Pacific Disability Forum

Strategic Plan

2011 – 2016

Adopted by the PDF Members at their General Meeting, Auckland, New Zealand, April 2011

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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

An inclusive Pacific society that is responsive, culture sensitive, gender equitable and ensures the promotion and protection of the rights of persons with disabilities

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

The Pacific Disability Forum was formed after the training seminar held in Nadi, Fiji in December 2002 organised by the Oceania Disability Support and Advisory Committee (ODASC) where leaders of persons with disabilities and participants from the island nations from the Pacific, began to quietly articulate their desire for an interim committee to spearhead an effort to unite persons with disabilities in the Pacific under a Pacific federation of persons with disabilities. In 2003, at the Regional Leadership Training Seminar for women with disabilities held in Suva, Fiji, this sentiment was again expressed by a number of seminar participants, the majority of whom came from the island nations of the Pacific. The Disabled People's International (DPI) Oceania Sub region office which was established in Suva, Fiji in March 2000 to support national DPOs in Pacific Island countries played a pivotal role in organising these two training seminars 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 to coordinate the development of such a federation in the Pacific. This proposal was formally included in the draft of its Constitution and a shell plan presented at its annual general meeting at the end of 2004. The PDF Council faced by unexpected funding constraints, mandated priority shifts which, once again, placed the development of a new regional office at a much lower priority than original proposed.

In 2005, further consultations were done 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. As a result, the 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 5 years. It was at this stage that NZAID confirmed that funding would be forthcoming and the dream of establishing a regional organisation became realisable. 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 establishment of a regional office with requisite resources to co-ordinate and promote development efforts in the region has increasingly become 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 fora of the United Nations bodies, as well as regional and international civil society organisations. The Pacific Disability Forum has organized and built the capacity of a federation of persons with disabilities in the region. Such a federation, in turn, can serve 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.

OBJECTS

The objects 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 Biwako Millennium Framework, UN Millennium Development goals and the UN Convention on the Rights of Persons with Disabilities.

11. Promote, support and monitor the implementation of the Pacific Regional Strategy on Disability, Pacific Plan and all other regional intergovernmental agreements and initiatives for the benefit of persons with disabilities.

12. Represent and promote the interests and concerns of the PDF at Pacific regional, Asian and Pacific regional and international events and decision-making processes.

<u>The focus of this strategic plan in achieving these objects</u>

The way the Pacific Disability Forum will work towards the realisation of its vision, 'An inclusive Pacific society that is responsive, culture sensitive and gender equitable and ensures the promotion and protection of the rights of Persons with Disabilities' and achieve the above objects is through the following Key Result Areas (KRA):

KRA 1: Supporting membership. This is linked to the PDF aims 1,3,5,6 and 8.

KRA2: Strengthening relationships. This is linked to PDF aims 2, 7 and 8.

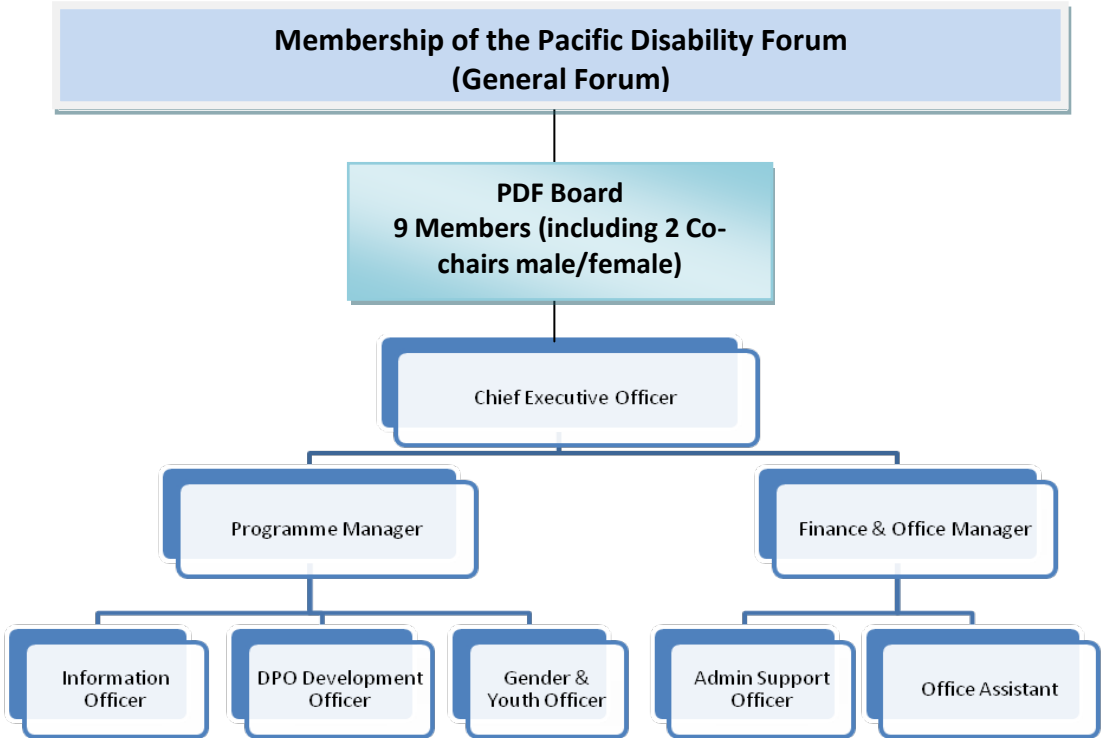
KRA3: Influencing policies. This is linked to the PDF aims 7,9,10 and 11.

