



STRATEGIC PLAN

2016 – 2020

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1. INTRODUCTION

The Pacific Disability Forum (PDF) is a regional non-governmental organisation established in December 2002, formally inaugurated in July 2004 and registered in Fiji in 2007 following a growing momentum in the Pacific region led by leaders of organisations of persons with disabilities (DPOs) to recognise the potential of persons with disabilities and their organisations.

Our purpose is to promote and facilitate regional cooperation on disability related concerns for the benefit of persons with disabilities, their families and organisations in the Pacific. Our principal stakeholders are national organisations of persons with disabilities and through them the people that they represent. Our status as the regional DPO and the independence of its Board (from government as well as specific private or community sector alignments) is critical in underpinning our role in working across sectors and brokering partnerships.

THE VISION

A regional organisation of and for persons with disabilities and representing their voice for inclusion in compliance with the United Nations Convention on the Rights of Persons with Disabilities (CRPD).

THE MISSION

To improve the situations of persons with disabilities in Pacific Island Countries & Territories by developing and strengthening the capacity of member disabled persons organisations (DPOs) through advocacy and collaboration with relevant stakeholders.

VALUES

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

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

2. OVERVIEW OF PDF

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

The Pacific Disability Forum will continue to turn the tide of persons with disabilities being viewed as a burden, dependent and not worthy investing in, to individuals with dignity and potential to become equal partners and active contributors to their families, communities and nations.

The Pacific Disability Forum continues to support the establishment and strengthening of DPOs in Pacific Island countries and territories to better enable them to advocate for the rights and defend the dignity of persons with disabilities at national and local levels. It also takes a regional approach to engage with governments, development partners, civil society and private sector to recognise and act on inclusive policy and practice, recognising the numerous needs of persons with disabilities based on culture, gender and other factors.

The Disabled People's International (DPI) Oceania sub-region office, established in Suva, Fiji in March 2000 to support national DPOs in Pacific Island countries, played a pivotal role in organising two significant training seminars on 2002 and 2003, as well as servicing an electronic discussion group, which later became the PDF listserv. By 2004, at the inaugural PDF meeting in Fiji, the members began to once again earnestly discuss the possibility of making PDF a formal organisation and establishing a regional office plan. This was presented at its annual general meeting at the end of 2004.

Faced by funding constraints in 2005, further consultations were held at a meeting jointly organised by Pacific Islands Forum Secretariat, UNESCAP and ILO Pacific Offices, PDF and DPI Oceania. It was at this time that NZAID commissioned two consultants to review what existed in the area of disability in the Pacific region. An NZAID review presented strong recommendations that would give the NZAID Pacific Regional Health Programme a clear, strategic direction for assistance in the area of disability development in the Pacific region for the next five years. In 2006, the Pacific Disability Forum was affirmed by NZAID as a development partner in disability and development in the Pacific going forward. The grant funding agreement between the PDF and NZAID concluded in June 2011.

The provision of core funding by NZAID to the PDF for the 2006-2007 financial year enabled the PDF to establish its Secretariat in Suva, Fiji in January 2007, recruit appropriate staff and implement its plans. The first Strategic Plan was developed at the PDF General Meeting in February 2007 held in Nadi, Fiji, revised in 2008 as part of the institutional strengthening activity of the PDF, and a Programme Implementation Document (PID) was developed by the PDF and endorsed by NZAID in June 2008 to formalise a Grant Funding Arrangement (GFA) for the period July 2007 to June 2011. The revised Strategic Plan together with a Monitoring and Evaluation Framework were adopted at the PDF General and Council Meetings in April 2009 in Port Vila, Vanuatu.

Since then, other donor and development partners have provided financial and/or technical assistance targeting persons with disabilities in the Pacific in recent years such as the Japan International Cooperation Agency (JICA), European Union (EU), CBM, Australia Pacific Islands Disability Support (APIDS), Australia Volunteer International (AVI) and various UN agencies like ESCAP, ILO, UNDP, UNFPA, UNICEF, UNISDR and WHO.

In 2010, the Australian Agency for International Development (Department of Foreign Affairs and Trade - DFAT) through the *Development for All Towards a disability – inclusive Australian aid program*,

engaged with the PDF, focusing its partnership on the strengthening of the capacity of disabled persons organisations in the Pacific to be better placed to represent their members and contribute to the realisation of the Rights of Persons with Disabilities in the region. Australia first engaged with the PDF in 2008 during pre-strategy development discussions and consultations as well as in 2009 when funding was first provided by DFAT. Such financial assistance covered both core and project funding from July 2010 to June 2016 with an understanding that a multi-year funding agreement can be reached to support the partnership between the PDF and DFAT under the PDF Strategic Plan.

At the same time, the *Pacific Regional Strategy on Disability (PRSD) 2010-2015* was adopted by the Pacific Islands Forum Leaders in Vanuatu in August 2010 after it was discussed by the Pacific Islands Forum Ministers for Disability held in the Cook Islands in October 2009. The PRSD and the Pacific Plan provide the available guidance to Pacific Island Countries in addressing disability related issues. Close collaboration and sharing of resources between the Pacific Islands Forum Secretariat, UNESCAP Pacific Operation Centre and PDF have contributed significantly to the progress and achievements witnessed so far in this sector in recent years.

At the third Forum Disability Ministers Meeting held in Pohnpei, Federated States of Micronesia in October 2014, a long term approach to support the rights of persons with disabilities in the Pacific was presented and affirmed under the title Pacific Framework for the Rights of Persons with disabilities (PFRPD) 2016-2025 to be implemented after the expiration of the PRSD in December 2015. The PFRPD was presented at the 47th session of the Pacific Islands Forum Leaders meeting held in Pohnpei, Federated States of Micronesia in September 2016.

With the impending conclusion of the current PDF funding period in June 2016, DFAT conducted an independent review of PDF and its programs. It concluded that:

PDF's work is completely consistent with Australia's policy priorities, expressed in the *Development for All* Strategies. A range of coherent factors, including high quality planning, excellent networking and partnership, strong teamwork and professionalism, exemplary leadership and management, principled governance, and effective communications and engagement, have combined to make this effort particularly successful. PDF's strong regional approaches and its deep understanding of disability issues have supported success. PDF's work as a civil society organization has been remarkably effective, not only at the level of disabled people's organizations (DPOs) which make up the membership of the organization, but also at the level of government, through participation in committees, advocacy initiatives and contribution to broader awareness and knowledge. In summary, the leaders and staff of PDF have both worked strategically and effectively to achieve significant results in advocacy terms globally, regionally and nationally as well as at community level.

And further,

PDF's role should be to continue to support national DPOs to engage and respond in locally appropriate ways, to hold governments 'to account' and to continue to coordinate advocacy at regional levels....In this context, it is useful for PDF and DPOs to understand what is involved in the provision of TA to governments, and to work alongside technical experts who may be brought in where required to assist governments to meet their obligations under the CRPD.

The Review recommended that:

1. PDF should continue to collaborate widely and strategically with partners at international, regional and national levels, strengthening particularly important partnerships within which priority objectives can be achieved.
2. PDF should consider ways to strengthen sub-regional collaboration and south-south cooperation, to maximise sharing of experiences, lessons and approaches.
3. PDF should continue to focus on ensuring the voices of people with disabilities are heard, their advocacy priorities are collated, shared and acted upon and that their participation in development processes is meaningful and maximized.
4. PDF should seek to find a manageable balance between achieving its own priority advocacy objectives and responding to those opportunities offered by development partners, member DPOs and government agencies, which will contribute to shared objectives.
5. PDF should seek to find a manageable balance between contributing to specialist skills among staff and DPO members, and facilitating linkages to others with such specialist skills, either in research, commercial, NGO or other types of organizations, recognizing that it is not appropriate for it to provide consultancy services itself while holding governments to account, and cannot cover all potential areas within existing resources.
6. PDF should consider opportunities to systematically assess the extent to which donor-funded aid projects are disability inclusive and accessible.

DFAT has continued to provide both core and project funding for PDF, in line with this strategic plan. The DFAT review also focussed on the further role that could be played collaboratively with PDF by the Pacific Islands Forum, particularly focussing on it's access to top-level government and donor agencies to mainstream disability inclusive development practice.

The establishment of a regional office with requisite resources to co-ordinate and promote development efforts in the region is a vital step towards securing representation, ensuring participation and expressing the voice of Pacific persons with disabilities to the governments of the region, at regional and international for a of the United Nations bodies, as well as regional and international civil society organisations. The Pacific Disability Forum has organised and built the capacity of a federation of persons with disabilities in the region. Such a federation, in turn, serves as a framework for the dissemination and appropriate application of information, resources and projects to persons with disabilities of these island nations. Persons with disabilities in the Pacific, speaking with one voice through a federation as a regional block, cannot be lightly ignored in both regional and international forums.

