Learning Evaluation of the Disability Rights Fund

Revised Report

Acknowledgments

E x e c u t i v e   S u m m a r y

I n t r o d u c t i o n

The Disability Rights Fund (DRF) is a partnership between funders and the disability community that provides grants and other support for work at country-level towards the realisation of rights affirmed in the Convention on the Rights of Persons with Disabilities. DRF believes that enhancing the participation of persons with disabilities in the realisation of their rights will have an impact on poverty among persons with disabilities.

The Fund began its operations in 2008 and aims to empower disabled persons' organisations (DPOs) to advance the Convention on the Rights of Persons with Disabilities at the country level. The Fund's organisational structure integrates persons with disabilities at all levels of governance and staff. It uses a rights-based approach and a movement-building approach. From 2008 to the end of 2014, DRF distributed close to USD 13.4 million through 613 pooled fund grants to DPOs in 28 countries[1] for advocacy related to the Convention on the Rights of Persons with Disabilities.

In 2012, DRF conducted its first external evaluation. The evaluation, which was conducted by Universalia, concluded with an overall positive assessment of the Fund's performance, highlighting the Fund's relevance and progress towards its stated results. In 2013, DRF concluded another partnership agreement with DFID of the duration of 3 years. Both as part of the conditions set in this partnership agreement and as DRF being a learning-oriented organization, DRF launched a call for proposals to conduct a learning evaluation, consisting of two interrelated components: the development or adjustment of DRF's tools for data collection, recording, and management; and the mid-term evaluation of DRF grantmaking operations.

The Learning Evaluation had the following objectives: i) provide an update on progress made towards the achievement of the output-, outcome- and impact-level results in DRF's logical framework; ii) identify DRF's contributions to results achieved and factors affecting performance; iii) make an overall assessment of DRF's value for money; and iv) provide DRF staff with a clear set of lessons learned to improve current interventions and guide future ones.

M e t h o d o l o g y

The evaluation was conducted by an external and independent evaluation team composed of Mrs. Elisabetta Micaro (Team Leader), Ms. Sandra Nduwimfura (Consultant), Dr. Charles Lusthaus (M&E Advisor), and Dr. Futsum Abbay (Disability Rights Advisor). In consultation with DRF, and informed by a Reference Team set up by DRF, the Evaluation Team developed the evaluation methodology that was used to inform data collection, analysis, and report-writing. The Evaluation Team used the Fund's logframe to assess the Fund's effectiveness and progress towards impact.[2]

The evaluation team applied utilization-focused, participatory, and human rights-based approaches to conduct the Learning Evaluation. While building on the previous evaluation's findings and considering the achievements from 2008, the evaluation focused on the period from April 2012 to September 2014. It focused on five countries (Bangladesh, Ghana, Indonesia, Peru, and Uganda). A total of 149 individuals were consulted for the evaluation, including Fund staff, members of the Board and the Global Advisory Panel, donors, disability activists, grantees, and government

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[1] If non-pooled fund grants are considered, the total for the period 2008-2014 is 686 grants totalling USD 14,604,125.77 in 31 countries.

[2] The version used to assess progress towards results is dated September 20, 2012

representatives. The evaluation included field missions to Bangladesh, Indonesia, and Uganda, and desk review (accompanied by telephone interviews) of DRF's grantmaking in Ghana and Peru.

Evaluation Findings

Relevance of the Disability Rights Fund

The evaluation found the ongoing relevance of DRF's objectives to global-level priorities and to country-level stakeholders' needs and priorities. At global level, DRF's objectives of advancing the rights of PWDs, of including PWDs in decision-making, and of improving data collection systems on disability are particularly relevant to the new development framework that is being shaped, which emphasizes 'leaving no one behind', of promoting disability-inclusive aid development, and of strengthening national data collection systems on disability. At country level, the evaluation confirms the findings from the previous evaluation and the reasons for DRF's ongoing relevance, namely: exclusion of PWDs from decision-making and social development, and their overrepresentation among the poor and the exploited; shortcomings in funding for the promotion of PWDs' rights; DPOs as the only actors, or one of very few actors, pushing for the promotion of the rights of PWDs; limited accountability of decentralized governments; and civil society capacity gaps when it comes to disability. DRF also continues to be relevant for DFAT and DFID as it supports them in the implementation of their mandate, particularly of their aid development programmes and their obligations under Article 32 of the CRPD - ensuring that international cooperation, including international development programmes, is inclusive of and accessible to persons with disabilities.