KRA4: Strengthening governance and operations. This is linked to the PDF aims 4 and 12.

GOVERNANCE

In ensuring good governance, the PDF General Forum made up of one representative of each full member of the PDF, elects a Board whose members serve a two-year term (maximum of two terms) to govern and administer the operations of the PDF. The PDF Secretariat is responsible for all operational and management functions for the Pacific Disability Forum.

Fg1. Pacific Disability Governance and Organisational Structure



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 be given a chance 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 which 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). Of most significance is the Convention on the Rights of Persons with Disabilities (CRPD) and its Optional Protocol which was adopted on 13 December 2006 at the United Nations Headquarters in New York and entered into force on 3May 2008. The CRPD marks a "paradigm shift" in attitudes and approaches to persons with disabilities. It takes to a new height the movement from viewing persons with disabilities as "objects" of charity, medical treatment and social protection towards viewing persons with disabilities as "subjects" with rights, who are capable of claiming those rights and making decisions for their lives based on their free, and informed consent as well as being active members of society.

The CRPD is also intended as a human rights instrument with an explicit, social development dimension. It adopts a broad categorization of persons with disabilities and reaffirms that all persons with all types of disabilities must enjoy all human rights and fundamental freedoms. It clarifies and qualifies how all categories of rights apply to persons with disabilities and identifies areas where adaptations have to be made for persons with disabilities to effectively exercise their rights and areas where their rights have been violated, and where protection of rights must be reinforced. Some Pacific countries have ratified the CRPD such as Australia, Cook Islands, New Zealand and Vanuatu while countries like the Federated States of Micronesia, Fiji, Palau, Papua New Guinea, 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 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, several Pacific Island countries have developed and adopted their national policy on disability like the Cook Islands, Federated States of Micronesia, Fiji, Niue, Palau, Papua New Guinea, Samoa, Solomon Islands and Vanuatu. Other countries like Kiribati, Nauru, Tonga and Tuvalu are either in the process of finalizing or developing their national disability policy.

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.

For many years the aspirations of Pacific people with disabilities centered around the development of a regional organisation which would articulate their concerns and demands. Between 1980 and 1990, two regional disability organisations were established namely the South Pacific Disability Trust (SPDT) and Pacific Islands Council for Blind Persons (PIC). Both of these regional bodies were dissolved within a few years of their existence as they were largely donor driven and lacked ownership by Pacific people, especially those with disabilities themselves. The Pacific Disability

Forum was found to be the organisation that was the 'best fit' with a pre-determined set of criteria as it was most entrenched in the Pacific in terms of governance and ownership, was clearly disability focused, led by persons with disabilities and capable of the strategic developmental approach sought by NZAID[1]. Accordingly, NZAID provided funding for an initial 12 month period from July 2006 to June 2007, to support the Pacific Disability Forum to establish itself as a regional organisation. Following this, NZAID and the PDF entered into a 4 year Funding Arrangement that provided the PDF with both core and programme funding from July 2007 to June 2011.

The provision of core funding by NZAID to the PDF for initially 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 held in Nadi, Fiji in February 2007. This plan was later revised in 2008 as part of the institutional strengthening activity of the PDF. With the understanding, commitment and guidance of NZAID, a Programme Implementation Document 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 Port Vila, Vanuatu in April 2009.

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), United Kingdom Department for International Development (DFID), European Union (EU), CBM, Sight Savers International, and Australia Volunteer International (AVI).

In 2010, the Australian Agency for International Development (AUSAID) 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 realization of the Rights of Persons with Disabilities in the Region. However, 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 AusAID. Such financial assistance covered both core and project funding from July 2010 to June 2012 with an understanding that a multi-year funding agreement can be reached to support the partnership between the PDF and AusAID under the new PDF Strategic Plan.

[1] Garth Nowland-Foreman & Daniel Stubbs. "Free and Equal: A review of NZAID Pacific Regional Disability Programme for New Zealand Agency for International Development" .October 2005

4. OVERVIEW OF DEVELOPMENT OF STRATEGIC PLAN

With the current PDF 2007-2011 Strategic Plan expiring on 30 June 2011, the Executive Committee and staff of the organisation initiated the development of the new strategic plan in early 2010. The first attempt at designing a suitable framework was held with the members of the PDF attending the organisation's annual Council Meeting held in Nadi, Fiji in March 2010. The technical assistance provided to the PDF by AusAID as part of its support to the PDF provided the much needed guidance and advice to steer this young regional organisation into its next phase of operation. A leadership and planning training workshop was organised by the PDF in November 2010 which was attended by leaders of member DPOs from Australia, Cook Islands, Federated States of Micronesia, Fiji, Kiribati, Papua New Guinea, Samoa, Solomon Islands, Tonga and Vanuatu.

The PDF staffs were also part of this activity which resulted in the development of this new strategic plan for the PDF for the period July 2011 to June 2016 including a new vision, mission statement, values, key outcome areas and objectives. This process built on the initial work done by the PDF members in March 2010. During their annual retreat in January 2011, the staff reviewed the work done to date on the new strategic plan and produced the first draft 2011-2016 PDF Strategic Plan.