OVERVIEW OF THE DEVELOPMENT OF THE STRATEGIC PLAN

With the renewal of DFAT funding from July 2016, the PDF Board and staff in August 2016 concluded the development of a review of the strategic plan which begun in late 2015, to plan for building on the achievements of PDF to date. This involved a full review of the Core Business of PDF, progress to date, development of new key strategies to engage with the private sector and other key thematic areas, a review of the Capability Framework, identifying new challenges and reviewing the actions plans and adopting an updated plan particularly for the upcoming 12 months until June 2017 (the current funding period). It is anticipated that this 12-month funding and transition period will be extended to a longer term funding period.

This Strategic Plan takes into account the various inputs from members, the DFAT review and the views of the Board to move from the foundations created over the past 10 years to focus on specific

strategic priorities under the Key Result Areas. The board objectives of the PDF remained unchanged and this document expands on the key strategies to build on past success into new areas of focus.

OBJECTIVES OF PDF

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

1. Promote and advocate for the recognition of the human rights of persons with disabilities.
2. Promote and advocate for the recognition of the needs and interests of Pacific persons with disabilities in respect of political, economic, social and cultural development.
3. Promote and advocate for the recognition of the needs and rights of women with disabilities.
4. Provide a democratic multilateral decision-making forum for the resolution of issues that have a Pacific regional dimension.
5. Collect and disseminate information about disability-related concerns in the Pacific region.
6. Encourage and support the development of Pacific disabled persons organisations.
7. Promote cooperation and joint activity in respect of disability-related concerns among Pacific region disabled persons organisations, agencies of the United Nations in the Asia and Pacific region, Pacific governments, Pacific region national human rights institutions, intergovernmental bodies, donor and development agencies and other relevant bodies.
8. Develop and publish disability policy and program resources.
9. Promote and support research into disability-related concerns in the Pacific region.
10. Promote, support and monitor the implementation of the UNESCAP Incheon Strategy to Make the Right Real for Persons with disabilities in Asia and the Pacific Region 2013-2022, UN Sustainable Development Goals and Agenda 2030 as well as the UN Convention on the Rights of Persons with Disabilities.
11. Promote, support and monitor the implementation of the Pacific Framework for the Rights of Persons with Disabilities (PFRPD) 2016-2025, Framework for Pacific Regionalism, and all other regional intergovernmental agreements and initiatives for the benefit of persons with disabilities.
12. Represent and promote the interests and concerns of the PDF at Pacific regional, Asian and Pacific regional and international events and decision-making processes.

THE FOCUS OF THIS STRATEGIC PLAN IN ACHIEVING THESE OBJECTS

Pacific Disability Forum will work towards the realisation of its vision: *A regional organisation of and for persons with disabilities and representing their voice for inclusion in compliance with CRPD*, and achieve the above objects through the following Key Result Areas (KRAs), detailed in Section 4 below:

Key Result Area 1 – Strong, effective and sustainable PDF

Key Result Area 2 – Strengthening partnerships

Key Result Area 3 – Increased research, data and inclusive practices

3. THE CONTEXT

People with disabilities and their families are still amongst the most marginalised and stigmatized groups in the world (UNESCO). Many myths about people with disability still exist which promote fear and misunderstanding. People with disabilities are often isolated and shunned. Their opportunities for education, work, and appropriate health care and basic human rights are often denied. This leads to poverty both economically and in terms of opportunity. The need to promote the rights of people with disabilities continues to gain strength as they strive to be heard and to participate in their communities. In the Pacific, the disability movement is gaining momentum but our societies and communities still have much to learn before people with disabilities will be truly accepted and valued.

There are a number of international conventions that also include disability as a key area of priority such as the *Convention on the Rights of the Child (CRC)* and *Convention on the Elimination of all Forms of Discrimination against Women (CEDAW)* and the Marrakesh VIP Treaty. Of most significance, however, is the *Convention on the Rights of Persons with Disabilities (CRPD)* and its Optional Protocol that was adopted on 13 December 2006 at the United Nations Headquarters in New York and entered into force on 3 May 2008, and remains the core focus for PDF in its work with DPOs, government, civil society and the private sector. The CRPD marks a 'paradigm shift' in attitudes and approaches to persons with disabilities from viewing persons with disabilities as 'objects' of charity, medical treatment and social protection, towards viewing persons with disabilities as 'subjects' with rights, who are capable of claiming those rights and making decisions for their lives based on their free and informed consent, as well as being active members of society.

The CRPD is a human rights instrument with an explicit, social development dimension. It adopts a broad categorisation of persons with disabilities and reaffirms that all persons with all types of disabilities must enjoy all human rights and fundamental freedoms. As of June 2016, countries in the Pacific that have ratified the CRPD include Australia, Cook Islands, Kiribati, Nauru, New Zealand, Palau, Papua New Guinea, Republic of Marshall Islands, Tuvalu and Vanuatu while countries like the Federated States of Micronesia, Fiji, Samoa, Solomon Islands and Tonga have signed.

The 'Agenda for Action' for the Asia and Pacific Decade of Disabled Persons 1993-2002, the *Biwako Millennium Framework for Action Towards an Inclusive, Barrier-free and Rights-based Society for Persons with Disabilities in Asia and the Pacific (2003-2012)* and subsequently the *Biwako Plus Five* and more recently the Incheon Strategy to 'Make the Right Real' for Persons with Disabilities, 2013-2022 were adopted by the UNESCAP member states to provide policy framework for the Asian and Pacific Decade of Disabled Persons. With the support of the UNESCAP Pacific Operation Centre based in Suva, Fiji and the Pacific Islands Forum Secretariat, most Pacific Island countries have developed and adopted their national policy on disability including the Cook Islands, Federated States of Micronesia, Fiji, Niue, Palau, Papua New Guinea, Republic of Marshall Islands, Samoa, Solomon Islands, Tonga and Vanuatu.

PDF is now expanding its focus on international conventions and frameworks, in particular the Sustainable Development Goals and Agenda 2030, SIDS Accelerated Modalities of Action (SAMOA) Pathway, outcomes of the World Conference on Indigenous Peoples 2014 and World Humanitarian Summit 2016, Sendai Framework for Disaster Risk Reduction 2015-2030, and Marrakesh VIP Treaty to provide a policy basis for further work in the Pacific.

4. SUCCESS ACHIEVED SO FAR

PDF and representatives from member countries of Australia, Cook Islands, Federated States of Micronesia, Fiji, Kiribati, New Zealand, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands, Tonga, Tuvalu and Vanuatu shared the following stories of key achievements in their countries over the past four years:

REGIONAL

- Renewed regional commitment to disability inclusion by Pacific Forum Leaders
- Approval of Pacific Framework for the Rights of Persons with Disabilities (PFRPD) in 2016¹
- Situation of people with disabilities in the Pacific region has improved over the last five years
- Significant improvement in understanding about disability inclusion at community, organisational and government levels across the Pacific
- Improved attitudes towards people with disabilities and awareness of disability issues
- Changed expectations within and of governments and DPOs about their ability to deliver an inclusive society
- New norms and standards for governments have begun to be set
- Doubling of the number of Pacific countries and territories which have signed and/or ratified the CRPD, from 7 countries in 2010 (including Australia and New Zealand) to 15 in 2015²

AUSTRALIA

- Implementation of National Disability Insurance Scheme (NDIS) Act (2013). This has included: setting up trial sites with 10,000 participants per year over 3 years, with each site focused on different age groups; rolling out of NDIS across Australia from July 2016; agreements between Commonwealth and State/Territory government to reach 460,000 participants by 2019.
- Organisation of accessible elections by the Australian Electoral Commission (AEC) since 2013 for federal government elections.
- Re-commissioning the national Disability Commissioner.

COOK ISLANDS

- First Pacific Island country to participate in the CRPD Committee review of the State Report in Geneva
- Mapping of people with disabilities through online disability database
- Establishment of DPO fund to provide resources in outer islands for people with disabilities
- Establishment of organisation for women and girls with disabilities with major funding provided through gender project of Ministry of Internal Affairs

FEDERATED STATES OF MICRONESIA

- Successful advocacy to government so all States support CRPD

¹ 47th Pacific Island Forum Leaders Communique, September 2016

² From Independent Review of Australian Funding for PDF and PIFS, 2016

- Successful application of funding (from Government of Japan) for building a centre to transition students needing special education thus training them for the work force

FIJI

- Developed, printed and disseminated advocacy materials about employment experiences of youth members (2013-14)
- Undertook awareness programs in relation to mental health and psychiatric disabilities and supported members to return to work
- Increased membership of psychiatric survivor's community awareness group (from 200 to 400)
- Made submission to Standing Committee on Rights of Persons with Disabilities Bill
- Successfully achieved funding for purchase of office and program related equipment
- Delivered sign language classes and examinations
- Improved centralised finance system and strengthening of accounting, record-keeping and reporting from branches outside Suva, making overall reporting easier
- Regular updating of website information
- Delivered wide range of mobility device services including wheel chairs to members of spinal injuries association, without any charge, and provided maintenance and medical supplies for public and members.

