-country and in local language so that more people with disabilities will be able to attend and gain relevant skills. PWDSI also prioritises technical assistance from development partners and volunteers to assist in strengthening the organisation, especially in the areas of advocacy and strategic planning.

In summary, this research concludes that:

- PWDSI has significant strengths within its membership, particularly young people with disabilities
- There is potential to strengthen the organisational capacity of PWDSI in a variety of ways
- There is great potential for PWDSI to work closely with service providers Bethesda and San Isidro to strengthen and develop self-help groups in all the provinces of Solomon Islands
- PWDSI needs to rebuild its relationship with the Government focal point, the Ministry of Health, to maximize benefits from Government for people with disability across the country.

Tonga

1. DPO Context

At the time of this research in August and September 2011, there were two national cross-disability DPOs in Tonga: Naunau 'o e Alamaite Tonga Association (NATA) and Tonga National Disability Congress (TNDC). NATA and TNDC are central, registered, urban-based non-profit organisations with constitutions, elected boards, voluntary staff and secure office facilities. They are organisations founded and managed by people with disabilities in Tonga, to advocate for the rights of people with disabilities and to work together to improve their situation in Tonga. The existence of two national DPOs in Tonga reflects personality and different perspectives on organisational issues.

NATA has received small amounts of funding from AusAID, NZAID, PDF and APIDS. TNDC has received funding directly from AusAID.

2. DPO history

NATA was established in November 2003 by three men, supported by Australian and New Zealand volunteers, and the first women joined in 2004.

NATA aims are:

- Empowering people with disabilities
- Educating the general public that disability does not mean inability
- Ensuring that the people with disabilities are regarded as contributors to the development of the country
- Improving care and access for people with disabilities within our communities
- Insisting that all people regardless of all disability have the same access to education and employment opportunities
- Advocating for rehabilitation programs that encourage independent living
- Improving access to all public venues, including town, shops, markets, offices, car parks, footpaths, transportation by air, sea and land, education institutions, social and recreation centers and churches
- Promoting access to national media broadcasts for people with hearing and vision impairments, and people with intellectual disabilities
- Lobbying the government for funding of programs that support the people with disabilities

Since 2004, with small funding from AusAID, NZAID and APIDS activities such as raising community awareness and organizing sports programs and computer courses have been undertaken. Funding also came from donations during public awareness and fund raising activities.

Significant changes occurred in 2010-11 in NATA. New funding was provided and there were many learning and funding opportunities for NATA members and the organisation, including Human Rights training, a women's forum and funding for a sports program. Some funding was misappropriated at this time. Since then NATA Board members have devoted considerable time to responding and working through this issue. The experience, though negative, has led to stronger governance and transparency systems for the organisation.

Tonga National Disability Congress (TNDC) grew from a private project in the 1980s called “Disabled People Independent Living” and was formally established in 2006 with the aim “to strengthen the human rights of people with disabilities through abridgement all aspects of life as, physically, mentally, emotionally, socially and spiritually.” TNDC aims to work towards the equalization of opportunity and to promote the participation of persons with disabilities in their development and the development of the nation.

3. Findings

The themes below emerged from analysis of meetings and were endorsed at the workshop:

1. Tonga DPOs have an understanding of the issues and rights of people with disabilities in Tonga.
2. Tonga DPOs have the ability to keep their organisations going no matter what the obstacles and with limited funding and equipment.
3. Members of Tonga DPOs have known about their rights and have the courage to educate people in the community about their potential and abilities.
4. Members of Tonga DPOs are active and have a strong bond.
5. DPOs in Tonga have good leaders.
6. DPOs in Tonga have a constitution, strategic plan, an office and a Board that meets regularly.
7. DPOs in Tonga were formed by people with disabilities and are working hard now for all people with disabilities and in the future.
8. DPOs in Tonga have many organisations to call on for assistance in Tonga, regionally and internationally.
9. Members of DPOs in Tonga would like training on good governance, financial management, office systems and procedures and advocacy. Civil Society Forum, Tonga National Youth Congress (TNYC) and Mango Tree are willing to provide training in good governance, financial management and office systems and procedures.
10. DPOs in Tonga would like funding for staff, programs and equipment.
11. Members of DPOs and stakeholders would like NATA and Tonga National Disability Congress (TNDC) to strengthen relationships in working together for all people with disabilities in Tonga.
12. DPOs in Tonga are encouraged to join with existing networks:
 - i. Civil society, including women, youth and church groups.
 - ii. Government, especially Ministries responsible for women, youth, public works, disability and town officers.
 - iii. Business groups, including Chambers of Commerce.

in educating all about the rights of people with disabilities as stated in the UN Convention on the Rights of Persons with Disabilities (CRPD)

13. DPOs in Tonga can involve new members using TNYC linkages to six outer islands.
14. DPOs in Tonga can involve all people with disabilities, including parents and carers.
15. DPOs in Tonga would like donors and development partners to be clear about their processes and expectations, simplify their forms and to support their priorities.
16. DPOs in Tonga would like donors and development partners to fund the costs of staff, an office, equipment and programs.
17. DPOs in Tonga would like donors and development partners to provide technical assistance.
18. DPOs in Tonga would like donors and development partners to provide funds for training in rights, good governance, financial management and office systems and procedures in country and in the Tongan language.

4. Discussion of findings

Tonga contextual/cultural influences

As in other Pacific Islands, within Tonga more broadly, the dominant perspective on the situation of people with disabilities is based on medical or welfare/charity models. Until the last decade, there was negligible official or community recognition about the rights of people with disability, including the right to organise themselves.

The Government of Tonga is a signatory to the Biwako Millennium Framework for Action (BMF). A recent workshop to raise awareness of disability rights implemented by the Australian Human Rights Commission and PDF has been a source of information, confidence and skill for NATA. The Government of Tonga agreed in August 2011 at a Pacific Government focal point meeting in Fiji to develop a Tonga National Policy for Persons with Disabilities by 2015.

One service provider in Tonga - Mango Tree Centre for People with Disabilities – runs holistic family centred rehabilitation services for people with disabilities. It is run by missionaries from the Church of the Nazarene and started in 1994. Tongan civil society organisations, including the Civil Society Forum of Tonga and Tonga National Youth Congress, expressed willingness to assist and work with DPOs to build on existing capacity.

Internal influences

The efforts of DPO leaders, particularly in relation to advocacy, have contributed to overall organisational capacity. They were commended for their courage and determination. Civil society representatives and members of NATA also emphasised the ability to talk about things that they know and experience, which is brought out in community forums.

Leadership within the DPOs was seen as being a key strength. Members also noted that the Board involves all members in training and workshops. There was a shared understanding that leaders are planning for the future for the next generation to be educated.

External factors

Outside Tonga, DPOs' relationships with PDF, APIDS, PWD Australia, JICA, AusAID and Motivation Australia were highlighted as contributors to DPO capacity. Attendance by office bearers and members at Australian Development and Disability Consortium conferences, ALAF programs, Human Rights Training and other support from PDF has contributed significantly to increasing the capacity of individual people with disability.