This first draft was reviewed by the PDF Executive Committee, members of the organisation as well as key stakeholders in February and March 2011. The final draft was presented for discussion and adoption at the PDF General Meeting held in April 2011 in Auckland, New Zealand as part of the biennial Pacific Regional Conference on Disability. It is to be noted here that the 2011 General Meeting also adopted some amendments to the PDF Constitution wherein the Executive Committee is now replaced by the Board and instead of holding annual Council Meeting, the PDF will hold a General Forum every two years which will be similar to the General Meeting held biennially to date.

5. KEY RESULT AREAS

This strategy adopts an integrated approach to promote and facilitate regional cooperation on disability related concerns for the benefit of persons with disabilities, their families and organisations in the Pacific. This approach can be categorized into four broad areas:

1. SUPPORTING MEMBERSHIP
   PDF exists to serve and support its members from whom it derives its mandate, direction and purpose. In June 2011, the PDF has 45 members from 15 Pacific Island countries and territory; 26 Full and 19 Associate Members.

2. STRENGTHENING PARTNERSHIPS
   For the PDF to effectively, efficiently and adequately meet the aspirations, plans and needs of its members, the support of governments, development and donor partners are necessary. PDF values its partnership with such funding and development agencies and recognises their important contribution and role towards the realisation of its vision, objectives and

programmes. The PDF intends to strengthen its relationship with its 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 and efficiently managed by the PDF commensurate with its own capacity, needs and plans.

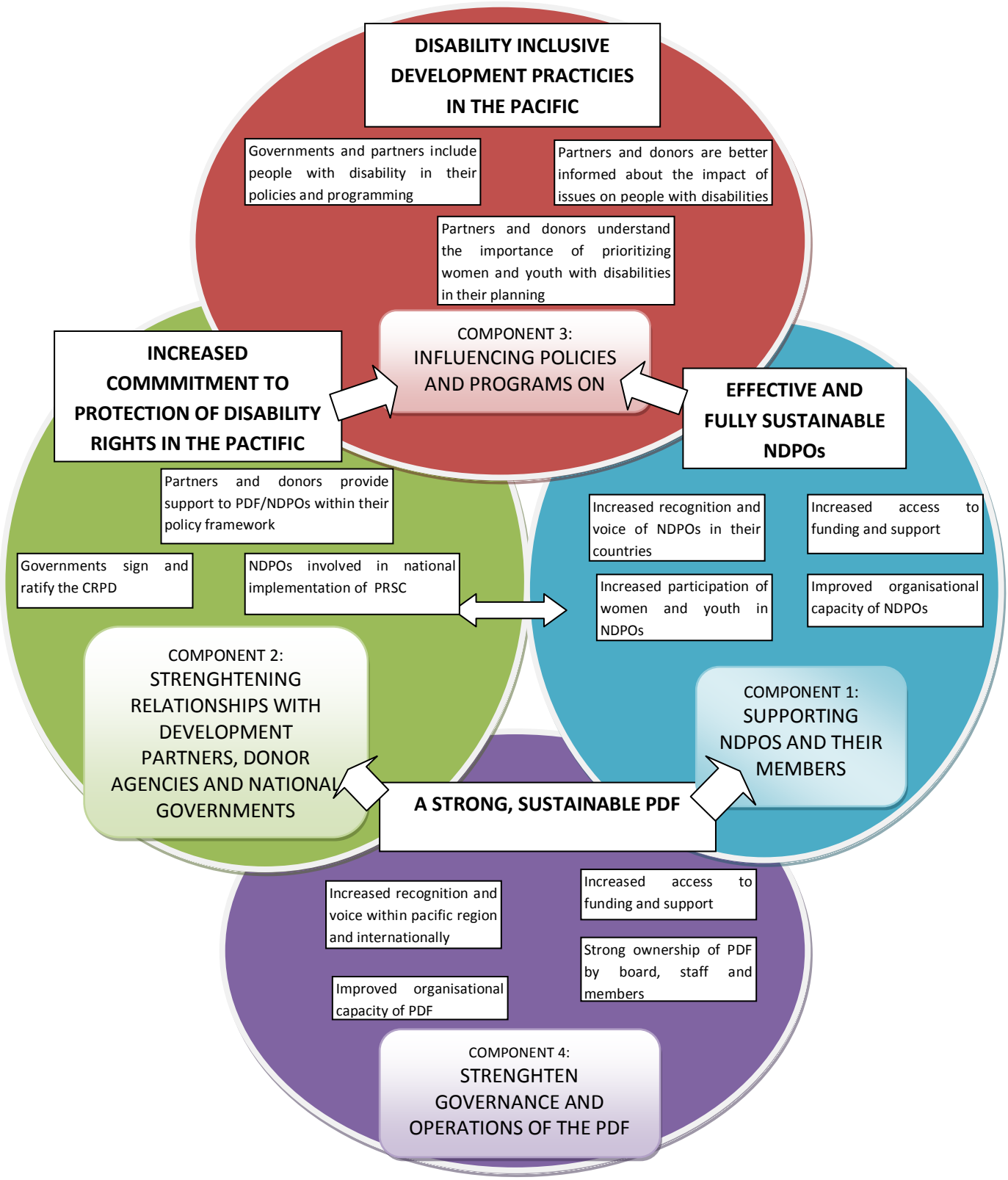
3. INFLUENCING POLICY:
   The PDF is acutely aware that persons with disabilities, their families and organisations are vulnerable and susceptible to current and emerging issues that significantly impact the Pacific society, environment and culture, amongst others. Disability inclusive development will be vigorously pursued in such emerging issues. Also, the opportunity 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, sports, disaster preparedness and management, HIV/AIDS, mental health, sexual reproductive health and non-communicable disease.