KIRIBATI

- Active participation by Te Toa Matoa (DPO) in variety of Government committees and consultations, including women with disabilities
- Advocated for ratification of CRPD by Government of Kiribati – it was ratified on 27 Sep 2013
- Participated in development of Kiribati Education Inclusive Policy 2015
- Ensured disability issues were included in the Kiribati Joint Implementation Plan on disaster risk reduction in disaster management
- Establishment of new Kiribati Paralympic committee (2016)
- Advocated for adoption of Family Peace Bill, which was adopted by Government of Kiribati
- Participated in Island Council meetings
- Disability Officer recruited in Ministry of Women, Youth & Sports to deal with disability issues in Kiribati
- Rehabilitation and habitation supported.

MARSHALL ISLANDS

- Marshall Islands Disabled Persons Organisations (MIDPO) formed, with Constitution, Committee and Board of Trustee
- MIDPO registered and members enrolled
- MIDPO organised training programmes for its members
- Marshall Islands Government ratified the CRPD and enacted disability legislation

NEW ZEALAND

- First country to review reporting to CRPD Committee
- Development of New Zealand disability action plan in 2013
- PDF and IDA supported DPO in NZ constructive dialogue with CRPD committee
- DPO group took part in dialogue with Government and participated in monitoring of mechanisms such as Human Rights Commission.

NIUE

- Niue Tolomaki Auloa Association (NTAA) formed, with Constitution, Committee and Board of Trustee
- NTAA registered and members enrolled
- NTAA organised events for International Day for Persons with Disabilities
- Establishment of two climate change reduction projects and programs to bring together and contribute to skills of members
- Establishment of partnership with NGOs, Government and NZ High Commission

PALAU

- OMEKESANG registered as a non-profit organisation and members enrolled
- Organisation and delivery of training programs, workshops and conferences on human rights and CRPD
- Successful advocacy for recognition of International Day of Persons with Disabilities
- Development of Palau National Disability Inclusive Policy
- Consultations leading to Palau signing and ratifying CRPD
- Active involvement in regional and international events and policy processes about disability rights

PAPUA NEW GUINEA (PNG)

- PNG Assembly of Disabled Persons (PNGADP) (DPO) worked with the Government's Disability Focal Point and the National Disability Sector to revise the National Policy on Disability (NPD) which included 3 main pillars, with the first being advocacy for disability inclusion undertaken by PNGADP
- Recognition of PNGADP as a partner with Government for people with disabilities
- Inclusion on government committees and other committees
- Provision of advice on disability inclusion and related cross cutting issues
- Initiated advocacy on access to and for people with disability in government services and programs such as the right to vote in general national elections, working with National Electoral Commission
- Secured funding for national program of activities (funding from PDF, DFAT and other donors) under a new National Strategic Plan
- Collaboration with Melbourne University, CBM and Cardno Emerging Markets on research to provide evidence based research to inform disability inclusion, such as research and development of guidelines on accessible roads (which has led to road development in PNG having wider footpaths and having one of the airports in PNG being accessible)
- Partnership with four organisations in PNG and the IUCN in Fiji on developing inclusive toolkit for developing resilient communities.
- Partnership with Motivation Australia to develop a national Assistive Technology Guideline for PNG
- Partnership with CBM, World Vision and Water Aid developing Inclusive WASH toolkit for Communities in identified provinces

SAMOA

- Establishment of CRPD resource team, comprising 85% youth, to raise awareness and provide opportunity for young people to develop advocacy skills and participate in committee meetings
- Successful advocacy for inclusion of people with disabilities in elections (persons 21 years and above) with specific electoral roll registration for those using sign language interpretation
- Integration of Washington Group questions in a national census and survey for adults and children
- Support for legislative compliance review in relation to planning for CRPD signing
- Completion of human rights disability report

SOLOMON ISLANDS

- Youth members undertaking awareness raising and advocacy activities, including in rural areas
- Securing of resources for DPO to reach other provinces for awareness
- National level review of government policies in relation to disability
- Review of gender equality and empowerment for women with disabilities
- Contribution to Universal Periodic Review reports in 2011 and 2015
- Participation in various research processes relating to disability rights and issues
- Ongoing engagement with Government officials in relation to CRPD

TONGA

- Participation in efforts to support Government policy development (2012-13)
- Endorsement of Government's policy to establish a school for students with disability (2014)
- Engagement with Government in relation to policies of Ministry of Health and Internal Affairs (2015)
- Advocacy to Government in relation to consultations on CRPD

TUVALU

- Fusi Alofa (DPO) supporting process to include children with disabilities in school
- Establishment of three new programs: youth and sports/home visits/classroom teaching
- Successful advocacy related to ratification of CRPD, with support from PDF, based on survey undertaken in 2012
- Established Fusi Alofa resource team to undertake community engagement and coordinate variety of disability-related activities, including at island level
- Presented to Cabinet on disability policy.

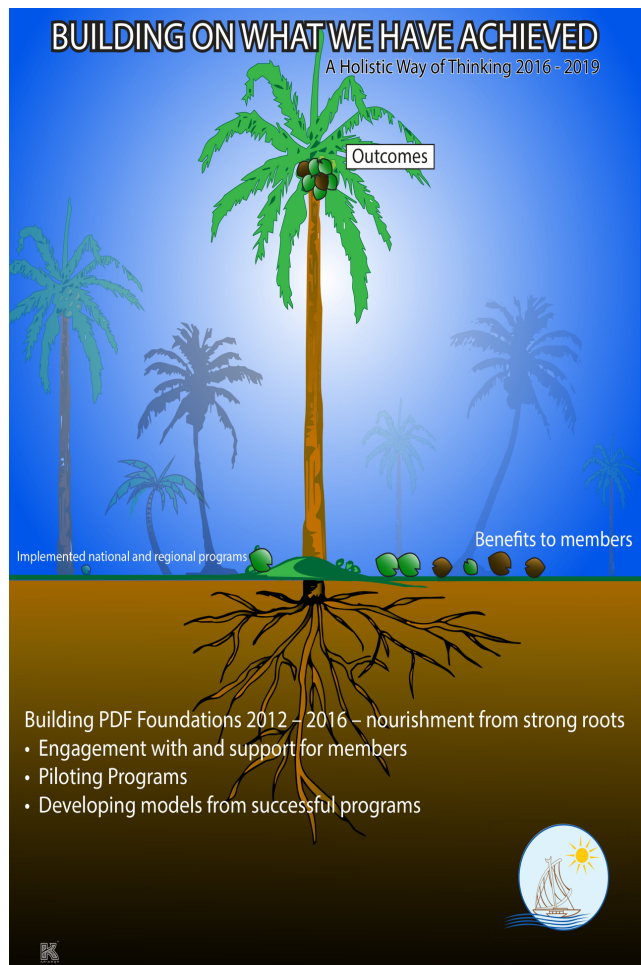
VANUATU

- Establishment of Vanuatu Civil Society Disability Network, the main goal of which is to remove barriers to inclusion. Four Sub-groups established, including: women and girls with disabilities; Accessibility; Inclusive Education; and Policy and Legislation
- Organisation of training on CRPD and Disability Inclusive Development with NGOs such as World Vision, Red Cross, Save the Children, Vanuatu Society for Persons with Disabilities, Oxfam, Sanma Disability network, Frangipani Association, Vanuatu Civil Society Disability Network
- Worked closely with TVET (Technical Vocation Educational Training Program) on its inclusive strategic plan and conducted Inclusive Economic empowerment training
- Empowerment program with EMOU – CRPD training
- Contributed to ensuring Draft National Sustainable Development Plan is inclusive of persons with disabilities
- Actively participated in consultations in relation to mainstreaming disability in various policies and programs
- Advocated for disability budgeting which led to Council of Ministers' request for a stand-alone disability budget presentation in 2015 (previously disability was combined with women, youth and children budget)
- Presented submission on the UPR report and CEDAW report
- Participated in Research Partnerships with Save the Children, Deakin University, CBM, Cardno, ITU and Government Chief Information office (OGIO) on ICT

BUILDING ON WHAT WE HAVE ACHIEVED

The picture here symbolises that PDF has successfully created strong roots and is demonstrably bearing the fruit of its work over the past decade.

PDF is now focussed on building on its achievements to date and expanding its strategic response to its vision and mission, as described in Section 5 below.