5. Summary

The list of findings above includes clear ideas among NATA Board members about how donors and development partners can best assist in their work. In particular, the message was clear that “we want to have a mutual understanding of the donor/development partner processes and expectations and to be able to explain what we need in Tonga.” It is considered that training opportunities such as those through ALAF would be most appropriate and affect more people if they are “delivered in Tonga in the Tongan language so that there are more than the one or two people travelling overseas; then the Tongan people can see what we are doing too, rather than be suspicious about what is being taught.”

This research concludes that:

- DPOs in Tonga have significant strengths particularly in internal leadership and advocacy skills
- Using the strengths-based approach was especially significant at this point in the history of NATA as it provided motivation to look forward and plan for the future
- Civil society organisations are willing to provide significant support to NATA and TNDC in developing their capacity.

Tuvalu

1. DPO Context

At the time of this research in September and October 2011, there was one national cross-disability DPO – Fusi Alofa Association (FAA) Tuvalu – officially established in 2010. FAA Tuvalu is a central non-profit organisation with a constitution, an elected board, one paid staff, volunteers and secure office facilities. During the research visit, the researchers found that consultations for the development of the organisation's first strategic plan have already been held, and the final draft of the plan was about to be completed. FAA Tuvalu has received small amounts of funding from AusAID, DRF, PDF and APIDS, used for life-skills training and human rights training. It also attracts support from many others, including volunteers, the Social Welfare Department and the Health Department of the Government of Tuvalu, other NGOs, families, UNESCO and other UN agencies, Pacific Islands Forum Secretariat, RRRT and SPC.

2. DPO History

FAA Tuvalu is a newly established DPO, which grew from a meeting of people with disabilities in May 2009, with expectation that the organisation would be a means to promote the rights of people with disabilities and especially to provide opportunities for children with disabilities.

FAA Tuvalu is the first organisation of its type in Tuvalu, and has been assisted by care-givers, friends and extended networks. Prior to 2009, the interests of the people with disabilities were addressed by the Tuvalu Red Cross Society. Now FAA Tuvalu works closely with the Tuvalu Red Cross Society. FAA Tuvalu also assists Tuvalu Government Departments, for example, by contributing to the establishment of the national policy for people with disabilities.

3. Research Findings

The themes listed below emerged from an analysis of notes from all meetings and were discussed and endorsed at the members' workshop:

1. FAA Tuvalu has a strong Board, paid staff, volunteers and an office.
2. FAA Tuvalu has a strong youth voice.
3. FAA Tuvalu has active, enthusiastic and determined members who enjoy being together and have good family support.
4. FAA Tuvalu members have many talents, including musical ability, craft skills and fundraising ability.
5. FAA Tuvalu has a staff member who showed perseverance and leadership in assisting members to start the organisation and who runs the office, informs members about events and training and encourages members to participate in activities.
6. FAA Tuvalu has a strong governance system including a constitution, Board meetings and plans to conduct an AGM and develop a strategic plan.
7. FAA Tuvalu Board and staff are skilled at asking other organisations – in Tuvalu, the region and internationally – for assistance.
8. FAA Tuvalu would like to further develop the skills of its members, including Board, in fundraising, governance, advocacy, IT skills and understanding of health issues.

9. FAA Tuvalu members would like to understand more about the CRPD, and how to promote it with government and the community.
10. FAA Tuvalu would like to work more closely with Red Cross, Tuvalu Family Health and government, to increase the involvement of people with disabilities in their activities.
11. FAA Tuvalu would like to send members for further studies so they can bring good things for development and use their skills for the organisation.
12. FAA Tuvalu would like to focus on the skill development of youth, including in relation to leadership, IT skills, sports and education.
13. FAA Tuvalu would like to advocate to government ministries on the signing and ratification of the CRPD.
14. FAA Tuvalu would like a vehicle for transportation of its members.
15. FAA Tuvalu would like donors and development partners to act in partnership by funding their priorities, which include capacity development activities, scholarships for study, transportation, sports facilities and equipment, medical treatment and musical instruments.

4. Discussion

A range of influences on FAA Tuvalu's capacity have been grouped into contextual/cultural influences, internal efforts and external contributions, as follows:

Contextual influences

Until the establishment of FAA Tuvalu, the Tuvalu Red Cross Society was the main voice on disability in Tuvalu. In the early days of Red Cross activities, the dominant perspective on the situation of people with disabilities was based on medical or welfare/charity models. In the Tuvalu case, this meant that carers and service provision ideas dominated the work undertaken with people with disabilities. In the few years before 2009, Tuvalu Red Cross Society officials were included in regional disability meetings and became aware of the critical idea of people with disabilities managing their own organisation. Until this awareness-raising at regional level, there was negligible official or broader community recognition about the rights of people with disability in Tuvalu, including the right to organise themselves. Tuvalu Red Cross Society then facilitated the development of FAA Tuvalu and has continued to support the DPO since its establishment in 2009.

The new FAA office and building space has enabled the members to organise their advocacy and awareness-raising campaigns efficiently. The space has particularly enabled members to prepare for drama and traditional dances, which are included in awareness-raising at the community level.

The Tuvalu Government is a signatory to the Biwako Millennium Framework for Action (BMF). The Government of Tuvalu agreed in August 2011 at a Pacific Government focal point meeting in Fiji, to develop a Tuvalu National Policy for Persons with Disabilities by 2015.

A recent workshop to raise awareness of disability rights implemented by the Australian Human Rights Commission and PDF has been a key source of information, confidence and skill for FAA Tuvalu.

Internal efforts

Strong internal leadership within FAA Tuvalu by some members of the Board and management has enabled the organisation to successfully develop from a section within the Tuvalu Red Cross to a recognized cross disability DPO. FAA Tuvalu members have been supportive of their leaders. One respondent said: if the committee plans something, members always adhere; they carry it out wholeheartedly and with cheerfulness.

The application of very recently acquired skills in advocacy and awareness-raising skills were highlighted as being significant for FAA Tuvalu office bearers and members. FAA Tuvalu is continuously using media to advocate and raise awareness on disability issues. FAA Tuvalu's 2nd Anniversary celebrations contributed both to the empowerment of members and parents of children with disabilities so they can take greater responsibility for improving the lives as persons with disabilities.

External contributions

In 2010, PDF and People with Disability Australia (PWDA) conducted advocacy training with FAA Tuvalu members. The training enabled members to conduct advocacy on CRPD for family members of people with disabilities and also to the general public. The training also empowered the members to better plan their awareness-raising activities such as media promotion, sports activities and advocacy training on CRPD.

FAA Tuvalu received funding from APIDS to fund a livelihoods training workshop for women with disabilities, which was prioritised by the women themselves. The skills acquired from these training activities have allowed the organisation to raise funds for its ongoing advocacy work.

As a full member of PDF, FAA Tuvalu has been invited to participate in PDF regional meetings and training. Representatives to these meetings and training events have been enabled to transfer the skills and knowledge to members in Tuvalu.