4. STRENGTHENING GOVERNANCE AND OPERATIONS OF THE PDF
   Undoubtedly, the maintenance and advancement of a relevant, effective and efficient organisation underpinned by effective structures, policies and systems is key to the PDF realising its own vision, meeting its objectives and achieving its plans and programmes. Therefore, the PDF will review its current structure, policies and systems and make necessary improvements to ensure that it maintains a high level of effectiveness, efficiency and relevancy. Such an initiative will be implemented consultatively with its members and stakeholders to get the best outcome.

The logic below demonstrates the interrelationship between these four key areas.

Fg 2: Overarching logic for the PDF strategic plan 2011-2016

GOAL: "An inclusive Pacific society that is responsive, culture sensitive and gender equitable and ensures the promotion and protection of the rights of Persons with Disabilities'"



KEY RESULT AREA 1: SUPPORTING MEMBERSHIP			
Objectives	**Core Strategies**	**Ultimate Outcome**	**Measurement and Indicators**
1. To support NDPOs by strengthening their capacity in areas of leadership, management, advocacy, information, youth and gender issues and increasing their membership and voice nationally and within the Pacific	1a1. Capacity development for NDPO (Human Rights, Leadership, Advocacy Training etc) 1a2. On-going support to NDPOs (DPO Fund, mentoring, internship etc) 1a3. Communication and information sharing (newsletters, updates, IEC materials) 1a4. Promote inclusion of women and youth with disabilities in NDPOs (national forums, sub committees etc)	Effective and sustainable NDPOs	Stable and/or expanding membership Effective governance systems in place Effective projects undertaken by NDPOs to promote the rights and interests of people with disabilities
KEY RESULT AREA 2: STRENGTHENING PARTNERSHIPS			
Objectives	**Core Strategies**	**Ultimate Outcome**	**Measurement and Indicators**
2. To strengthen partnerships with national governments, development partners and donor agencies by providing timely support and advice on disability issues and supporting the signing and implementation of regional and international conventions, policies and strategies affecting persons with disabilities	2a1. Ensure the voice of people with disabilities in development agendas and policy 2a2. Advocate for signing and ratification of laws and conventions affecting persons with disabilities (CRPD, etc) 2a3. Raise profile and awareness of work of PDF and NDPO to partners	Increased commitment to protection of disability rights in the Pacific	Evidence of increased mainstreaming of disability issues into legislation, policies and national programs of PICs Increased allocation of funds in all key budget areas for disability inclusive policies and programmes; Number of NDPOs receiving core funding from national governments

KEY RESULT AREA 3: INFLUENCING POLICY			
Objectives	**Core Strategies**	**Ultimate Outcome**	**Measurement and Indicators**
3. To influence policies and programmes on disability by providing information on current and emerging disability issues and advocating for disability inclusive development practices	3a1. Research and promote emerging issues in disability 3a2. Advocate for inclusion of women and youth with disabilities	Disability inclusive development practices in the pacific region	Evidence of increased mainstreaming of disability issues into legislation, policies and Increased allocation of funds in all key budget areas for disability inclusive policies and programmes;
KEY RESULT AREA 4: : STRENGTHENING GOVERNANCE AND OPERATIONS OF PDF			
Objectives	**Core Strategies**	**Ultimate Outcome**	**Measurement and Indicators**
4. To Strengthen the governance and operations of the PDF by strengthening their capacity to operate and increasing their membership and voice across the Pacific and internationally	4a1.Capacity building of PDF staff and board 4a2.Management support to PDF 4a3. Stakeholder engagement in PDF 4a4. Promotion of PDF	A strong, sustainable PDF	Stable and/or expanding membership Effective governance systems in place On-going funding commitments by donors Members are satisfied and feel supported by PDF

6. GROWTH AND SUSTAINABILITY

Having experienced tremendous growth by way of membership, human resource, programmes, partnerships and funding in the previous strategic planning period 2007-2011, the PDF will particularly focus on the proper, effective and sustainable management of such growth between 2011 and 2016. In the past four 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 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 AusAID, NZAID, Pacific Islands Forum (PIF), Disability Rights Fund (DRF) as well as other development partners.

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

As noted earlier, the PDF is adequately equipped today to strategically respond to, and effectively manage its expected and projected areas of growth in the next five years. The reviewing of current systems, policies, structure, constitution and funding arrangements with AusAID 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. Instead of being ill-informed about and easily dictated by the terms and priorities of such partnerships, the PDF must 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. A key factor will be the capacity development for our member DPOs, leaders and Secretariat staff where they become equal, empowered and informed partners in such negotiations.

The sustainability of the PDF has been a major concern to the members of the organisation in the past, and will be so for the next five years. The adoption of an effective governance structure, efficient operation, and robust work programme will lay a solid platform for the sustainability of the PDF. As currently practiced, members of the 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. The 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 regional civil society organisations currently addressing issues such as HIV, sports, mental health, non communicable disease, climate change and disaster preparedness where they are influenced and supported to include disability related concerns in their respective work program. Effective advocacy and lobbying strategies will be fully utilised to sensitise national governments in Pacific Island countries to allocate appropriate funding for DPOs in their national budget as articulated in the Pacific Regional Strategy on Disability.