5. KEY RESULT AREAS & THEORY OF CHANGE

This strategy adopts an integrated and holistic approach to promote and facilitate regional cooperation on disability related issues for the benefit of persons with disabilities, their families and organisations in the Pacific. The priorities listed below were identified by PDF members to guide the organisation's work in this new planning period and are reflected within the key areas of work (Section 5.1) and theory of change (Section 5.2):

1. Engagement with private sector in relation to inclusive policies and employment
2. Inclusive programs, policies and practice, especially inclusive education
3. Advocacy in relation to CRPD and other frameworks and treaties, as well as the role of DPOs and community based inclusive development
4. Support for DPOs to maximise participation by all persons with disabilities and influence national policies and programs
5. Research and development for evidence-based advocacy
6. Sustainability of PDF

The work of PDF is categorised into three integrated areas, described in section 5.1 below. The theory of change (in narrative and graphical forms in Section 5.2 below) links these areas of work with various levels of outcomes, which match organisational and member priorities as well as regional and international frameworks. Annex 1 is a set of detailed indicative activities relating to the key result areas. This forms the basis of a work-plan, which will be adjusted annually.

5.1. KEY RESULT AREAS

This section summarises PDF's key result areas, objectives and strategies.

STRONG, EFFECTIVE AND SUSTAINABLE PDF

Objective: PDF will strengthen governance, operations and capacity, and increase membership and voice across the Pacific and internationally

PDF exists to serve and support its members from whom it derives its mandate, direction and purpose. In July 2016, PDF has 58 members from 21 Pacific Island countries and territories.

The maintenance and advancement of a relevant, effective and efficient organisation underpinned by effective structures, policies and systems is key to PDF realising its own vision, meeting its objectives and achieving its plans and programme outcomes. Therefore, PDF will review its current structure, policies and systems and make necessary on-going improvements to ensure that it maintains a high level of effectiveness, efficiency and relevance and adapts to changes in its operating environment. Such an initiative will be implemented consultatively with its members and stakeholders to achieve the optimal outcomes.

Strategies:

- 1.1 Strengthen institutional systems, leadership and advocacy skills
- 1.2 Increase membership
- 1.3 Secure ongoing funding

STRENGTHENING PARTNERSHIPS

Objective: PDF will establish and strengthen partnerships with national governments, development partners, private sector, faith based organisations, civil society and other stakeholders, to influence and achieve disability inclusive development

For PDF to effectively, efficiently and adequately meet the aspirations, plans and priorities of its members, ongoing engagement with partners and other stakeholder groups is necessary. PDF values its partnerships with a variety of organisations and recognises their important contribution and role towards the realisation of a shared vision, as well as common objectives and joint programmes. PDF intends to strengthen relationships with current partners and governments in the region as well as explore new areas of engagement with other potential partners within and outside the region. The nature and scope of such partnerships will be effectively developed and fostered by PDF commensurate with its own capacity, resources, priorities and plans.

Strategies:

- 2.1 Strengthen current partnerships
- 2.2 Secure new partnerships
- 2.3 Take up opportunities for new activities

INCREASED RESEARCH, DATA AND INCLUSIVE PRACTICES

Objective: PDF will influence policies and programs through evidence-based research, data and inclusive practices

PDF is acutely aware that persons with disabilities, their families and organisations are vulnerable to current and emerging issues that significantly impact Pacific society, environment, economies and culture. Disability inclusive development will be vigorously pursued in such emerging issues through research, pilot projects and data collection. Research efforts will focus on the identification of effective approaches to advocacy, policy change and changing attitudes related to disability inclusive societies. Also, opportunities for inclusion of disability issues to address the concerns and aspirations of persons with disabilities in the Pacific will be fully utilised. Examples of these emerging issues include climate change, business, sports, disaster preparedness and management, HIV/AIDS, mental health, sexual reproductive health, inclusive churches, and non-communicable diseases. PDF also recognises the importance of disability statistics in the region and therefore efforts will be undertaken to engage with relevant partners to ensure national census, population surveys, etc. include persons with disabilities through the use of international data collection tools such as the Washington Group questions.

Strategies:

- 3.1 Advocate for and conduct research as well as engage in emerging issues for effective inclusion
- 3.2 Initiate pilot activities and develop toolkits to demonstrate access and inclusion processes and outcomes
- 3.3 Promote disaggregated data collection with stakeholders.

5.2 THEORY OF CHANGE

PDF's Theory of Change (ToC) is based on a participatory planning process (August 2016) with PDF Board members and staff. It reflects deep understanding of the socio-cultural, political and organisational contexts in which disability inclusive development work is undertaken and the way that

these contexts influence change processes. The ToC deliberately takes a strengths-based approach to supporting change, recognising the abilities of people, communities and organisations across the region to define and achieve their own change agenda. The assumptions underpinning the logic are based on PDF's experience of effective strategies undertaken to date and contemporary literature on disability inclusive development.

The ToC below (in Figure 1 and narrative form) demonstrates various relationships between the ultimate goal, long-term goals, intermediate outcomes, immediate outcomes and key result areas. PDF has recognised that linear planning approaches are not likely to achieve disability inclusive societies. Rather, it seeks to work in different ways with multiple partners on multiple topics and at all levels, depending on the context, lessons learned and opportunities available. This approach is based on PDF's experience that a combination of strategically considered processes and relationships, founded on clear principles and messages, will contribute to high level changes over time. This is consistent with the concept of progressive realisation of rights described in CRPD.

GOAL: An inclusive Pacific society where all human rights of all people with disabilities are realized

As summarised in Section 5.1 above, PDF will organise its work in the next five years towards the achievement of the ultimate goal, in the following three areas:

1. Strong, effective and sustainable PDF
2. Strengthening partnerships
3. Increased research, data, and inclusive practices

Discussion: PDF is a representative, membership-based advocacy organisation, operating across multiple sites. PDF comprises both a regional secretariat and member DPOs in Pacific Island countries and this area of work includes both. PDF recognises the complexity of the issues involved and that success could look different in different places, because the starting points vary and what looks like a major success in one country may look like a minor achievement in another.

Key areas of work listed above reflect PDF's experience of a high degree of intersection between different approaches to advocacy on disability inclusion – strong organisations, strong partnerships and strong evidence. These elements need to be mutually supportive. For example, development of evidence about effective strategies can support organisations and partnerships to achieve more together. PDF recognizes the value of working in culturally- and politically-savvy ways. It also recognizes the need to be flexible, responsive and inclusive.

APPROACHES

Consistent with the values on page 4 of the Strategic Plan, the key **approaches** that PDF will use to undertake this work include:

- Systemic advocacy in relation to articles of the CRPD at national, regional and international levels with leaders, influencing organisations and other sources of change
- Participation of and collaboration with members
- Representation of members' priorities and voices
- Ensuring women's and youth priorities are included

- Increasing attention to and participation by people with psycho-social and intellectual disabilities and their families
- Commitment to ongoing learning about effective approaches which may work in different settings
- Collaboration with partners on shared objectives and practices.

IMMEDIATE OUTCOMES

PDF believes that if it works effectively in the three areas of work described above, using the approaches listed above, then it is likely that substantial contributions will be made to the following set of priority outcomes within the life of this Strategic Plan. PDF believes that its approaches and activities will intersect and interact with each other in largely unpredictable ways in different countries and settings, recognizing that each country and opportunity is different. The Board and Staff believe their work will contribute to the following immediate outcomes (with the relevant numbers from above noted against each outcome):

1. Strong and sustainable DPOs (areas of work 1, 2, 3)
2. Influential partnerships with UN agencies, civil society, private sector, faith based organisations, government and intergovernmental organisations (areas of work 2, 3)
3. Increased evidence about effective approaches for disability inclusion and disability disaggregated data (area of work 3)
4. Improved access to services, information and technology (areas of work 1, 2, 3)

Discussion: These four outcomes, and the links between them, reflect PDF's understanding that when strong organisations, partnerships and evidence are combined in advocacy and development work, then substantial ongoing changes in disability inclusion in the region can be achieved. This builds on the existing advocacy and development pathways established during PDF's first decade of existence and incorporates lessons learned about effective strategies. The selection of immediate but broad outcomes recognizes that different mixes of elements may be appropriate at different times and locations. For example, a strong DPO in one country might prioritise increased access to services at one time, while another may prioritise access to information and technology. The set of outcomes confirms the need for ongoing learning at all levels, given that for most countries, this work is relatively new. Also, a combination of approaches is more likely to be effective than one single element to bring about the changes sought.

INTERMEDIATE OUTCOMES

The four immediate outcomes listed above will contribute to the following four intermediate outcomes in the longer term, in various ways:

1. The voice of persons with disabilities is heard in community and formal decision-making processes
2. Improved livelihoods and employment for persons with disabilities
3. CRPD is ratified and implemented in Pacific island countries
4. Increased proportion of persons with disabilities are educated to their potential

Discussion: The combination of each immediate outcome will contribute to all of the longer-term intermediate outcomes, since these longer term results require integrated approaches and shared learning across several areas of work. For example, strong DPOs working within strong partnerships will be able to effectively advocate for inclusive education and improved employment. Similarly, partnerships will be strengthened with the evidence generated through research, to be able to identify

most effective strategies to bring about change in each sector and location. The arrows between each outcome illustrate that each of the outcomes are inter-connected and inter-dependent.