Effectiveness of the Disability Rights Fund

DRF is on track in achieving the majority of its stated results. Collected data in the five countries has shown that progress has been made in passing national and country-level legislation and policy with varying degrees of grantee participation, in strengthening the DPO movement by increasing the visibility of marginalized groups within the larger DPO movement, and in improving grantee knowledge of the CRPD and capacity to advocate for the rights of PWDs. These results have been possible thanks to DRF's contributions in enabling grantees to become (or remain) credible interlocutors and counterparts in relation to government authorities. In addition, DRF's grantmaking has acted as a sort of 'collateral' for other donors, and its longstanding partnership with grantees has represented a motivating factor for grantees to continue their advocacy work.

While the evaluation team found that DRF grantees have been involved in – and at times have driven – reporting on the CRPD and other human rights conventions, through DRF support, their participation is not yet systematic. A number of factors contribute to this result, such as the newness of the CRPD and the lack of best or good practices to draw upon for its implementation, the lack of reliable data on disability, and DPOs' limited connection/partnership with human rights actors and lawyers. Also, while one of DRF's greatest strengths has been identified as its contribution to making DPO movements more inclusive, nevertheless, important challenges remain in all countries in this regard including the limited visibility of smaller DPOs, weak capacity of chapters of umbrella DPOs, no or limited support from umbrella DPOs to their chapters, discrimination within the DPO movement, communication barriers, and the perceived lack of neutrality, visibility, and influence of national umbrella DPOs in some countries.

Finally, further progress at country level towards DRF's objectives is hindered by the lack of adequate regulatory frameworks and budgets, as well as the limited resources and capacities of duty-bearers, which imply that the implementation of laws remains the greatest hurdle for PWDs to fully enjoy their rights. The evaluation team noted that DRF has started addressing the issue of

implementation and, among the sampled countries, progress is mostly being made in Bangladesh, Peru, and Uganda.

The assessment of DRF's effectiveness could have been more complete if DRF tracked and reported in a more comprehensive way on its activities and support and by using contribution instead of attribution language. With regard to the latter, during data collection in select countries, the contribution of other actors was found to be important as well for the achievement of reported results. With regard to the first consideration, DRF's current monitoring and reporting practices do not allow for the tracking of its global-level advocacy activities. For instance, according to interviews conducted, DRF also contributed to the inclusion of the mention of disability in the Outcome Document of the World Conference on Indigenous Peoples that was approved in September 2014. However, because these activities are not adequately tracked and there is no explicit conceptualization of how they contribute to the pathway of change at the country level, they risk remaining invisible and DRF's effectiveness and long-term potential contribution to impact too partial.

Impact

The evaluation did not find evidence of DRF's contribution to its two proxy indicators for impact, i.e. strengthening of national data collection systems on disability and inclusion of PWDs in country development processes. In select countries, progress in both areas was found to be limited and when existing, it was not possible to identify any contribution of DRF to it and, in general, very limited grantee or PWD participation in these processes was identified. With regard to the first area, the limited participation may be due to the fact that the preparation of censuses requires very technical skills in sampling and questionnaire design, and DPOs are not perceived as having sufficient specialized knowledge to play a major role in these processes. With regard to the second area, limited access to high-level officials, limited disability mainstreaming among NGOs (who could act as strategic allies), limited DPO visibility within the human rights movement and limited collaboration with NGOs are all factors that affect a more systematic and significant inclusion of DPOs in country development processes.

Sustainability

The evaluation raises some concerns with regard to sustainability in terms of pace of implementation of revised legislation, as well as ability of leading DPOs to mobilize different members of the DPO movement (and other human rights movements) behind priority disability causes requiring collective advocacy. While the evaluation team found that achieved results are not only dependent on DRF grantmaking, there is general absence among grantees of sustainability plans, medium- and long-term advocacy strategies, and resource mobilization strategies for grantees to follow up on the results achieved. This is compounded by the fact that, with a few exceptions, institutionalized (or at least frequent) collaborative relationships among DPOs are still rare, relationships with other civil society organizations are even less common, and the few donors funding disability work are not coordinated among themselves and have, in general, limited interaction and working relationships with DRF.

Another area that the evaluation team looked at in terms of sustainability was the quality of DRF's exit strategy. In November 2012, DRF developed a comprehensive exit strategy to guide its departure from countries. Data collected in Peru suggests that there is still room for improvement in DRF exit strategy, particularly in terms of adapting it to different funding environments.