7. RISK MANAGEMENT

The risk management framework is to assist the PDF to consider those issues which may affect the successful implementation of this strategic plan. The PDF, at this stage, has identified the following key challenges that may face the organisation during the implementation period:

- Need to ensure balanced representation
- National DPOs without good leadership and strong governance principles
- Ability to demonstrate measurable outcomes
- Moving above the political issues within countries i.e. political instability
- Lack of capacity and capability within Governments to appreciate and support disability issues
- Balancing advocacy for change with engagement of stakeholders
- Balancing regional needs with country needs
- Resourcing the work – projected income and expenditure
- Changing priorities of donor and development partners
- Poor coordination of disability-focused assistance by donor and development partners

The table below represents an overall assessment and plan for the management of potential risks.

KEY RESULT AREA 1: SUPPORTING MEMBERSHIP				
OBJECTIVE: To support NDPOs by strengthening their capacity in areas of leadership, management, advocacy, information, youth and gender issues and increasing their membership and voice nationally and within the Pacific				
Risk	**Potential impact**	**Likelihood (HIGH/MED/LOW**	**Risk Management strategy**	**Responsible**
PDF does not represent DPOs & members fairly and partnerships are weak	PDF lacking credibility and recognition	Low	National DPOs and members have a voice in the decision-making process of PDF	Board
Donor contracting processes may cause delays in funding allocation limiting ability to implement programmes	Delay in the implementation of projects and activities	Medium	Ensure necessary documentation are submitted early	CEO, Board
PDF gets involved with activities that are the work of the national DPOs (taking over what members should be doing)	PDF core business not pursued and confusion on the role of PDF and its members	Low	Clarification with national DPOs roles & responsibilities	Board, Chairpersons of member DPOs
Political instability affects DPO's ability to do activities	Disability issues given low attention due to competing priorities	Low	PDF to advocate at appropriate regional & international forums on the concerns of national DPOs	Board, Chairpersons of member DPOs
Women and youth with disabilities in the Pacific remain marginalised and without a voice	PDF not realizing its vision	Low	PDF to support national DPOs to include women and youth with disabilities in leadership positions.	Board, PDF Women and Youth Committees
Misappropriation of DPO development funds	PDF losing credibility, respect and trust of its donors	Low	Strengthen project management of DPOs, Maintain effective financial monitoring and auditing processes	DPO Fund Committee, Boards of DPOs

KEY RESULT AREA 2: STRENGTHENING PARTNERSHIPS				
OBJECTIVE 2: To strengthen partnerships with national governments, development partners and donor agencies by providing timely support and advice on disability issues and supporting the signing and implementation of regional and international conventions, policies and strategies affecting people with disabilities				
Risk	**Potential impact**	**Likelihood (HIGH/MED/LOW**	**Risk Management strategy**	**Responsible**
Pacific countries not ratifying, implementing and reporting on CRPD	Lack of legally binding national legislation to recognise and protect the rights of persons with disabilities	Medium	Conduct effective and regular awareness raising and training programmes on CRPD	Board, Chairpersons of member DPOs
PDF not included in planning/implementation of disability policies and strategies	Ineffective and inappropriate policies and strategies not meeting the real and expressed needs of persons with disabilities	Low	Campaigns to increase the profile and role of PDF and its members	CEO, Board
KEY RESULT AREA 3: INFLUENCING POLICY				
OBJECTIVE: to influence policies and programmes on disability by providing information on current and emerging disability issues and advocating for disability inclusive development practices.				
Risk	**Potential impact**	**Likelihood (HIGH/MED/LOW**	**Risk Management strategy**	**Responsible**
Issues concerning PEOPLE WITH DISABILITIES are not included in policies and programmes of development partner, Donor Agencies and National Governments.	Persons with disabilities excluded from regional and national development initiatives	Medium	Equip and support national DPOs with strategies and to advocate for disability inclusive and disability specific policies. Lobby governments with findings of research	CEO, Chairpersons of member DPOs

KEY RESULT AREA 4: STRENGTHENING GOVERNANCE AND OPERATIONS OF PDF				
OBJECTIVE: To Strengthen the governance and operations of the PDF by strengthening their capacity to operate and increasing their membership and voice across the Pacific and internationally				
Risk	**Potential impact**	**Likelihood (HIGH/MED/LOW**	**Risk Management strategy**	**Responsible**
Governance and management of PDF weak or inefficient.	PDF losing credibility, respect and trust from its members and partners	Low	Good governance principles and management systems are in place.	Board, CEO
High turnover of board and/or staff	PDF will have ineffective board and inexperienced staff	Low	Conduct regular board training and ensure good working conditions for staff	Board, CEO

8. MEASURING PERFORMANCE

Performance measurement is the process for collecting and reporting information regarding the performance of the strategic plan. It can involve looking at process/strategies in place, as well as whether outcomes are in line with what was intended or should have been achieved. There are four key reasons for measuring performance:

1. **Improve our work and ultimately our mission to support the disability sector**. Effective and meaningful data collection informs management and decision making processes, including strategic planning, programming, budgeting, implementation and reporting. It helps us improve the relevance and impact of results, optimizing the use of resources, and maximizing the satisfaction with and impact of our work.

2. **Contribute to organizational learning.** Understanding performance forms a basis for learning to better manage and deliver our strategy. It provides opportunities to reflect upon and share experience and learning, and enhance collaboration so that we can gain the full benefit from what we do and how we do it, and build on our strengths as a regional focal point in disability in the Pacific.