LONG TERM GOALS

1. Increased participation of all persons with disabilities (women, men, youth and children) in Pacific countries
2. Disability issues are mainstreamed into all sectors.

Discussion: PDF believes that the four intermediate outcomes will eventually contribute to these long-term goals.

ULTIMATE GOAL

The two long term goals are expected to contribute to the following ultimate goal, alongside contributions made by many others including Pacific leaders, communities, people with disabilities, government, private sector and civil society organisations, donor organisations and development partners:

“An inclusive Pacific society where all human rights of all persons with disabilities are realized”

Discussion: The over-arching logic described above (and summarised in Figure 1: ToC Diagram below) demonstrates the interrelationship between the ultimate goal, long-term goals, intermediate outcomes, immediate outcomes and the key results areas.

ASSUMPTIONS

The assumptions underpinning this theory of change are summarised as follows:

- Government and civil society leaders will increase understanding and efforts towards disability inclusion over time
- There is ongoing agreement of the need for a regional approach
- International development and disability organisations will continue to prioritise and lead change related to disability inclusion
- A regional approach to supporting disability inclusion will be resourced and sustained
- People with disabilities, including women, men, youth and children, will increasingly experience full access to societies and will be recognized as being equal with every other citizen
- Countries, communities and development agencies will increase their capacity, including knowledge and skills, to implement the CRPD
- Increasing resources will be provided by governments and development partners to implement CRPD, including development of legal frameworks and implementation of policies
- People with disability will be recognized for their ability to participate in and contribute to national economies
- PDF’s advocacy priorities and approaches will influence government and other organisations responsible for bringing about change, for example in gender equality, disaster preparedness, climate change, NCDs, ending violence against women and girls, inclusive education, employment and accessible ICT
- Access to inclusive education will support children with disability to complete their education and gain meaningful sources of income
- The private sector will be increasingly engaged in disability inclusion
- Community understanding about disability rights will increase over time

- Efforts to achieve disability inclusive societies will cover both rural and urban areas and outer islands

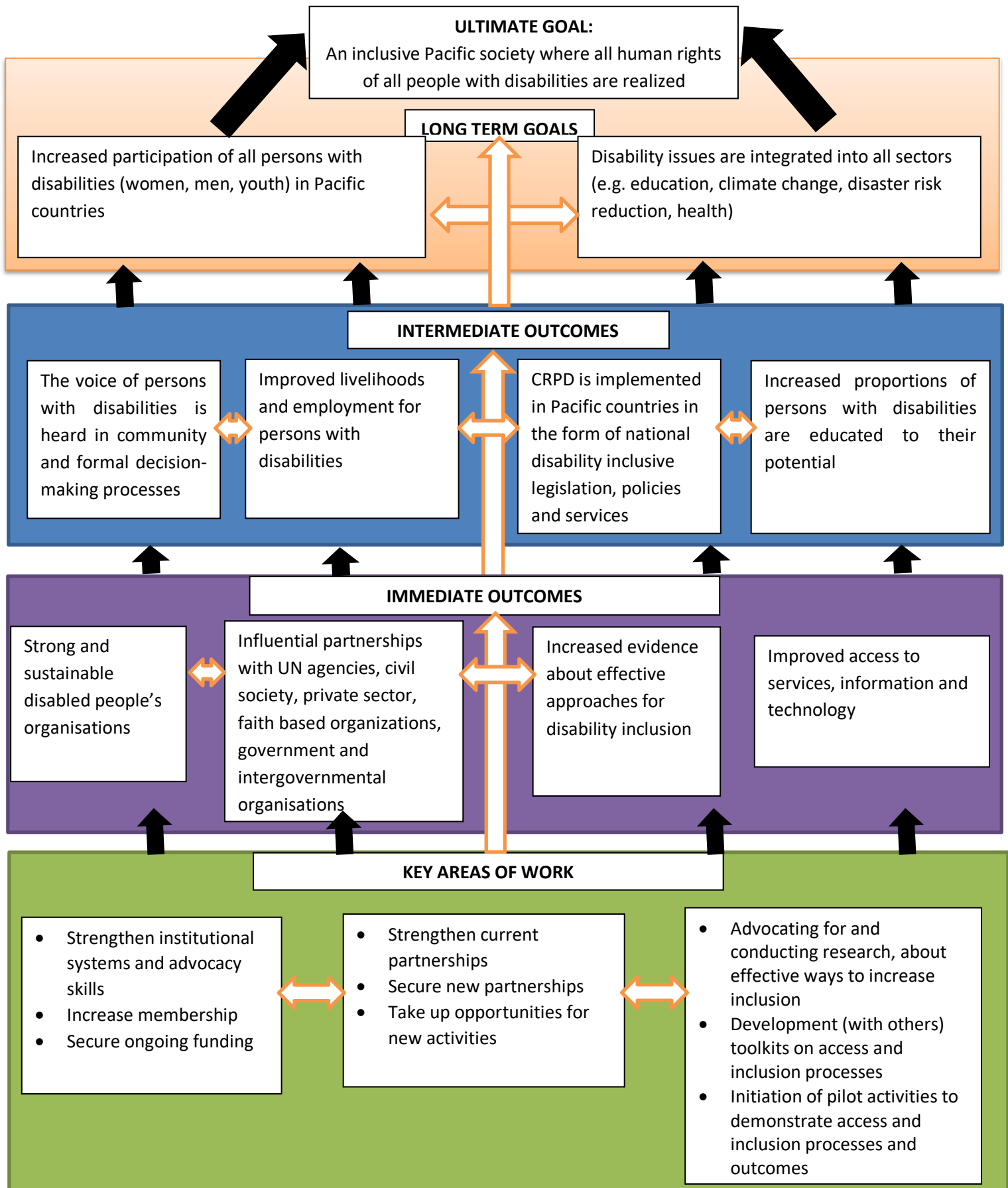
EVIDENCE

This section summarises evidence which underpins the selection of outcomes, approaches and key areas of work. Evidence includes PDF's experience over the last decade, DPOs' achievements to date (see Section 4 above) and recent literature/research about advocacy and effective approaches to change. The most recent sources of evidence that previous approaches have been effective include the Independent Evaluation of Australian Government funding for PDF and PIFS, and the inclusion of disability on the Pacific Forum Leader's Agenda in 2016.

Evidence which validates PDF's approaches to date includes:

- Increased participation and voice of people with disabilities in national, regional and international conferences and other fora
- Feedback from stakeholders about the effectiveness of PDF's advocacy
- Increases in the number of countries signing and ratifying CRPD
- Establishment and increased recognition of the importance and role of DPOs
- Inclusion of disability in international agreements such as Sendai Framework on Disaster Risk Reduction
- Inclusion of disability in the Sustainable Development Goals
- Adoption of the Pacific Framework on the Rights of Persons with Disability 2016-25
- Increase in the number of countries developing and adopting national disability policies
- Use of disability inclusion toolkits in various sectors, including DRR, ending violence against women and inclusive education
- Development of guidance to support government service provision, such as the manual on Pacific indicators of disability inclusive education
- Increasing numbers of people with disabilities enrolled in and completing tertiary education in the region
- Pacific Government recognition of disability, for example in National Disability Advisory Councils (Australia, Fiji and Samoa), Disability Rights Bill (Fiji) and Disability Act (Cook Islands, Marshall Islands) demonstrating coordinated inter-government agency approaches
- Shadow reports in relation to CRPD and other human rights treaties – CEDAW and CRC
- Provision of ongoing and broadening funding for DPOs, both nationally and internationally
- PDF's membership of IDA which allows for cross-fertilisation of ideas and recognition of Pacific issues on global platforms
- DPOs' membership of various international agencies such as World Federation of the Deaf, World Blind Union and Disabled People's International
- Agreements with regional organisations and other development partners on a variety of topics, including inclusive tertiary education, accessible elections and sexual reproductive health rights

Figure 1 - Theory of Change for the PDF strategic plan 2016 - 2020



6. GOVERNANCE AND ORGANISATIONAL STRUCTURE

In ensuring good governance, the PDF General Forum is made up of one representative of each full member of PDF, that elects a Board member who serves a two-year term (maximum of two terms) to govern and administer the operations of PDF.