Efficiency and Economy of the Disability Rights Fund

DRF is perceived to procure good quality inputs to deliver its grants and other support and to make good use of these inputs, such as its staff, namely its Program Officers - who are considered by grantees to be generally accessible and responsive to their needs-, grantee convenings – which are

considered as crucial because they provide grantees with the opportunity to meet and get to know each other, learn about each other's projects, and exchange views, and grants – which are seen to be relevant, aligned with DRF's mandate, and of good quality. From a cost perspective, the evaluation team analyzed the ratio between programme and administrative costs and staff time allocation and found that these indicators are in general kept stable and aligned with commonly accepted ratios. In addition, the evaluation notes that while keeping stable its programme costs, DRF has expanded its operations from 7 countries in 2008 to 28 countries in 2014.

Certain areas for improvement were noted by interviewed stakeholders regarding the quality of some inputs (e.g. the support provided by Program Officers to grantees and the range of activities that are funded through DRF grants).

Value for Money

In collaboration with DRF, DFID, DFAT, and the Reference Group members, the evaluation team defined the concept of VfM and its operationalization in view of DRF's work. When applied to DRF, VfM becomes a tri-dimensional concept that is dependent on DRF's capacity to contribute to stated results by: i) following processes that foster PWDs' active participation in its work and in society (effectiveness); ii) ensuring that the most vulnerable groups benefit from these results (equity); and iii) using sound management practices that include procuring quality resources, making the best use of these resources, and choosing approaches that are expected to yield the most benefits at the lowest cost (sound management practices).

The data collected suggests that, overall, DRF is delivering good value for money. The evaluation found strong relevance of DRF work at global and country levels. It also found that progress is being made at country levels in terms of strengthening the legal framework protecting the rights of PWDs as well as of increased inclusiveness in the DPO movement. Management practices appear sound and have supported good quality grantmaking. Over the years, DRF has adopted a series of cost-saving measures to keep control of its costs and ensure that its participatory approach, which is highly valued by its stakeholders and is aligned with DFID's basic principles of inclusion, does not result in high programme costs. DRF's ability to maintain this level of value for money will depend on its capacity to further promote the sustainability of achieved results.

Recommendations

The following recommendations are presented to inform DRF's future grantmaking in the area of disability rights.

Recommendation 1: In countries where important progress has been made in harmonizing national and local legislation with the CRPD, DRF grantmaking should continue to support the implementation of this legislation.

Implementation remains a key concern, given the lack of adequate regulatory frameworks and budgets, as well as limited resources and capacities of duty-bearers. DRF should therefore aim to sustain the momentum it has built in countries and focus its efforts on initiatives that support the implementation of legislation and key policies. To this end, DRF staff, with guidance from the GAP and GMC, may consider: i) maintaining the implementation of harmonized legislation as a key priority in its RfPs; ii) increasing the number of grants awarded under the MLC funding stream; iii) helping grantees to develop a long-term vision and plan for their advocacy activities, so that these activities become more comprehensive (i.e. from passing a law, to its actual implementation, to monitoring and evaluation); iv) connecting grantees with key actors (in-country or other) that can help with the implementation of laws and policies (e.g. budget experts, litigation experts, successful advocates from other human rights movements); v) sharing with grantees the lessons learned and good practices identified by other organizations, in addition to fostering the dissemination of these

lessons and good practices among grantees, through means other than GCMs; and vi) extending the duration of grants from the current two years up to five years as the implementation of legislation requires time.

Recommendation 2: Staff should review DRF's exit strategy with a view to increase the support provided for networking and resource mobilization among grantees.

DRF's exit strategy could be strengthened further by supporting grantees in developing and expanding their networks, as well as strengthening their capacity to mobilize resources. Given that these capacity development processes take time, the exit strategy should consider providing this support from the time DRF enters a country, until it exits. In addition, given the different levels of capacity among grantees, support (and expected results) should be adapted to each grantee's capacity. Also, the DRF Executive Director could revise POs' roles and responsibilities to allow time for POs to support grantees in their resource mobilization activities and also play a greater role in facilitating strategic partnerships at the country level.

Recommendation 3: DRF and its donors could look for opportunities to enhance their synergies and working relationships at country level. DRF donors could also explore opportunities and mechanisms to support increased engagement on disability and strengthened coordination.