5. Summary/conclusions

FAA Tuvalu is a relatively young organisation and it is currently strengthening its relations with stakeholders in Tuvalu. During the research visit, it was evident that there was significant potential for developing the capacity of members and for developing the capacity of the organisation itself, through strengthening links with key stakeholders.

The members of FAA Tuvalu identified six capacity development priorities, including:

- developing the skills of its members, including Board, in fundraising, governance, advocacy, IT skills and understanding of health issues
- understanding more about the CRPD, and how to promote it with government and the community
- working more closely with Red Cross, Tuvalu Family Health and Government of Tuvalu, to increase the involvement of people with disabilities in their activities
- sending members for further studies so they can contribute to Tuvalu's development and use their skills within the organisation
- developing the skills of youth, including in leadership, IT skills, sports and education
- advocating to Government Ministries on the signing and ratification of the CRPD.

FAA Tuvalu would like partner organisations to assist people with disabilities in Tuvalu by:

- providing a vehicle for transportation of its members, in recognition of the absence of public transport in Tuvalu
- funding their priorities, which include capacity development activities, scholarships for study, transportation, sports facilities and equipment, medical treatment and musical instruments.

Kiribati

1. DPO context

At the time of the research in October 2011, there was one national cross-disability DPO – Te Toa Matoa. Te Toa Matoa is a central, registered non-government organisation (NGO) with a constitution, elected board, paid staff, land, a maneaba (communal meeting house) and secure office facilities. Te Toa Matoa has received small amounts of funding from Inclusion International, Australian Volunteers International (AVI), PDF and APIDS.

2. History of the DPO

Te Toa Matoa was established in 1999 and registered as an NGO in 2010. Prior to this formal existence, people with disabilities had formed a group in 1981. They met in each others' homes for socialising and support. From 1981 to 1988, Kiribati Red Cross provided transport and a venue for meetings every three months.

The name Te Toa Matoa means a strong giant. The Constitution says that: We consider ourselves, persons with disabilities, giants with strong minds, wills and strengths to live our lives to the optimum. Although, we were born disabled or became disabled in the course of our lives, we will not let our disabilities to be a limiting/inhibiting or a deciding factor to achieve great accomplishments either on a personal or community level. In unity, if there is a will to reach that goal, there are no limits. The name projects a positive image too to fellow persons with disabilities as a source of encouragement and motivation to utilize what they have such as knowledge, skills and talents in order to have fulfilling and independent lives.

Amongst the objectives of Te Toa Matoa are:

- To be the cross-disability consumer organisation for all I-Kiribati with disabilities and actively represent their views
- To ensure that I-Kiribati with disabilities enjoy the rights set out in the United Nations Convention on the Rights of Persons with Disabilities (CRPD)
- To alleviate the poverty and suffering experienced by people with disabilities here in Kiribati by whatever financial and other means possible
- To advise Government at all levels to implement policies and programs to assist people with disabilities, and advise and assist Government in that implementation
- To give information and provide advice to people with disabilities and their families, regarding Government, Community and Private disability services which would assist them to overcome the negative effects of disability on their lives

In 2011 a new group was formed for people using wheelchairs. This group is called Wira Tangira (The Wheels of Love) and was established with the support of two Australian volunteers who came to Kiribati as a result of Te Toa Matoa - Motivation Australia Project and the Head of Department, Tungaru Rehabilitation Services. They are affiliated with Te Toa Matoa and have a constitution and board.

3. Research findings

The themes listed below emerged from analysis of meetings and were endorsed by members:

1. Te Toa Matoi has land, an office, a maneaba, office equipment and two paid staff.
2. Te Toa Matoi has a strong governance and management system which includes a constitution, a Board which meets monthly, a strategic plan, and an AGM every year.
3. Te Toa Matoi has talented members who use culture, including music and drama, for awareness and advocacy on the CRPD and also to earn income for Te Toa Matoi.
4. Te Toa Matoi has active, enthusiastic and determined members who enjoy being together.
5. Te Toa Matoi has strong leaders.
6. Te Toa Matoi has a strong women's group who want to be an equal and active part of women's activities in Kiribati.
7. Te Toa Matoi has established a working relationship with community leaders of the outer island, Nonouti, and would like to plan for outreach to outer islands.
8. Te Toa Matoi has partnerships with some church leaders in Kiribati.
9. Te Toa Matoi voices are heard at government and non-government level²².
10. Te Toa Matoi Board and staff have the capacity to seek assistance from partner organisations in Kiribati, the region and internationally.
11. Te Toa Matoi would like to further develop the skills of its members, including Board, in leadership, office work, income generation, music and drama, crafts, English, IT and Braille.
12. Te Toa Matoi would like to work more closely with Aia Maea Ainen Kiribati (AMAK)²³ and Kiribati Association of NGOs (KANGO) to support advocacy on disability issues and to provide opportunities for members to develop their skills.
13. Te Toa Matoi would like to complete the multi-purpose centre to increase the activities for members.
14. Te Toa Matoi would like to advocate to government ministries on the signing and ratification of the CRPD and the endorsing of the National Disability Policy.
15. Te Toa Matoi would like an accessible vehicle for transportation of its members.
16. Te Toa Matoi would like to work with the School for Disabled to educate future leaders about their rights.
17. Te Toa Matoi would like to work with Inclusive Education and Kiribati Institute of Technology for people with disabilities to access adult education, especially learning English, sign language and computer skills.
18. Te Toa Matoi would like donors and development partners to act in partnership by being flexible in their processes and funding their priorities, which include capacity development activities, transportation, income generating programs, rebuild the Centre, make the toilet accessible, a workshop for fixing wheelchairs and equipment, portable ramps, renewal of equipment, tools for mending fishing nets, fishing equipment and craft.

²² TTM members have raised their concerns that Government Ministers have not attended their functions

²³ AMAK is the umbrella body for women's organisations in Kiribati.

19. Te Toa Matoa would like donors and development partners to share their expertise and knowledge by providing technical support, including suitable volunteers to assist in capacity development activities.

4. Discussion about findings

Contextual influences on DPO capacity

The dominant perspective on the situation of people with disabilities in Kiribati has been based on medical or welfare/charity models. Despite this context, Te Toa Matoa has actively promoted the rights of people with disability and inclusion in the community over the past decade. A stand-out feature of Te Toa Matoa's capacity is its use of I-Kiribati cultural traditions, including forms of music, dance and drama, in its advocacy and awareness raising about contemporary ideas of disability rights. Te Toa Matoa members have a close connection with culture, illustrated by one board member noting "our strength is culture." In addition to advocacy messages, these forms of expression have sought to communicate that people with disabilities should be treated as equal members of the community. (See case study).

Community groups in Kiribati, including NGOs, churches and sporting associations collaborate with Te Toa Matoa. For example, the Te Toa Matoa women's group joined Aia Maea Ainen Kiribati (AMAK) earlier in 2011 and is a valued member. AMAK is the umbrella body for women's organisations in Kiribati.

Connections with remote Kiribati communities are also a source of support for Te Toa Matoa. The drama and music groups visit outer islands to both entertain and raise awareness and in return receive support. Community support for Te Toa Matoa plays a key role in its capacity.