3. **Uphold accountability and transparency.** Timely and transparent information on our work provides accountability to our stakeholders at multiple levels: people with disabilities, donors, National, partner organizations and governments, and other key stakeholders in the disability field. Monitoring and evaluation helps demonstrate whether or not work has been carried out as agreed and in compliance with established standards. It also provides opportunities for stakeholders, especially beneficiaries, to provide input into and perceptions of our work, modelling openness to criticism, and willingness to learn from experiences and to adapt to changing needs.

4. **Promote and celebrate our work.** Reliable information can be used for resource mobilization, advocacy, and to recognize and celebrate our accomplishments.

The PDF has a strong commitment to monitoring and evaluation. It has therefore developed a process for monitoring & evaluation that it believes to be the most relevant, efficient and useful model for the PDF, its members and other key stakeholders. The PDF and its members understand that the basis of monitoring & evaluation is good management practices which enable self-evaluation as a regular activity. To this end, the PDF will include sessions on monitoring and evaluation in the training programmes it will provide for its members.

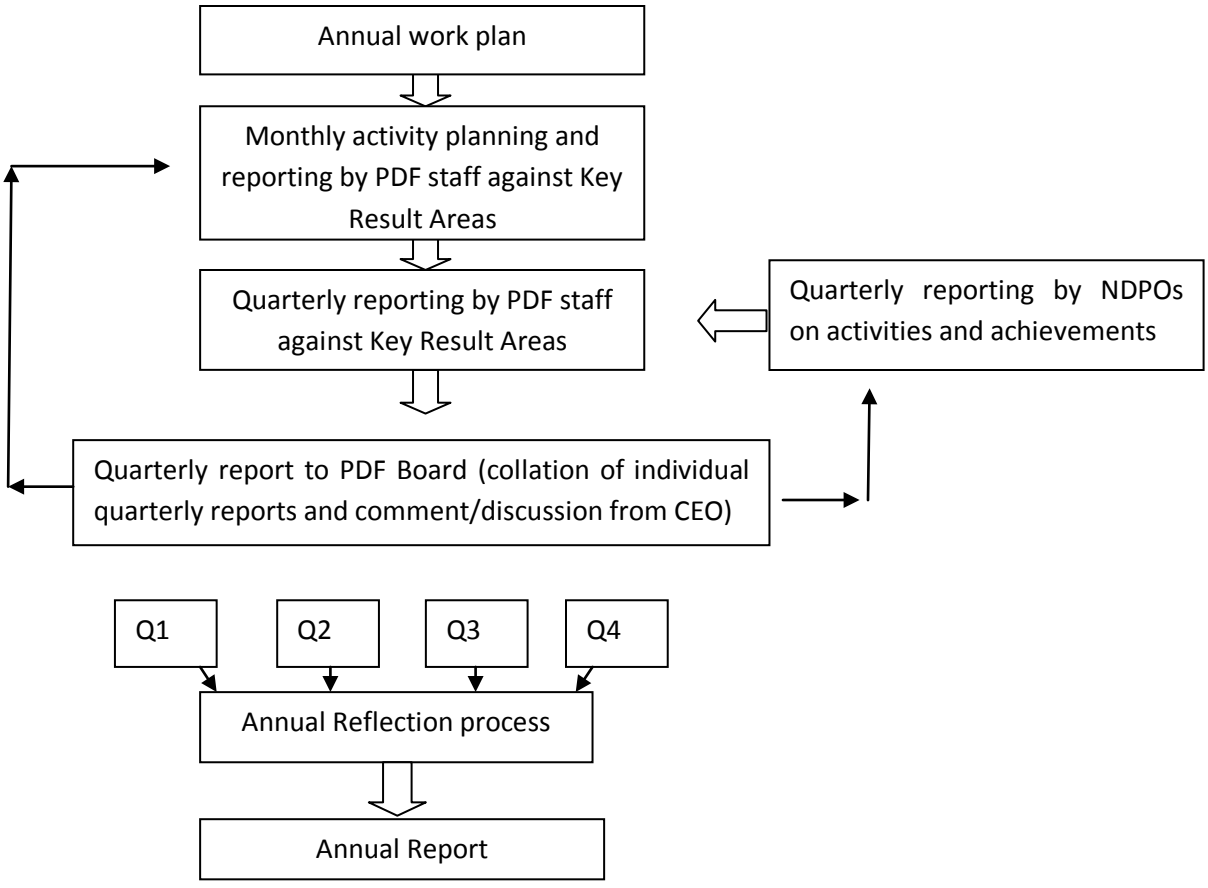
This approach leads to understanding of what works and why in order to ensure on-going and appropriate responsiveness. As the PDF develops a better understanding of the value and practices of monitoring & evaluation continues to emerge. As well, the concept of learning by all involved has led to more interest in exploring monitoring & evaluation methods that 'fit' with the Pacific culture. Below is an overview of our approach to monitoring and evaluation followed by the logframe matrix for the strategic plan detailing the indicators and means of verification.

A PDF Monitoring and Evaluation Framework is appended to this Strategic Plan as a separate document which provides more in depth information on the implementation of our M&E strategy.