Given the importance that DRF's bilateral donors at headquarters assign to disability in their global development strategies, and given the general low level of responsiveness of their representatives at country level, where appropriate and possible, DRF and its donors could look for opportunities to enhance their synergies and working relationships at country level. DRF donors could also explore opportunities and mechanisms to support increased engagement on disability and strengthened coordination. This could be done, for instance, by facilitating linkages between DRF Program Officers and the donor's in-country representatives. Once these linkages have been established, DRF Program Officers and in-country donors should work to ensure that efforts and investments on disability are coordinated.

Recommendation 4: In order to support the strengthening of the disability movement and its inclusiveness, DRF should continue organizing grantee convenings and should support follow-up meetings among grantees.

Grantee convenings are highly valued by grantees and other participants as they represent one of the few opportunities to share views, experiences, and challenges encountered in their advocacy work, and develop a common advocacy agenda. DRF should consider supporting follow-up meetings to the grantee convenings so as to support more regular exchanges among grantees and other stakeholders. DRF will need to adapt its approach to the different contexts and needs and then evaluate its effectiveness in terms of a strengthened and more inclusive DPO movement.

Recommendation 5: As an organization that puts time and effort into ensuring the inclusiveness of its grantmaking, DRF should consider further increasing the accessibility of its grantmaking in countries, particularly by reducing language barriers and supporting the strengthening of DPO organizational capacities. DRF donors could consider supporting these efforts by making their existing NGO and Civil Society strengthening programs accessible to DPOs.

In the spirit of inclusiveness, DRF should consider increasing the accessibility of its grantmaking to DPOs that may have the capacity to conduct advocacy activities, but that face barriers because of their specific disability or because they do not master the languages in which DRF documentation (i.e. RfP, application and reporting forms) is currently available (i.e. Arabic, English, French, Spanish, Russian/Ukrainian, and only recently, Bahasa, Burmese and Creole).

To address capacity gaps highlighted at the country level, DRF should partner with organizations that can build and strengthen the capacities of its grantee organizations in advocacy, gaining credibility and attracting external donors, sustaining activities beyond DRF funding, or results reporting, as required. These may include organizations DRF has collaborated with in the past and that have the knowledge, resources, skills, and expertise required to support organizational capacity strengthening processes. Similarly, whenever possible, DRF should enter into specific partnership agreements with IDA, to provide training on the CRPD to DPOs in all countries that DRF plans to enter. Program Officers should also be better equipped to support grantees in results reporting, particularly with regard to reporting on DRF's specific contributions and on impact results (as applicable). Finally, DRF donors might consider making their existing NGO and Civil Society strengthening programs accessible to DPOs.

Recommendation 6: In view of its next strategic plan, DRF's Executive Director, in collaboration with staff and in consultation with donors, should revise DRF's logframe to include the full range of activities conducted (i.e. global advocacy, strategic partnership grants, and Uganda Capacity Fund) in order to speak about DRF's organizational performance in a comprehensive way and better demonstrate its contributions to change processes at the global and country levels.

DRF's effectiveness could be better assessed if there were better reporting on DRF's contribution rather than attribution to results and on its global-level advocacy activities. In order to better understand and demonstrate DRF's performance and contributions to change processes at the global and country levels in the fulfillment of PWDs' rights, DRF's Executive Director, in collaboration with staff and in consultation with donors, should revise DRF's logframe and theory of change to include the full range of expected results and pathways to change. Given that DRF's current strategic plan is coming to a close, these revisions could take place for the next strategic plan.

Lessons Learned

The evaluation team identified five main lessons learned, which emerged from data collection and the evaluation team's experience in conducting similar assignments:

1) Supporting DPOs in advocacy and lobbying activities increases the likelihood that duty-bearers will change their attitudes towards PWDs. Having been given the opportunity to discover PWDs' knowledge and skills around disability-related issues, duty-bearers are more likely to engage with them as partners, advisors, or collaborators.

2) Dealing with PWDs as a homogeneous target group is likely to exacerbate the exclusion of some PWDs. Underrepresentation of certain disabilities, language, geographic distance, and limited revenue can become significant barriers to increased inclusiveness in the DPO movement.

3) Because of the social, cultural, political, and financial challenges related to disability advocacy around the world, interventions promoting PWDs' rights are likely to require long-term support in order to have the desired impact.

4) Because of the volatile economy and unpredictable donor environment, overreliance on donor funding is likely to negatively affect the sustainability of achieved results, if sustainability strategies are not adopted immediately upon entering a country.