The Kiribati Government is a signatory to the Biwako Millennium Framework for Action (BMF) and at the time of the research was working with Disability Coordinator of the Pacific Islands Forum Secretariat in finalizing its first Disability Policy.

Internal contributions

Mutual support is a particularly strong feature of Te Toa Matoa's capacity. Many stakeholders noted the very strong relationships among members of the group. Leaders of Te Toa Matoa over the last decade have contributed significantly to organisational capacity, including through encouraging others with a disability to feel valued, gain confidence and skills.

External factors which contribute to capacity

Partnerships with organisations and people outside the country have contributed to Te Toa Matoa's strengths through small scale funding to assist with capacity development activities (including training, building works and office equipment) and staff salaries, volunteers working alongside office bearers and running workshops/training. Attendance by two members of Te Toa Matoa at the ALAF leadership program in 2009 and a workshop to raise awareness of disability rights (AHRC and PDF) have been key sources of information, confidence and skill.

5. Summary

Te Toa Matoi board and members were clear about their capacity development and funding priorities and also clear that any donors which provide funding should understand this small developing organisation and support it in a way that strengthens rather than undermines the organisation. This research concludes that:

- Te Toa Matoi is unique as a DPO in the Pacific in its use of cultural approaches to create considerable internal and public awareness of the talents and rights of people with disabilities. The unique talents of composing songs and developing dramas have assisted tremendously in developing the skills of the members of Te Toa Matoi.
- The use of the traditional “maneaba” hierarchy system has continued to motivate and inspire the Board of Te Toa Matoi. Elders support and remind members of the Te Toa Matoi to adhere to the decisions of the Board.
- The research process was empowering and motivating in its focus on strengths. Te Toa Matoi members and board were clear about what they do well and how they can make themselves stronger as individuals and as an organisation.

Federated States of Micronesia (FSM)

1. DPO Context

At the time of the research visit in November 2011, there were two DPOs, in the state of Pohnpei (one of four states that make up the Federated States of Micronesia, the others being Chuuk, Yap and Kosrae). These DPOs were Pohnpei Consumers Organisation (PCO), which was established in 2009 and Pohnpei Women with Disabilities (PWD), established in 2010. PCO is a central, registered non-government organisation (NGO) with a constitution, elected board, secure office facilities and a vehicle. PCO has received small amounts of funding from the US Government, Rotary Clubs in Pohnpei and Japan, the Government of FSM, Disability Rights Fund, PDF and APIDS.

2. History of DPOs

When attending a Pacific regional meeting in Papua New Guinea in 2007, the founding President of PCO was introduced to the idea of DPOs. He returned to Pohnpei to work with others to establish the Pohnpei Consumers Organisation (PCO) in 2009. PCO was registered as an NGO in 2010.

PCO called women together in 2010 to establish Pohnpei Women with Disabilities. This group, with no funding, last met in 2011. There was discussion during the research about merging the two groups.

A National Disability Forum in Chuuk in August 2010, attended by representatives from consumer and parent groups (including PCO), government departments, and state disability advisory groups resolved to call for:

- Government to establish a National Coordinating Council and that State Governments to establish State Disability Coordinating Councils
- The establishment of a national DPO and strengthening of DPOs in each State (objective 1 of National Policy)

A National Coordinating Council has been established but State groups have not yet been chartered.

The Mission of PCO is to protect and promote the human, civil and legal rights of individuals with disabilities through the provision of information and advocacy. Objectives of PCO include:

- To develop a responsive organisation with requisite resources and financial stability to articulate and pursue the needs and concerns of persons with disabilities in Pohnpei and FSM
- To increase awareness-raising activities on the rights and issues of persons with disability by PCO
- To increase the knowledge and skills of women and girls with disabilities to play leadership roles at local and national levels
- To promote public awareness and awareness amongst employers on employment of persons with disabilities

3. Findings

The themes listed below emerged from an analysis of notes from all meetings and were discussed and endorsed at the members' workshop on Friday:

1. Pohnpei Consumers Organisation has a Board, legal status as an NGO, a secure office, equipment, internet and telephone and a vehicle.
2. PCO Board has shown perseverance to seek support from government and non government organisations; they have strong relationships with government officials and government leaders.
3. PCO Board and members have strong parent and family support.
4. Through advocacy, PCO has contributed to the development of National Policy, the signing of the CRPD and the establishment of the National Coordinating Council.
5. PCO has received funding from Disability Rights Fund and FSM Congress for conducting a review on identifying people with disabilities.
6. There is a Pohnpei Women with Disabilities group that has legal status as an NGO, with plans to merge with PCO.
7. PCO has close working relationships with FSM and Pohnpei Departments of Education, FSM Department of Health and Social Affairs, PDF, Disability Rights Fund and APIDS.
8. PCO will work closely with:
 - i. The Governor's Office to employ a person with a disability as a Disability Officer
 - ii. The Department of Education and Pohnpei Interagency Group in involving adults with a disability in vocational and employment programs e.g. fishing, farming, handicrafts, building
9. PCO will develop a program of activities, including outreach to new people with disabilities and their families, to develop the capacity of members, including advocacy, human rights training, program management, reporting, sign language, income generation and handicrafts.
10. PCO Board will develop a strategic plan, revisit by-laws and articles of association and update policies.
11. PCO continues to collaborate with the Departments of Education and Health and Social Affairs to identify where people with disabilities can fit into existing programs and to be eligible for funding opportunities.
12. PCO would like donors and development partners to act in partnership by funding PCO priorities such as core costs, staff, activities and capacity development activities.
13. PCO would like donors and development partners to assist with technical assistance such as training and workshops to be held on island.

4. Discussion

PCO is a relatively new organisation and the findings confirm that there have some early achievements, particularly in terms of effective advocacy and establishment of strategic relationships with Government. There are plans for future activity, which are expected to focus on membership and community engagement.

Contextual influences on DPO capacity

As is the case in other Pacific countries, the dominant perspective on the situation of people with disabilities in FSM is based on medical or welfare/charity models.

The FSM Government signed the Convention on the Rights of Persons with Disabilities in September 2011, and is working towards ratification. The National Policy for Disability became a resolution of Congress in 2009 and PCO made a significant contribution. Experience of working with Government agencies has contributed to PCO's networking and advocacy skills. For example, the Chief of Division of Special Education in the Department of Education illustrated the advocacy ability of Board members of PCO by saying that: they continually remind us to look at all individuals living with disabilities by reflecting advocacy principles and representing the needs of people with disabilities. The Gender and Development Officer, Department of Health and Social Affairs said that: I have learnt a lot from them [PCO].

Parents and family members have a strong presence in PCO and many are members of PCO. The President stated: in our culture, the whole family is important and should be involved in our DPO. The concept of a DPO includes the idea that at least the majority of its leaders are people with disabilities, and the PCO in FSM complies with this concept.

External factors which contribute to capacity

Partnerships developed with FSM Government departments, as well as regional and international organisations have contributed to the strengths of PCO in terms of funding and assisting with capacity development activities for Board members.