On-going performance measurement

Monitoring is *"a continuing function that uses systematic collection and analysis of information on specified indicators to provide management and the main stakeholders, of an on going development intervention, with indications of the extent of progress and achievement of objectives and an understanding of progress in the use of allocated funds" (AusAid Guidance for "Activity-level Monitoring & Evaluation").*

An annual reporting structure and templates have been developed to capture and report meaningful information on our activities and outcomes and provide regular feedback to staff board and NDPOs. The process culminates in an annual reflection to ensure that analysis of lessons learnt and achievements can be captured and incorporated into subsequent plans. It also allows for engagement of key stakeholders in understanding what has and has not been achieved and why.



Evaluation

An evaluation is a more in-depth study that involves *the systematic and objective assessment of an activity, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, effectiveness, impact and sustainability (AusAid Guidance for "Activity-level Monitoring & Evaluation").*

'Key evaluation questions' (KEQs) are carefully crafted and focused questions that form the basis of the M&E framework and data collection. Both ***monitoring*** and ***evaluation*** data can be brought to bear on KEQs. They are best developed through careful consideration of both the logic of the program and an investigation into the information requirements of the primary audiences of the evaluation study. The KEQs identified for the current PDF strategy are:

IMPACT	❖ To what extent has the work of the PDF contributed to improving the situation of people with disabilities in the Pacific region?
OBJECTIVES	❖ To what extent has the PDF been able to influence policies and programs in the pacific region? ❖ How and in what ways has the PDF been able to strengthen relationships with development partners and what difference has this made? ❖ How and in what ways has the PDF provided support and assistance to NDPOs and their members and what difference has this made? ❖ How effective and sustainable is the PDF as a regional disability organisation?
ENGAGEMENT	❖ How well have the strategies of the PDF engaged partners and member organisations?
PROCESS	❖ To what extent were activities carried out as planned and how well were resources used?
LEARNING	❖ What have been the key learnings for future program delivery

LOGICAL FRAMEWORK FOR PDF STRATEGIC PLAN 2011-2016

OBJECTIVE 1 : To support NDPOs by strengthening their capacity in areas of leadership, management, advocacy, information, youth and gender issues and increasing their membership and voice nationally and within the Pacific

Design logic	Indicators	Means of verification	Assumptions
Ultimate Outcome: 1. Effective and sustainable NDPOs	**Outcome indicators** 1a. Increased participation of women and youth in NDPO leadership 1.b. Effective governance systems in place 1c. Effective projects undertaken by NDPOs to promote the rights and interests of people with disabilities	Review of NDPOs during end of program Evaluation	Appropriate funding is made available for NDPO's programs (nationally and regionally)
Intermediate results: 1.1 Increased participation of women and youth of NDPOs/DPOs 1.2 Improved organisational capacity of NDPOs 1.3 Increased access to funding and support 1.4 Increased recognition and voice within their countries	**Outcome indicators** 1.1a. Number of DPOs who form new sub groups for women and youth 1.1b. Evidence of youth and women's issues being addressed by NDPOs 1.2a. NDPOs report increased organisational capacity during self assessment 1.3a. Increase in successful funding bids 1.3b. Increase in total funding available 1.3c access to equipment and resources 1.4a. Increase in invitations to meetings with governments and partner organisations 1.4b. Number of requests for input into disability discussions by government and partner organisations	Quarterly reporting from NDPOS MSC stories Group health/SELF ASSESSMENT scales (adapted for NDPOs)	Members adhere to PDFs constitution and policy NDPOs gain greater recognition in their countries
Core strategies: 1a1. Capacity building to DPOs 1a2. On-going support to DPOs 1a3. Communication and information sharing 1a4 Promote inclusion of women	**Output indicators** A1a. Number and type of training events conducted for DPOs A1b. Number and profile (i.e. age, gender) of participants trained A1c. Number and duration of internships undertaken	Quarterly reporting	Trained personnel are retained and supported Appropriate technical and organisational support is

and youth with disabilities in NDPOs	by DPO membership A2a. Number of NDPOs participating in UPR A2b. Number of DPOs receiving DPO funding and amount A2c. Number of DPOs receiving core funding and amount A3a. Number and type of media and promotional material distributed in PICs A3b Number of newsletters developed A4a. Number of national women and youth forums conducted A4b Number of NDPOs across PICs participating national activities and events for youth and women.		available or can be sourced PDF is able to advocate for and promote NDPOs
OBJECTIVE 2: To strengthen partnerships with national governments, development partners and donor agencies by providing timely support and advice on disability issues and supporting the signing and implementation of regional and international conventions, policies and strategies affecting people with disabilities			
Design logic	**Indicators**	**Means of verification**	**Assumptions**
Ultimate Outcome: 2. Increased commitment to protection of disability rights in the Pacific	**Outcome indicators** 2a. Evidence of increased mainstreaming of disability issues into legislation, policies and national programs of PICs 2b. Increased allocation of funds in all key budget areas for disability inclusive policies and programmes; 2c. Number of NDPOs receiving core funding from national governments	Review/comparison of National approaches to disability during end of program evaluation	Governments will recognise the importance of disability issues and address them in their National Strategic Plan and budgetary framework
Intermediate results: 2.1 Partners provide support to PDF/NDPOs within their policy framework 2.2 NDPOs involved in national implementation of PRSD 2.3 Government sign and ratify	**Outcome indicators** 2.1a Partners include PDF in their disability planning and activities (evidenced by number of requests to PDF to participate) 2.1b. Increase in funding support to PDF and DPO activities by partners 2.2a. Number of NDPOs participating in government	Quarterly reporting Consultation/feedback from partners/MSC stories	Donor agencies are willing to work together to accommodate disability issues and needs