5) *"If you want to go fast, go alone, but if you want to go far, go together."* The key to success in promoting the rights of PWDs is having allies from different backgrounds (e.g. other human rights activists, actors in non-disability areas).

Acronyms

ABF	Access Bangladesh Foundation (Bangladesh)
ACPEDIS	Abriendo Caminos para el Desarrollo e Inclusión Social de Personas con Discapacidad y Demás Grupos Vulnerables (Peru)
ADD	Action on Disability and Development (Bangladesh)
ADEMUNDIS	Association for the Defense of the Rights of Women and Children with Disabilities of the Piura Region (Asociación para la Defensa de los Derechos de las Mujeres y Ninos con Discapacidad-Región Piura) (Peru)
AFEDIP	Association of Women with Disabilities of Peru (Asociación Femenina de Discapacitados del Perú) (Peru)
AIPJ	Australia Indonesia Partnership for Justice
ALAMO	Center for the Promotion of Mental Health (Peru)
ASUMEN	Association of Mental Health Service Users (Asociación de Usuarios de Servicios de Salud Mental) (Peru)
AYWDN	African Youth with Disabilities Network
BBS	Bangladesh Bureau of Statistics
BDGCC	Bangladesh DRF Grantee Coordinating Committee (Bangladesh)
BLAST	Bangladesh Legal Aid and Services Trust (Bangladesh)
CAL	Lima Bar Association (Colegio de Abogados de Lima) (Peru)
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CIQAL	Center for Improving Qualified Activity in Life of People with Disabilities (Lembaga Pusat Untuk Pengembangan Kegiatan Yang Berkwalitas Dalam Kehidupan Penyandang Cacat) (Indonesia)
CONFENADIP	National Confederation of Persons with Disabilities of Peru (Confederación Nacional de personas con discapacidad del Perú) (Peru)
CRPD	Convention on the Rights of Persons with Disabilities
CSO	Civil Society Organization
DFAT	Department of Foreign Affairs and Trade (of the Australian Government, formerly AusAID)
DFID	Department for International Development (of the United Kingdom)
DPO	Disabled Persons Organization
DRAF	Disability Rights Advocacy Fund
DRF	Disability Rights Fund
FEDDIP	Departmental Federation of PWDs of Puno (Federación Departamental de Personas con Discapacidad de Puno) (Peru)

Acronyms

FEDEPRODIS	Departmental Federation Pro-Development of People with Disabilities (Federación Departamental en Pro del Desarrollo de la Persona con Discapacidad) (Peru)
GAP	Global Advisory Panel (of DRF)
GCM	Grantee Convening Meeting
GFD	Ghana Federation of the Disabled (Ghana)
GMC	Grantmaking Committee (of DRF)
GMN	Grants Managers Network
HWPDI	Indonesia Association of Women with Disabilities (Himpunan Wanita Penyandang Cacat Indonesia) (Indonesia)
IDA	International Disability Alliance
IDDC	International Disability and Development Consortium
IDIWA	Integrated Disabled Women Activities (Uganda)
IEAG	Independent Expert Advisory Group
LADA	Law and Development Associates (Ghana)
LAPD	Legal Action for Persons with Disabilities (Uganda)
LOI	Letter of Interest
MHU	Mental Health Uganda (Uganda)
NADPO	National Alliance of Disabled Peoples' Organizations (Bangladesh)
NCD	National Council on Disability (Uganda)
NCDW	National Council of Disabled Women (Bangladesh)
NDD	Neuro-Developmental Disability
NDP	National Development Plan
NFOWD	National Forum of Organizations Working with the Disabled (Bangladesh)
NGDO	National Grassroots Disability Organization (Bangladesh)
NUDIPU	National Union of Disabled Persons of Uganda (Uganda)
ODA	Official Development Assistance
OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
OMAPED	Municipal Office for Protection, Promotion and Organization to Persons with Disabilities (Oficina Municipal de Atención a la Persona con Discapacidad) (Peru)
OREDIS	Regional Service Office for Persons with Disabilities (Oficina Regional de Atención a las Personas con Discapacidad) (Peru)
PO	Program Officer