Attendance by Board members at PDF forums and for a two week attachment at the PDF Office has provided inspiration, support and ideas for PCO office bearers.

5. Conclusion

Pohnpei Consumers Organisation board and members were clear about their capacity development and funding priorities, articulated in the findings. The Board also asserted that funding processes of donors should understand and support this small developing organisation. Women from PWD stated that they wanted people to assist with training and workshops.

This research concludes that:

- PCO is at a very early stage of development and the Board has successfully worked on building the organisation, identifying allies and advocating to government. The next important stage of development for PCO is the involvement of members in activities that contribute to their:
 - Sense of ownership of the organisation
 - Understanding of their rights and ability to articulate those rights to their family and community
 - Participation in community and family life

Nauru

1. DPO Context

At the time of the research in February and March 2012 there was one national cross-disability DPO, called Nauru Disabled People's Association. NDPA has a relatively new Executive Committee comprising a President, Vice President, Secretary and Treasurer and several other office bearers. It is registered with PDF as the national DPO of Nauru, has a new constitution, developed during 2011 and enjoys some positive relationships with senior Government Ministers but otherwise has a relatively low profile in the public and public sector spheres. NDPA was re-activated in February 2011 at the time of a visit by regional organisations (PIFS and PDF) to work with Nauru on the development a national disability policy.

Another organisation in the disability sector is a school for children and young people (aged from 3 to 30 years) called the Able Disable School, which is funded and managed by the Department of Education. The school receives funding from the New Zealand Government as part of its support for the education sector as a whole.

2. History of DPO

NDPA began in the late 1980s, as a group of Nauru people with disabilities with an interest in sport. They organised initially to be able to participate in Pacific and Asian regional sports events and then changed into a broader group. From the mid-1990s until 2011, with its President living in Fiji, NDPA was largely inactive in the country of Nauru itself, although the President attended some regional meetings.

In February 2011, PDF and PIFS leaders visited Nauru to assist the country to develop its first disability policy, working with Government and people with disabilities themselves. This and other factors contributed to the re-activation of NDPA.

3. Research findings

The findings listed below emerged from an analysis of notes from the first workshop and subsequent stakeholder meetings in Nauru and confirmed in the final workshop.

A Capacity of the Nauru Disabled People's Association

1. NDPA has a long history of existence and a newly invigorated Executive Committee.
2. NDPA Executive Committee and members share a common commitment to the rights of people disabilities.
3. NDPA has a revised Constitution and access to a building which is planned to be refurbished so it can be used for offices and other facilities.
4. NDPA enjoys very high level political support, from the President and Minister for Health and Education, which reflects a shared commitment to accession by Nauru to the Convention on the Rights of Persons with Disability.
5. NDPA's objectives are consistent with a strategy included in Nauru's Sustainable Development Strategy (2005-2025), which states the Government aims to "create an inclusive, barrier-free and just society for people with disabilities" (p30).
6. NDPA includes parents of children with disabilities, who are particularly committed to supporting the Able Disabled Centre for children and young people.
7. NDPA benefits from the existence of a draft National Disability Policy, which reflects contemporary approaches to disability inclusion and also includes an Action Plan for its own work. The Policy will be considered for Cabinet approval within months.

8. Several members of NDPA are in full-time employment and this provides an example to other people with disability.
9. Some people with disability enjoy a Government allowance called “disability compensation” of \$100 per fortnight (raised recently at the initiative of the Government).

B Opportunities for strengthening capacity and partnerships

10. There are opportunities for NDPA to undertake activities which are included in the National Policy on Disability’s Action Plan, including the raising of public awareness about the rights of people with disability.
11. There is an opportunity for even greater collaboration between NDPA, the Ministry of Education and the Able Disable Centre (which has received both Government of Nauru funding and donor support) to maximise benefits for young people and adults with disabilities.
12. There is an opportunity to strengthen communications links with the Government focal point.
13. There is an opportunity for NDPA to work closely with young people with disabilities in developing its organisation and achieving its priorities.
14. There is an opportunity for increased agreement among NDPA office bearers and members about the association’s priorities and plans.
15. There is an opportunity for greater collaboration between NDPA and NIANGO to maximize support from civil society.
16. There is an opportunity for increased collaboration between NDPA and Department of Home Affairs to increase public awareness through media, increased participation in culture and women affairs.

C Information for Development Partners

17. As NDPA is about to seek funding for the refurbishment of donated offices, it is likely that the Association will need some time to establish office systems and determine how to manage and staff the office.
18. NDPA intends to seek support from development partners, through the Government’s Planning and Aid Coordination Division, to enable the Association to fund the costs of staff, to train its staff, once they are appointed, and to support the education sector’s efforts in relation to access to school for children with disabilities.

4. Discussion

Contextual influences on DPO capacity

Nauru is the world’s smallest republic (covering just 21 square kilometres), is the second least-populated country in the world, has a highly transient population (around 9,300 residents of Micronesian and Polynesian descent, 90% of whom are unemployed) and has experienced a unique set of dynamic circumstances in its social and economic history. Government funding and service provision are very limited and international aid is the major source of the country’s income. These factors have substantially influenced the current capacity of NDPA.

Disability rates, although not officially known, anecdotally appear to be very high. This is apparently related to the fact that Nauru has the highest per capita rate of type 2 diabetes in the world, and other significant dietary-related problems including kidney and heart diseases. This seems to create high rates of acquired impairments, such as limb amputations.

There is some evidence of strong recent support for NDPA from senior politicians, who happen to be related to people with disabilities. For example the President said “we cannot leave people with disability behind” (28 February 2012). The support of the President of Nauru and the Minister responsible for disability issues, the Minister for Health and Education and the ability to communicate directly with them will influence NDPA’s capacity to advocate.

NDPA has some strong, long-standing supporters within Nauru who are an important resource for the organisation, and they can help the organisation to achieve its objectives.

Disability issues are a priority for the current Government leaders in Nauru. NDPA enjoys a positive relationship with the current President of Nauru, His Excellency Hon. Sprent Dabwido MP and the Minister for Health and Education, who is the designated Minister responsible for disability issues (see below). The President is referred to as a “champion” on disability in Nauru and he expressed genuine interest in the work of NDPA and the potential for Nauru to improve the lives of people with disabilities.

Just prior to the research team’s visit, the President announced that the Government of Nauru will accede to the Convention on the Rights of Persons with Disabilities. At the time of the research, the Government’s National Disability Policy, developed during 2011, was awaiting final endorsement by the Government (expected by end of June 2012). Some elements of the Action Plan attached to the Policy are already being implemented. PDF and PIFS have supported the Nauruan Government and NDPA in the development of this Policy. When implemented by all parties, it will considerably improve the situation for people with disabilities in Nauru.

A dominant perception in Nauru is that once a person has a disability, then they should remain home, become unemployed (if they held a job previously) and become dependent on others.

Internal contributions to capacity

The relatively recent revival of NDPA has attracted some well-educated individual office bearers with work experience: this has the potential to enable NDPA to operate effectively in advocacy terms. Office bearers are keen to gain a better understanding of the rights of people with disabilities, but at community level, most stakeholders consider disability to be a “welfare” issue and many people with disabilities focus on welfare approaches, such as entitlements to allowances.