CRPD	committees and councils involved in PRSD 2.2b. Number of NDPOs participating in PIFS PRSD meetings 2.3a. Status of CRPD among PICs (Number and proportion of governments who have signed and ratified the CRPD	Monitoring of progress and status of CRPD in PICs	
Core strategies: 2a1. Ensure the voice of people with disabilities in development agendas and policy 2a2. Advocate for signing and ratification of laws and conventions affecting people with disabilities 2a3. Raise profile and awareness of work of PDF and NDPO to partners	**Output indicators** A1a. Number of requests for information and advice on disability received from partner agencies and governments A1b. Number of PIFS meetings attended and purpose A2a. Number and type of information sessions/training provided on CRPD A2b Number of meetings attended with governments on CRPD A3a. Number of multi-stakeholder workshops held A3b. Number and type of promotional material distributed and to who	Quarterly reporting	Partners will recognise and respect PDF as a representative body for pacific disability organisations
OBJECTIVE 3: to influence policies and programmes on disability by providing information on current and emerging disability issues and advocating for disability inclusive development practices.			
Design logic	**Indicators**	**Means of verification**	**Assumptions**
Ultimate Outcome: 3. Disability inclusive development practices in the pacific region	**Outcome indicators** 3a. Evidence of increased mainstreaming of disability issues into legislation, policies and 3b. Increased allocation of funds in all key budget areas for disability inclusive policies and programmes;	Review/comparison of National government and partner approaches to disability during end of program evaluation	Governments will continue to progress disability inclusive development and enactments of appropriate legislation
Intermediate results: 3.1 Partners and donors are aware of impact of issues on people with disabilities / more informed 3.2 Partners and donors	**Outcome indicators** 3.1a Proportion of PICs national programs that have incorporated disability into key sector programs (on emerging issues) as determined by disability inclusive practice checklist 3.ba Proportion and number of key partner agencies	Reports on PRSD implementation received from PICs through PIFFS MSC stories	Member countries will ratify the CRPD Disability will be a major priority for development

understand the importance of prioritizing women and youth with disabilities in their planning 3.3 PDF/NDPOs are able to use research findings to lobby for funding to address issues	who have incorporated disability, into programs (on emerging issues) as determined by disability inclusive practice checklist 3.2a. proportion of programs that incorporate women and youth with disabilities. 3.3a Amount of funding received by PDF and NDPOs for activities to address emerging issues 3.3b Number of disability inclusive regional and national programs that address emerging issues	Quarterly reporting	partners in the region
Core strategies: 3a1. Research and promote emerging issues in disability 3a2. Advocate for inclusion of women and youth with disabilities	**Output indicators** A1a. Evidence of dissemination of current research on emerging issues to partner agencies A1b. Number of forums and events on disability inclusive practice and or emerging issues organised by PDF A2a. Number of women and youth attending regional meetings A2b. Number of requests/invites from partners for women and youth to participate in meetings/forums	Quarterly reporting	PDF is recognised and respected a representative body for pacific disability organisations PDF is recognised as a source of information on disability issues in the region
OBJECTIVE: 4 To Strengthen the governance and operations of the PDF by strengthening their capacity to operate and increasing their membership and voice across the Pacific and internationally			
Design logic	**Indicators**	**Means of verification**	**Assumptions**
Ultimate Outcome: 4. A strong, sustainable PDF	**Outcome indicators** 4a. Stable and/or expanding membership 4b. Effective governance systems in place 4c. On-going funding commitments by donors 4d. Members are satisfied and feel supported by PDF	Review of PDF during end of program evaluation – audit of accounts, policies and procedures - consultation with PDF membership	PDF is sustained as the single regional peak body for DPOs Pacific island members will support and endorse the PDF strategy

Intermediate results: 4.1 Strengthened governance and operations of PDF 4.2 Ownership of PDF by staff, board and members 4.3 Increased recognition and voice within the pacific region and internationally/profile	**Outcome indicators** 4.1a. Increased organisational capacity indicated by pre and post assessment 4.2a. NDPOs align their vision/mission with that of PDF 4.2b Contribution by members to PDF policy and program development 4.3a. Increase in total funding available disaggregated by source 4.3b. Access to resources and equipment 4.3c. Number of requests to PDF for input into disability discussions by government and partner organisations	Database of PDF membership Group health/SELF ASSESSMENT scale adapted for PDF Quarterly reporting	PDF is recognised as a key body in the pacific disability sector
Strategies: 4a1.Capacity building of PDF staff and board 4a2.Management support to PDF 4a3. Stakeholder engagement in PDF 4a4. Promotion of PDF	**Output indicators** A1a. Number and type of training events conducted for PDF board/secretariat A1b. Number and profile (i.e. age, gender) of participants trained A2a. Number of learning and sharing opportunities organised for board/secretariat (retreats, forums etc) A2b. Number of policies and procedure reviewed A3a. Number and type of visits to countries with no previous DPO members A3b. Number and proportion of DPOs who are member of PDF disaggregated by PIC compared to baseline A4a. Number of meetings attended which promote PDF A4b. Number and type of media and promotional material distributed by PDF	Quarterly reporting	A stable secretariat A clearly articulated organisational structure with clear roles and responsibilities An understanding of the disability sector in the pacific