The PDF Secretariat is responsible for all operational and management functions. The revised organisational structure for this new strategic planning period is given below:

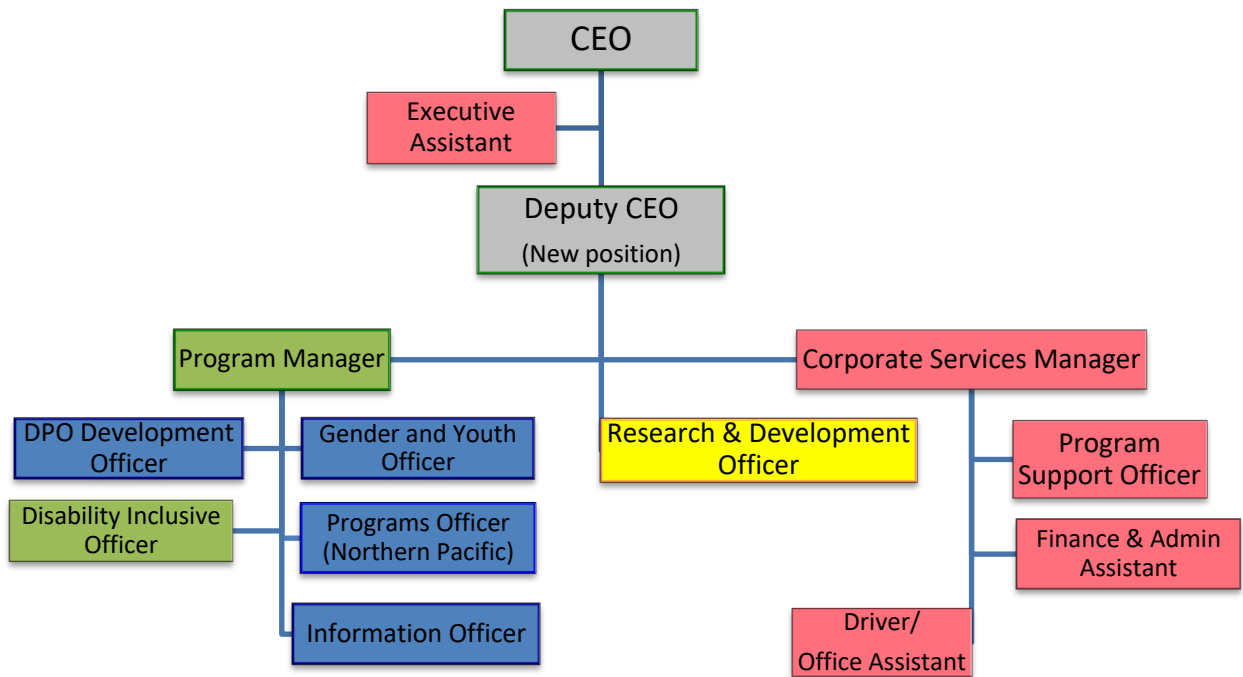


Figure 2 - PDF Governance and Organisation Structure

7. CAPABILITY FRAMEWORK 2016-2020

PDF’s organisational capability framework has been revised to ensure sustainability and strategic focus in line with Board and member comments and discussion of the Independent Review. In particular, the Board wished to ensure that the PDF Secretariat has the capabilities to address the newer elements of the strategic focus in the private and education sectors, and is able to put in place a stable succession plan for its senior officers including the CEO.

The capability framework establishes the basis on which the organisational structures and relevant departmental structures are established.

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

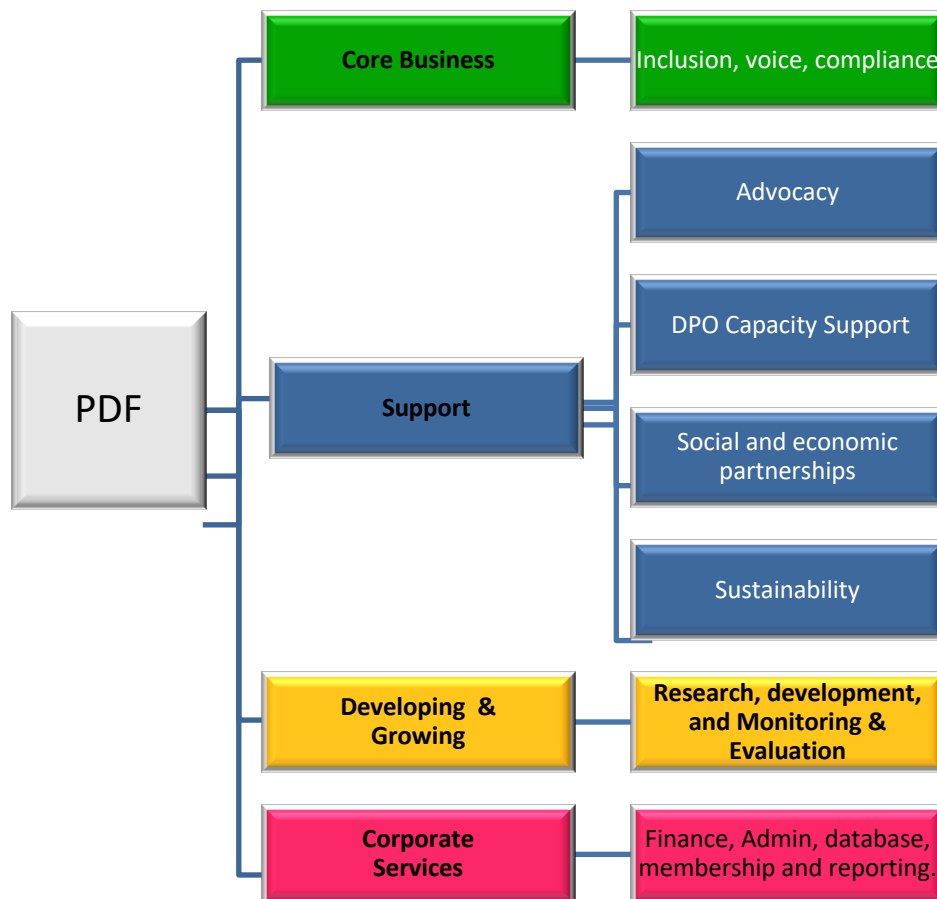


Figure 3 – PDF Capability Framework

This table provides further detail of the capabilities required by PDF under each of the categories of the Capability Framework

Core Business Inclusion, voice, compliance	Advocacy	DPO Capacity Support	Social and Economic Partnerships <i>Nothing about us without us</i>	Sustainability	Research & Development	Corporate services
<ul style="list-style-type: none"> • Representational capacity at regional and international levels • Effective Governance • Access to languages (including sign language) 	<ul style="list-style-type: none"> • Communications • Position papers/submissions • International awareness for Frameworks and networks • Principles and practice of accessible education, employment, Infrastructure 	<ul style="list-style-type: none"> • Support DPOs (capacity, governance) • DPO Grants • Addressing marginalised groups • North Pacific Office • Resource development and trainings • French language/ culture capability 	<ul style="list-style-type: none"> • Relationships for policy and practical outcomes (government) • Private sector capability • Education sector capability • Civil society relationships for policy outcomes • High level networking • Expert technical assistance • Technical Advice • Accessible ICT capability 	<ul style="list-style-type: none"> • Income generation: donors, private sector. • Business planning for income generation • Sustained national, regional, international networks • Succession Planning • High standard of organisational governance 	<ul style="list-style-type: none"> • Gaps / situational analysis • Monitoring and evaluation • Research planning, including assistance to governments and DPOs • Statistical analysis 	<ul style="list-style-type: none"> • Finance • Human Capital Management • Administration and information services (incl. IT Services) • Internal and external reporting • Transport & maintenance • Asset Management

Figure 4 - PDF Capability Framework Table

8. RISK MANAGEMENT

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

Strategic Risk	Degree of Change (1-10)	Impact on Organisation (1-10)	Comments
Dependence on One Single Donor Agency	5	8	The reliance on a single donor placed PDF in a very vulnerable position when such a funding relationship is based on and determined by political leaders of donor countries. Also changing focus of donors
Lack of political will and commitment by Governments of Pacific Island Countries Towards Budgetary Provisions and Inclusive Development	6	8	Governments in the region have not yet 'put their money where their mouth is'. Governments have yet to include sufficient allocation within their national budgets towards the disability sector
Ability of PDF to take into account all disability sectors	4	6	Some member organisations feel that PDF could and should be doing more to take into account a wider range of disabilities and PDF runs the risk of being seen as 'discriminatory' by its own stakeholders
Private sector engagement	5	4	This is a new area for PDF and raises expectations of members in terms of initiatives in employment and education. Successfully managing of member expectations will be important
Engaging with different language groups and regions within the Pacific will be more expensive and need careful management	6	5	Successfully managing of member expectations will be important
Effective succession planning over the next three years will determine how successfully PDF can continue for the next decade.	5	8	Successfully managing a change-over in senior management, especially the CEO is of critical importance over the next 3 years.

Table 1 - Risk management

9. GROWTH AND SUSTAINABILITY

NOTHING ABOUT US WITHOUT US

In the past years, the PDF primarily focused on its establishment phase which included activities such as developing appropriate structures, systems and policies, raising its profile, increasing its membership, building alliances and networks as well as securing of core and project funding. It is quite apparent that the PDF has established itself well on solid foundation strengthened by robust partnership with DFAT, NZAID, Pacific Islands Forum (PIF), Secretariat of Pacific Community (SPC), Disability Rights Fund (DRF), United nations agencies as well as other development partners.