NDPA has the capacity to bring people with disabilities and parents of children with disabilities together to identify shared objectives (members of NDPA), and there is potential to strengthen this bond. Its growing membership (currently 150 people) has the potential to be a major source of capacity for the organisation. Members include both people with disabilities and the parents of children with disabilities and the opportunity exists to develop a shared agenda.

External contributions to capacity

NDPA’s membership of the Pacific Disability Forum was identified as a key contribution to its capacity. NDPA personnel have participated in a number of PDF training activities in the last 12 months and are now actively engaged in developing proposals for funding for various priorities.

No external funds or contributions had been made to NDPA at the time of the research.

The Government of Nauru is currently seeking international assistance to provide prosthetics for people who have had limbs amputated because of diabetes complications.

5. Conclusion

NDPA is at an early stage of its capacity development path, despite decades of existence. The research workshops provided opportunities for participants to identify and discuss their own priorities for developing and strengthening their DPOs. They agreed on the following priorities:

- “To continue to build the capacity of NDPA to undertake our plans, without depending too much on others
- To focus on breaking down the barriers which prevent people with disabilities participating fully in all aspects of life in Nauru
- To encourage people with disabilities to come out of their houses and interact with others, including through NDPA meetings
- To build more and stronger partnerships with others, including people with expertise in inclusive education, with the civil society sector through NIANGO, with APIDS and through Government’s Planning and Aid Division.”

Partners wishing to support NDPA will be welcomed and will be able to contribute to NDPA’s growing capacity as a DPO.

Vanuatu

1. DPO Context

At the time of the research visit in March 2012, Vanuatu had one national DPO called Vanuatu Disability Promotion and Advocacy (DPA) Association. The organisation was formally established in April 1999. It was initially called the Vanuatu Disabled People's Association, but after a challenge about the name, the organisation was re-constituted in 2001 and officially registered in 2002. DPA has its head office in the town of Luganville in the northern island of Santo, Sanma Province. DPA is a non-profit organisation with a constitution and an elected board. It has one full-time salaried staff member (National Coordinator) and secure office facilities, which have been provided by the Sanma Provincial authorities.

DPA has received grants from PDF (through the Pacific DPO Fund and Capacity Development Initiative Program), as well as from APIDS and DRF.

2. DPO History

DPA developed from some discussions in 1998 among several people associated with the Vanuatu Society for Disabled People (VSDP), a key service provider for people with disabilities in Vanuatu until recently. They had been encouraged by people with disability in Fiji who were facilitating the work of Disabled Peoples International (DPI) in the Oceania Sub-region to consider the idea of establishing a DPO in Vanuatu. The DPI Asia-Pacific Regional Office based in Bangkok, Thailand supported the initiative of its DPI Oceania Subregion to conduct a leadership training seminar in Port Vila, Vanuatu in August 2001 for current and emerging leaders who are persons with disabilities from some Pacific Island countries. This event consolidated the efforts of people with disabilities in Vanuatu and their supporters towards the establishment of a national DPO for Vanuatu.

Since its formal registration in 2002, DPA Vanuatu has grown substantially in terms of organisational confidence, community recognition and outreach work. This work began under the strong and capable leadership of its first National Coordinator, the late Andy Lynch, who sadly passed away in January 2011. Andy and other founding office bearers, including John Suran, worked to set up a sustainable rights-based organisation. DPA's early work also achieved substantial gains in terms of Government recognition of the rights of people with disability and in contributing to the Government's policy development. In 2008, the Government of Vanuatu signed and ratified the CRPD, the first Pacific Island nation to do so.

A decision was taken by the board of DPA in 2002, for it not to seek funding from outside organisations for a period of five years. This was expected to ensure that the organisation would demonstrate to the members and community what people with disabilities can achieve without funding and to establish itself well, before being "subject to" the influence of external people or agendas.

In the period between 2002 and 2009, a great deal of energy went into building the capacity of DPA, with members being supported to attend various training opportunities related to organisational development, leadership and disability rights. Since 2002, DPA has undertaken a wide range of advocacy, awareness-raising and policy development activities within Vanuatu. It has communicated and worked with all levels of government, including national and provincial authorities to explain and support the implementation of inclusive policies. At the national level, DPA has helped to draft the current Vanuatu Disability Policy and has also contributed significantly to the current Inclusive Education Policy and Strategic Plan (2010-2020). DPA has been particularly effective in raising awareness and bringing about changes within provincial government settings. For example, in both Shefa and Sanma Provinces, there are now Disability Coordinators, responsible for maximizing inclusion and participation of people with disabilities in provincial events, processes and programs.

DPA has also undertaken a great deal of awareness-raising within communities. It has affiliated groups and volunteers in six Provinces in Vanuatu, who undertake a range of advocacy awareness activities including organising discussions (storians) with villagers about the situation of people with disabilities and what they can do to improve their lives, within the broader policy and human rights frameworks. DPA also maintains good links with other civil society organisations in Vanuatu.

In March 2012, DPA comprises 353 members, an energetic new board, a network of affiliates which operate under 14 area groups, a national Coordinator and good networks with Government and NGO stakeholders within Vanuatu as well as regionally and internationally. It is well placed to continue to grow to meet its objectives.

3. Research findings

The themes listed below emerged from an analysis of notes from all meetings and were discussed and endorsed at the members' workshop:

1. DPA has active members who make the organisation strong.
2. DPA has a young and energetic Board.
3. DPA has a great office in Santo and strong presence at grassroots level.
4. DPA has raised awareness about the rights of people with disabilities in Vanuatu, especially at community and Provincial levels.
5. DPA has held its AGMs in Provincial Centres and rural areas and this has helped it to raise awareness and advocate for changes, for example in accessibility to transport services and accommodation.
6. DPA has been able to obtain funding from different partners, including PDF and APIDS.
7. DPA wants to continue its work to:
 - a. Raise awareness and reach out to people in villages, including by increasing the number of affiliates
 - b. Strengthen the capacity of its affiliates
 - c. Advocate for the rights of people with disabilities
 - d. Work with other organisations with similar objectives
8. DPA wants to increase the use of sign language in Vanuatu so people who are deaf can communicate with each other and be included.
9. DPA wants to increase the number of staff so it can undertake more activities.
10. DPA is considering opening an office in Port Vila again (it had one previously but didn't have the funding to sustain it) so it can advocate more at national level.

11. Board members and members of DPA want to continue to gain skills through training and workshop opportunities, and they are particularly keen for women to access these opportunities, so that DPA can more effectively achieve its objectives
12. DPA wants to advocate to achieve:
 - a. Sign language training
 - b. Teacher training in relation to inclusive and special education
 - c. Sign language translation in all meetings where deaf people are included
13. When DPOs move to other villages and islands to raise awareness, they would like to be able to access funding to cover the transport expenses.