In the next few years, the PDF anticipates more growth to occur and the organisation is better prepared, more experienced and well informed to respond positively to such growth.

Growth is expected in the number of development partners with which PDF will engage and/or formalise project-based partnerships with, in light of increasing attention to and availability of more funding towards disability related activities in the Pacific. Projected growth will be in the practice of disability inclusive development paving the way for an inclusive development approach in our region in areas like employment, business, education and training, climate change, sports, MDGs, disaster preparedness, HIV, mental health, inclusive church, amongst others.

The PDF is adequately equipped today to strategically respond to, and effectively manage expected and projected areas of growth in the next five years. The review of current systems, policies, structure, constitution and funding arrangements with DFAT (Australia) and other development partners will assist the organisation in managing its membership growth as well as governance, management and resourcing needs. Having a clear, well-articulated and focused strategy enables the PDF to shape and dictate its work plans and programmes as well as determine the type and level of engagement with its existing and future partners.

With renewed confidence, based on the very real achievements of the past five years in particular, the period 2016 - 2020 PDF will clearly identify its own priorities, plans and needs so as to ascertain those development partners, funding agencies, institutions and civil society amongst others that it will collaborate with. Key factors will be the capacity development for our member DPOs, leaders and Secretariat staff where they become equal, empowered and informed partners in such negotiations, as well as the new focus on the private sector and continuing more strongly with an evidence-based approach to programs.

The sustainability of the PDF has been a major concern to the members of the organisation in the past, and will be so for the next four years. The adoption of an effective structure that builds in capacity for succession planning, efficient operation, and robust work programme will lay a solid platform for the sustainability of the PDF. As currently practiced, members of PDF will make financial and in-kind contributions to the organisation, when paying membership fees,

meeting travel costs either in full or in part for their delegates attending PDF meetings, or providing information and other forms of assistance required by the Secretariat from time to time. The delivery of some existing projects will also be reviewed where member organisations can be resourced by the PDF to fully or partly implement such initiatives.

PDF will also explore strategic partnerships with development partners such as the European Union (EU), Japanese International Cooperation Agency (JICA), CBM (Australia & New Zealand), and United Nations agencies such as the World Health Organisation (WHO), International Labour Organisation (ILO), UNDP and UNFPA and UNICEF to support some of its current and new work programmes. Similar initiatives will be explored with the private sector, the education sector (especially focussed on preparedness for employment), and regional civil society organisations currently addressing issues such as health, including mental health, climate change and disaster preparedness where they are influenced and supported to include disability related concerns in their respective work program. Effective advocacy and lobbying strategies will be fully utilised to sensitise national governments in Pacific Island countries to allocate appropriate funding for DPOs in their national budget as articulated in the Pacific Framework for the Rights of Persons with Disabilities.

PDF will be encouraging its partners across all sectors, including donors and implementing agencies to ensure that their project designs, staffing arrangements and policy development are inclusive and promoted as such.

PDF and the DPOs will continue to be recognised as the expert or 'go to' organisations for disability policy and practice in the region and at national levels. When appropriate, this will be used as an on-going income stream in line with its policy for sustainability and its reputation for a high level of expertise.

10. MONITORING, EVALUATION AND LEARNING

This Section refers to a new monitoring, evaluation and learning (MEL) framework to match the theory of change. It also details the organisation's reporting process.

PDF prioritises the following purposes for its MEL efforts:

- To contribute to continuous improvement of management and advocacy efforts
- To contribute to increased learning across the region about the connection between advocacy and development effort and outcomes
- To demonstrate accountability to members and contributors/donors to the work of PDF

Appendix 2 includes details of performance questions, sources of information, responsibilities and timing which will enable PDF to achieve its MEL responsibilities.

Information generated from the MEL system will be included in reports to the PDF Board and partners: Quarterly progress reports to the Board; and Annual progress report to donors

An annual reporting structure (Figure 6 below) and templates have been developed to capture and report information on activities and outcomes and provide regular feedback to staff, board and members. The process culminates in an annual reflection synthesising analysis of lessons learnt and achievements for incorporation into subsequent annual plans. This allows for engagement of key stakeholders in understanding what has and has not been achieved and why.

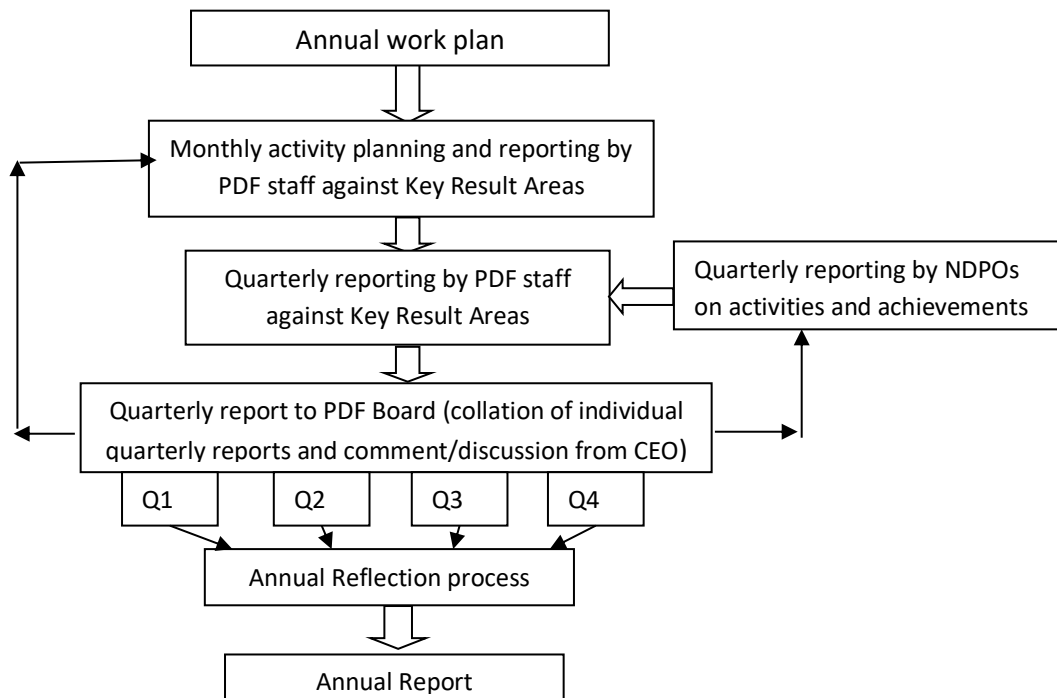


Figure 5 – Reporting Structure

APPENDIX 1

Activities

KEY RESULT AREA 1: STRONG, EFFECTIVE AND SUSTAINABLE PDF		KEY RESULT AREA 2: STRENGTHENING PARTNERSHIPS		KEY RESULT AREA 3: RESEARCH, DATA AND INCLUSIVE PRACTICES	
Strategy	Activity	Strategy	Activity	Strategy	Activity
1.1 Strengthen institutional systems, leadership and advocacy skills	<ol style="list-style-type: none"> 1. Develop capacity of members, governing Board and Secretariat on human rights treaties and other international and regional frameworks 2. Advocate for the effective participation and inclusion of women, youth and other minority groups with disabilities 3. Ensure representation and participation in national, regional and international stakeholder engagements 4. Promote the work of PDF to all stakeholders 5. Support members Communication and information sharing needs (newsletters, updates, IEC materials) 6. Conduct regional and national training for members in appropriate areas (leadership, advocacy, good governance, finance, etc) 	2.1 Strengthen current partnerships	<ol style="list-style-type: none"> 1. Advocate to governments through partnerships with PIFS and other CROP Agencies to ratify, implement, monitor and report on CRPD, other UN human rights treaties as well as disability-related international and regional strategies and frameworks. 2. Advocate for the inclusion of persons with disabilities and their representative organisations in the implementation, monitoring and reporting of national, regional and international agreements, policies, frameworks and strategies. 3. Promote partnerships with and recognition of DPOs 4. Promote inclusive education at all levels 	3.1 Advocating for and conducting research as well as engaging in emerging issues for effective inclusion	<ol style="list-style-type: none"> 1. Develop Regional Monitoring report on disability inclusion in the Pacific 2. Advocate for disability rights and inclusion to be part of research and curriculum within the education system - research, oratory competitions etc 3. Explore good government policy and practice in the Pacific e.g. Fiji quota system and tax incentives. 4. Advocate for inclusion of Pacific INDIE in regional and national education policies and plans- 6 indicators to be included in the PEDF 5. Engage partners on relevant research areas for policy advocacy e.g. enrolment and completion rate of children with disabilities in Primary Schools.

KEY RESULT AREA 1: STRONG, EFFECTIVE AND SUSTAINABLE PDF		KEY RESULT AREA 2: STRENGTHENING PARTNERSHIPS		KEY RESULT AREA 3: RESEARCH, DATA AND INCLUSIVE PRACTICES	
Strategy	Activity	Strategy	Activity	Strategy	Activity
			5. Assist NDPOs and Governments in PICs to develop/review national disability policy and legislation 6. Organise multi stakeholder consultation workshop at regional and national levels		
	7.		7.		6.
1.2 Increase membership	1. Support the establishment of new DPOs	2.2 Secure new partnerships	1. Promote employment opportunities for persons with disabilities through partnerships with employer groups and ensuring reasonable accommodation in the work place. 2. Encourage employment and business development of persons with disabilities through partnership with the Pacific Islands Private Sector Organisation (PIPSO), through an MOU and project work.	3.2 Initiation of pilot activities and development of toolkits to demonstrate access and inclusion processes and outcomes	1. Develop pilot projects in key focus areas based on research findings and ensure continued advocacy for mainstreaming. 2. Develop toolkits with key focus on priority areas 3. Promote the use of toolkits by DPOs to relevant stakeholders e.g. governments, EVAW practitioners, DRR/DRM

KEY RESULT AREA 1: STRONG, EFFECTIVE AND SUSTAINABLE PDF		KEY RESULT AREA 2: STRENGTHENING PARTNERSHIPS		KEY RESULT AREA 3: RESEARCH, DATA AND INCLUSIVE PRACTICES	
Strategy	Activity	Strategy	Activity	Strategy	Activity
			<p>3. Explore a partnership with the Australian government funded Market Development Facility (MDF)-incubation schemes for innovative SMEs of persons with disabilities</p> <p>4. Promote disability inclusive business model for advocacy, education and corporate social responsibility of the private sector in partnership with International Labour Organisation (ILO)</p> <p>5. Work with ILO to promote Start Your own Business (SYOB) program in Pacific</p> <p>6. Raise profile and awareness of work of PDF and NDPO to partners</p>		
1.3 Securing ongoing funding	1. Develop the capacity of member organisations on	2.3 Take up opportunitie	1. Enhanced training opportunities for up-skilling and career		

KEY RESULT AREA 1: STRONG, EFFECTIVE AND SUSTAINABLE PDF		KEY RESULT AREA 2: STRENGTHENING PARTNERSHIPS		KEY RESULT AREA 3: RESEARCH, DATA AND INCLUSIVE PRACTICES	
Strategy	Activity	Strategy	Activity	Strategy	Activity
	financial and human resources management 2. Maintaining current partners and establishing new donor partners including the public and private sector	s for new activities	advancement for persons with disabilities through TVET 2. Develop a partnership with ICT providers for assistive technologies and improved peer-to-peer communication across the region including focus on affordability.		
				3.3 Promoting disaggregated data collection with stakeholders	1. Advocacy at the national and regional level for disability disaggregated data collection methods in national census and surveys eg Washington questions 2. Build the capacity of DPOs to become a resource to stakeholders at national level in disability inclusive data collection methods.

APPENDIX 2

Monitoring, Evaluation and Learning

Monitoring, Evaluation and Learning Framework for PDF

NB This MEL Framework is in 2 parts. Part 1 focuses on Outcomes. Part 2 focuses on Areas of Work.

Part 1 M&E at outcome levels

Objective	Performance questions	Sources of information	Timeframe	Responsibility for collecting/analysing data
<p>Ultimate Goal: An inclusive Pacific society where all human rights of all people with disabilities are realized</p>	<p>Are Pacific societies inclusive? If so, in which ways?</p> <p>Are the human rights of all Pacific people with disabilities realized?</p>	External research and official reporting	10-20 years (beyond the life of this Strategy)	Pacific Governments and UN/donor agencies, in relation to CRPD
<p>Long-term goal 1 Increased participation of all people with disabilities (women, men, youth and children) in Pacific countries</p>	Are women, men, youth and children participating in all aspects of social and economic life?	External research, official reporting and independent evaluations	5 to 10 years	Pacific Governments, UN agencies (CRPD/SDGs, Incheon Strategy and PFRPD) and academia. Independent researchers with PDF if funding is available
<p>Long-term goal 2 Disability issues are integrated into all sectors (e.g. education, climate change, disaster risk reduction and health)</p>	<p>Do Governments, civil society and private sector organisations systematically respond to the voices of people with disabilities?</p> <p>Do policies and programs have inclusion strategies and processes?</p>	External research, official reporting and independent evaluations	5 to 10 years	Pacific Governments, UN agencies (CRPD/SDGs, Incheon Strategy and PFRPD) and academia. Independent researchers with PDF if funding is available

<p>Intermediate outcome 1</p> <p>The voice of people with disabilities is heard in community and formal decision-making processes</p>	<p>To what extent are women, men and youth with disabilities participating in decision-making structures?</p> <p>What systems are in place to ensure that people with disabilities have the opportunities to participate in decision-making processes?</p>	<p>Monitoring reports from DPOs and PDF's engagement at national and regional levels</p> <p>Evaluation and official reporting</p>	<p>Annually</p>	<p>PDF (as part of ongoing monitoring)</p> <p>Independent evaluation</p>
<p>Intermediate outcome 2</p> <p>Improved livelihoods and employment for people with disabilities</p>	<p>Are more people with disabilities employed and self-employed?</p> <p>What factors contribute to improved livelihoods?</p>	<p>Monitoring reports from DPOs and PDF's engagement at national and regional levels</p> <p>Official census and surveys</p> <p>Evaluation and official reporting</p>	<p>Annually, compared with 2016 baseline</p>	<p>PDF (as part of ongoing monitoring)</p> <p>Government</p> <p>Independent evaluations and research</p>
<p>Intermediate outcome 3</p> <p>CRPD is implemented in Pacific countries in the form of national disability inclusive legislation, policies and services</p>	<p>How many countries have signed and ratified CRPD?</p> <p>What progress has been made on implementation of and reporting on CRPD in Pacific countries?</p>	<p>Monitoring reports from DPOs and PDF's engagement at national and regional levels</p> <p>Official reporting on CRPD</p>	<p>Annually, compared with 2016 baseline</p>	<p>PDF (as part of ongoing monitoring)</p> <p>PIFS, Governments, UN agencies</p> <p>Independent evaluation</p>
<p>Intermediate outcome 4</p> <p>Increased proportion of people with disabilities are educated to their potential</p>	<p>Has there been an increase in the proportion of girls and boys with disabilities who are enrolled at school? If so, what factors have contributed to success?</p>	<p>Education Management Information Systems at regional and national levels</p> <p>Published Annual Reports</p>	<p>Annually, compared with 2016 baseline</p>	<p>Pacific Ministries of Education</p> <p>SPC</p> <p>UNICEF</p> <p>Tertiary and TVET institutions</p>

	What progress has been made by tertiary and TVET institutions to increase accessibility and enrolment?			
Immediate outcome 1 Strong and sustainable DPOs	How well are national DPOs being governed and managed? What has PDF done to contribute to and learn from members' capacity?	Member DPOs	Quarterly	DPOs PDF
Immediate outcome 2 Influential partnerships with UN agencies, civil society, private sector and government organisations	How healthy are PDF's partnerships with other organisations? Are partnerships generating positive benefits? If so, what are they?	PDF Secretariat (based on health check reports) DPO reports Regional/ other partners	Annually	PDF
Immediate outcome 3 Increased evidence about effective approaches for disability inclusion	What kind of evidence is available about approaches to disability inclusive development? What has been learned about the best ways to approach disability inclusion in Pacific contexts?	Partners and other research institutions	Annual	Partners PDF (to collate)
Immediate outcome 4 Improved access to services, information and technology	How are governments and other organisations improving access to services?	DPOs' reports Government and others' reports	Mid-term and end-of-term review	PDF (to collate)

Part 2 M&E For Areas of Work				
Area of work	Performance monitoring questions	Sources of information	Timeframe	Responsibility for collecting/analysing data
Area of work 1 Strong, effective and sustainable PDF	What steps are being taken to improve PDF management systems and processes? What mechanisms are in place to increase membership and secure ongoing funding? What are we learning about how to continuously strengthen our advocacy work?	PDF and its members	Annually	PDF
Area of work 2 Strengthening partnerships	What current and new partnerships do we have? Are we taking up partnership opportunities to address all priorities?	PDF Partners	Annually	PDF
Area of work 3 Increased research, data and inclusive practices	What is PDF doing to advocate for and participate in research about effective ways to increase inclusion? What advice is PDF giving to assist others in relation to relevant data collection? Which toolkits have been developed and tested on access and inclusion processes? How is PDF using research, data and toolkits in our advocacy work?	PDF staff Partners	Annually	PDF