4. Discussion

Contextual influences on DPO capacity

The facts that Vanuatu comprises many islands and that 75% of the population lives in rural settings, have significant implications for the work of DPA. First, the membership is highly disbursed, and not highly urbanized (approximately 25% in 2010 according to the World Bank), so it is difficult for DPA to reach its members easily. Second, most people with disabilities are not able to access any kind of service, education, health care, formal employment or communications with others, meaning that both people with disabilities and their carers and communities are not likely to be aware of their rights.

Until 2002, the dominant perspective on the situation of people with disabilities within Vanuatu was based on medical or welfare/charity models. Since Andy Lynch and her colleagues undertook their important work to establish DPA on the basis of the right of people with disabilities to organise themselves and to raise awareness about these rights, there has been a significant shift in attitudes among those who have been touched by this work. Efforts to raise awareness in provinces have been a particularly noteworthy approach used by DPA.

The development of the Government's first National Disability Policy Directives in 2004 was the first step in acknowledging the situation of people with disability in the country. The subsequent National Disability Policy and Plan of Action 2008-2015 pays more attention to the rights based approach and thus provides for a much greater role for DPA.

The location of the DPA office in Vanuatu's second major town, Luganville, rather than the capital Port Vila, could be perceived as a limitation on DPA's capacity, given the importance of national level advocacy and the distance from Luganville. However, DPA has been able to achieve significant gains by working highly effectively at provincial, municipal and local levels to raise awareness and advocate for inclusive approaches, which may not have been possible had it been based in Port Vila.

Internal influences

DPA's capacity has increased steadily since 2002 and a major contributor has been the effort and commitment of two women, one man and a small group of other office bearers. The leadership demonstrated by Andy Lynch and John Suran in DPA's earlier years and since then, by Nelly Caleb, has been a key feature of DPA's status and influence.

The current board is "young and energetic" and has potential to develop strong leadership as their experience grows.

Access to external learning opportunities has contributed significantly to the current Coordinator's levels of confidence and ability, but the energy, commitment and determination belongs to these women and broader group of people with disabilities.

Importantly, DPA has established a network of "affiliates" who are either people with disabilities or "champions" of disability rights who actively engage in awareness-raising activities in their local areas, following training by DPA. These individuals are an important advocacy resource for DPA and enable it to reach into sometimes remote villages.

Of the 350 members on the DPA list, only a small proportion were met during the research visit, but they were consistently supportive of efforts made to strengthen DPA as an organisation, its affiliate network and its members' capacity. One stakeholder said "DPA's greatest strength is its members."

External influences

The theme of individual and organisational capacity being triggered by external training or other events is strong in Vanuatu. DPA places a high value on the training opportunities that its officials have been able to access and the skills that have been generated from these programs. They also strongly value the funding that has recently begun to flow through PDF from donors, which is directly contributing to the strengthening of their organisational capacity. The DPA office is now appropriately resourced to be able to undertake the wide range of advocacy, communications, coordination, networking and policy development work that a DPO is responsible for.

5. Discussion of findings

DPA has a strategic approach to its organisational growth, which means it is able to recognise the substantial gains achieved to date and to work steadily to build on these gains to continuously strengthen all aspects of the organisation. Building on its decade of achievements, the next period will be one of consolidating the outreach work, particularly the network of affiliates – people with disabilities and other champions who raise awareness at community level about the lives and rights of people with disabilities. DPA also has the objective of continuing to build the knowledge, skills and confidence of board members, members and affiliate groups through maximizing access to learning opportunities, such as training courses, attendance at meetings, joint planning processes and event management, such as community based events for International Day for people with disabilities and annual general meetings.

The board of DPA, being relatively newly elected and in its early stages of forming, is keen to develop greater skills in organisational governance, management, leadership and rights based approaches.

The 350+ members of DPA are people with disability from across the country. A number of DPA members have already benefited from access to technical and vocational training opportunities, for example in relation to agricultural and small business development. DPA has worked cooperatively with Rural Training Centres and the TVET Sector Strengthening Project (which operates in two provinces) to facilitate this access and it has been highly valued by all involved. Members at the research workshop expressed interest in continuing to access such training.

As noted above, DPA places high value on the partnerships and collaboration it has already had with other organisations, both within and outside Vanuatu. DPA values the learning opportunities that are provided through the range of training events and workshops organised by PDF and others. DPA wishes to grow slowly and in a locally appropriate manner, emphasizing its outreach work at rural levels and its close relationships between the organisation and its members, rather than be driven by externally determined agendas or priorities.

DPA is undertaking a strategic planning process in mid 2012, facilitated by a board member of APIDS. This planning process will enable the organisation to negotiate shared priorities for continued strengthening and should provide a basis for activities in the next few years.

In summary, DPA would like technical assistance from development partners and volunteers to assist in strengthening the organisation, especially in the areas of leadership, management and advocacy; and also in supporting the skills development of members, in a range of income generation-type areas. This will assist DPA and its members to continue to grow in locally appropriate ways and achieve their shared objectives.

In summary, this research concludes that:

- DPA has had a decade of effective advocacy and organisational development in Vanuatu, having raised awareness about disability rights issues and influenced Government of Vanuatu policy at national level, and having undertaken substantial awareness-raising and advocacy at local levels in a number of provinces.
- DPA has particular strengths in working at sub-national levels, i.e. at Provincial and municipal levels and also at village level through its network of affiliates and through organising events which attract public, media and local government attention
- DPA has established a positive profile in some rural areas and in some sectors, through cooperation and effective advocacy work
- DPA has a strong membership base (over 350 members) across the country
- DPA has a sensible and culturally relevant approach to developing its strengths over time, building on achievements to date and encouraging ongoing capacity development by its members, board members and supportive stakeholders.

Palau

1. DPO Context

At the time of the research in April 2012, there was one national cross-disability DPO called Omekesang. The DPO was established in 1997 and is a central, registered non-government organisation (NGO) with by-laws, articles of incorporation, strategic plan and an elected board. Omekesang has received small amounts of funding from the US Government, DRF, PDF and APIDS.

2. DPO History

Omekesang was founded by its first president, the late Michael Ongalibang, in the late 1990s to promote disability awareness and to advocate for the rights and needs of persons with disabilities in the Republic of Palau. Membership is comprised mainly of consumers with disabilities and their caretakers/parents, service providers and diverse community supporters. Together they advocate for an inclusive society where individuals with disabilities are afforded equal opportunity and are able to fully participate through freedom of choice and self-determination. Membership is open to any individual, business or group interested in promoting the mission, goals and purposes of the corporation.

The vision of Omekesang is: "People with disabilities are equally valued members of their community empowered with opportunities and choices to quality lifestyle free from barriers and discrimination in all aspects of life."

The mission is that Omekesang shall take positive actions to:

- Create an inclusive society for all people regardless of disability
- Promote disability awareness in the Republic of Palau
- Protect and advocate for the needs and legal rights of people with disabilities.

3. Research findings

The themes listed below emerged from an analysis of notes from all meetings and were discussed and endorsed at the members' workshop:

Capacities for Omekesang Association

Omekesang is a registered and chartered organisation which has by-laws and articles of incorporation, strategic plan and is run by a committed Committee with good leadership

Omekesang's Committee and members share a common commitment to the rights of persons with disabilities

Omekesang enjoys very high level political support which reflects a shared commitment to signing of the Convention on the Rights of Persons with Disability. The statutes of Palau need to be fully reviewed, modified and appropriate amendments be addressed before ratification of CRPD.

Omekesang benefits from a Government endorsed National Disability Policy and a recently established National Disability Coordinating Council (NDCC)

Omekesang has participated in an initial excellent training on the rights of persons with disabilities as expressed in the CRPD.

Omekesang has a strong working relationship with community and NGOs such as Ulkerreuil a Klengar (UAK) Coalitions, Palau Parents Empowered (PPE) and Mechesil Belau (National Women Association in Palau) and others entities.

Omekesang has fundraising abilities and community awareness skills on the rights of persons with disabilities in Palau

Some persons with disability enjoy a Government stipend called “Disability Severely Assistance Fund” of \$50 and \$70 per month

Opportunities to strengthen capacities

It is a priority for Omekesang to ensure its full independence to enable stronger advocacy for legislation and policy changes. The Board and members of Omekesang have prioritised the establishing of an office with staff and equipment for better coordination of its programme and activities

Data collection about potential members and their needs is a priority for Omekesang

There is opportunity for Omekesang to work closely with its Coalitions, NGOs, and community individuals to strengthen its outreach programme to other states.

There is an opportunity for Omekesang to work closely with the Ministry of Health to be included in its programmes and thoroughly understand the Health Integrated Model Approach to benefit its future work.

There is an opportunity for Omekesang to continue to lobby to the Ministry of Education to enforce inclusive practices and related activities.

There is an opportunity for Omekesang to work closely with the Ministry of Community and Cultural Affairs to be included in its programmes such as developing tangible and intangible skills and knowledge and working closely with NDCC plan.

Information for Development Partners

Omekesang is realising the need to revalidate its membership priorities highlighted in its current Strategic Plan and priorities to drive the selection and implementation of projects funded by donors/partners, rather than donor interests, where possible

Omekesang would like donors and development partners to share their expertise and knowledge by providing technical support, including suitable volunteers to assist in developing its appropriate work plan for members and support for its priorities

Omekesang would like donors and development partners to provide funding and shared resources for its programmes and provide trainings based on priorities and needs

Omekesang would like an accessible vehicle for transportation of its members so they are able to participate in programmes and activities

Omekesang would like to participate in an exchange program within DPOs across the region and internationally – to share experiences and learn skills such as working with government and private sector and other stakeholders.

5. Discussion

Contextual influences on DPO capacity

Within Palau more broadly, the dominant perspective on the situation of people with disabilities is based on medical or welfare/charity models. Until the last few years, there was negligible official or community recognition about the rights of

people with disability in Palau, including the right to organise themselves. The Palau Government signed the Convention on the Rights of Persons with Disabilities in September 2011, and is working towards ratification.

The National Disability Coordinating Council (NDCC) has the following aims:

- Coordination of activities and functions of key stakeholders are promoting uniform policies, programs, practices, and procedures for the provision of assistance to and the implementation of programs for persons with a disability.
- To address, analyse and make recommendations on issues of public policies that affect persons with a disability regardless of age, type of disability, perceived employment potential, economic need, specific functional ability, and other individual circumstances.
- To help ensure the equitable implementation of various programs providing for independent living, community integration, and employment opportunity as well as to
- To help ensure the existence of opportunities for education and training, access to transportation and healthcare services, and to foster youth with disabilities, and to crime victims with disabilities.
- To review and evaluate policies, programs, practices, and procedures concerning persons with a disability to help ensure that treatment and services are rendered equitably to each and every person with a disability.
- To review and evaluate applicable laws, rules and regulations pertaining to activities, programs and projects the goals and objectives of which are to render assistance and services to persons with a disability.
- To formulate and to recommend changes to existing applicable laws, rules, regulations, policies and procedures of individual programs and services aimed at persons with a disability.

The Ministry of Community and Cultural Affairs, as the focal ministry for disability, has been the champion for persons with disabilities. The Ministry have been instrumental in its discussions with UNESCAP to formulate the Palau National Disability Policy. The Ministry have programmes that coordinate and develop social and recreational programs that promote and enhance the wellbeing of the community, youth and the aged as well as persons with disabilities.

The Ministry of Health contributes to the capacity of persons with disabilities. According to a respondent from the Ministry of Health, the voices of persons with disabilities are getting louder, resulting in the promotion of the Health Integrated Model Approach that will benefit persons with disabilities.

Internal factors which contribute to capacity

Leadership is a major factor that has greatly contributed to the development of capacity of persons with disabilities in Palau is the leadership within Omekesang. According to one research respondent, the Palau DPO leadership is very active, has new thoughts and ideas that will assist the DPO. She is also on top of everything. The current President of Omekesang has been a strong advocate for persons with disabilities at the government and community levels.

Omekesang has developed good capacity in advocacy and awareness-raising through experience and commitment. A significant advantage Omekesang has, is the ability to advocate at the political level. This was evident when the President of Palau, in his opening remarks for the PDF/Omekesang Human Rights Training held in Palau in April, 2012, commended the work of Omekesang in influencing Government to adopt the Disability Policy and sign the CRPD.

Omekesang is blessed with volunteers who have remained with the DPO for many years, assisting in organising workshops and training as well as caring for people with disabilities. A coalition of NGOs has been established to directly support Omekesang. The coalition has been conducting public awareness activities through radio programmes both in

English and Palauan. They are also running training programmes to educate the public and persons with disabilities on non-communicable disease issues.

Omekesang has significant and strong parents and family support. According to a research respondent, Omekesang's President is also on the board of the Palau Parents Empowerment Group and conducted joint programmes in advocacy and fundraising mainly targeting funding for activities related to International Disability Day in Palau. The parents of children with disabilities have undertaken training in understanding the rights of children with disabilities so they are better advocates.

External contributions to capacity

Omekesang has benefited from funding and support from PDF and APIDS and its office bearers and members have participated in regional training programs organised by PDF. Also, Ms Remengesau's role as a Board member for PDF has contributed to her improved her capacity as a leader.

Omekesang would like partners to assist persons with disabilities in Palau by:

- Supporting Omekesang priorities to drive the selection and implementation of projects funded by donors/partners, rather than donor interests
- Sharing their expertise and knowledge by providing technical support, including suitable volunteers to assist in developing its appropriate work plan for members and support for its priorities
- Supporting an exchange program within DPOs across the region and internationally – to share experiences and learn skills such as working with government and private sector and other stakeholders.

6. Conclusion

This research concludes that:

- Omekesang, while established in the 90s, is currently in an early development stage, and it seeks support from Government and development partners
- There are disability champions at political level and Omekesang would benefit from working closer with NDCC to ensure that services for persons with disability are replicated within Government services
- Omekesang has good leadership with ability to develop working relations with Non-Government Organisations that support persons with disabilities in Palau.

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Pacific Disability Forum

GPO Box 18458
Ground Floor
Kadavu House
Victoria Parade
Suva, Fiji