Acronyms

PPDI	Indonesian Disabled Peoples Association (Persatuan Penyandang Cacat Indonesia) (Indonesia)
PPDI KP	Indonesian Disabled People's Association of Padang City (Persatuan Penyandang Disabilitas Indonesia) (Indonesia)
PPUA Penca	Center of Citizens with Disabilities-Access for Election (Pusat Pemilihan Umum Akses Untuk Penyandang Cacat) (Indonesia)
PWDs	Persons with Disabilities
RFP	Request for Proposal
SEID	Society for Education and Inclusion of the Disabled (Bangladesh)
SODIS	Society and Disability (Sociedad y Discapacidad) (Peru)
SPSD	Peruvian Association of Persons with Down Syndrome (Sociedad Peruana de Síndrome de Down) (Peru)
TOR	Terms of Reference
UBOS	Uganda Bureau of Statistics
UN	United Nations
UNAD	Uganda National Association of the Deaf (Uganda)
UNDRIP	UN Declaration on the Rights of Indigenous Peoples
UNPFII	United Nations Permanent Forum on Indigenous Issues
UNPRPD	United Nations Partnership for the Rights of Persons with Disabilities
UPR	Universal Periodic Review
VfM	Value for Money
WADUP	Wakiso PWD Human Rights Coalition (Uganda)
WDDF	Women with Disabilities Development Foundation (Bangladesh)
WWDs	Women with Disabilities

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1 Introduction

Universalia is pleased to submit to the Disability Rights Fund (DRF) this *revised* report of the Learning Evaluation of the Disability Rights Fund.

DRF has a partnership agreement with the Department for International Development (DFID) of the United Kingdom that spans from April 1, 2013 to March 31, 2016. The partnership agreement includes a provision for a mid-term evaluation. DRF, as a learning-oriented organization, is interested in evaluation processes as an ongoing learning process and as one of the available means to improve performance. This is also supported by the fact that DRF required the present evaluation to build on the results of the first independent evaluation of the Fund, which was conducted in 2012 with the following objectives: i) identify the impact of the Fund and ways that any impact made could be sustained; ii) record and share lessons of success and challenges; iii) ensure that funds had been used effectively and efficiently to deliver results; and iv) enable DFID to monitor and evaluate the performance of the Fund as a whole, ensuring that the Fund was contributing to DFID's goals and demonstrating, for public accountability purposes, that the Fund was an effective use of money.

In July 2013, DRF launched a call for proposals to conduct this evaluation. Universalia submitted a proposal in August 2013, which was selected. The mid-term evaluation was preceded by a review of DRF monitoring and reporting tools, with the aim of strengthening DRF's monitoring and reporting capacity.

The Department of Foreign Affairs and Trade (DFAT) of the Australian Government, which is also one of DRF's donors, showed interest in the evaluation and collaborated by facilitating a field mission in Southeast Asia, a region of particular interest to DFAT.

This report presents key evaluation findings and recommendations for DRF and its key stakeholders and is structured as follows:

- Section 2 provides an overview of DRF's creation, structure, objectives, grant portfolio, and funding streams;

- Section 3 outlines the evaluation purpose, objectives, scope, approach, analytical framework, methodology, and limitations;

- Section 4 includes a brief description of DRF grantmaking in Bangladesh, Ghana, Indonesia, Peru, and Uganda;

- Section 5 presents the evaluation findings in the areas of relevance, effectiveness, progress towards impact, sustainability, economy, efficiency, and value for money;

- Section 6 provides DRF and its donors with the main recommendations emerging from the evaluation process; and

- Section 7 identifies the key lessons learned.

2 Brief Description of DRF

2.1 Creation of DRF[4]

The Disability Rights Fund (DRF) is a participatory grantmaking mechanism that provides funding to disabled persons organizations[5] (DPOs) in developing countries.

DRF was created in 2008 to support the implementation and monitoring of the Convention on the Rights of Persons with Disabilities (CRPD). The CRPD is a United Nations (UN) international convention adopted on December 13, 2006, during the sixty-first session of the General Assembly, by resolution A/RES/61/106. A brief overview of the CRPD is provided in the sidebar.

2.2 Structure of DRF

DRF originated from collaborative discussions between philanthropic grant-makers and the disability community,

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Brief Overview of the CRPD

The CRPD, which is an instrument targeted to States parties, is composed of 50 articles (general and specific) referring to the Convention and of 18 articles referring to the Optional Protocol to the Convention.

Through the CRPD, States Parties reaffirmed the universality, indivisibility, interdependence, and interrelatedness of all human rights and fundamental freedoms, and the need for persons with disabilities to be guaranteed their full enjoyment without discrimination.

The Convention recognizes, among others, the following responsibilities of States Parties:

➢ States Parties shall establish and coordinate mechanisms to promote, protect, and monitor the national implementation of the Convention, by ensuring that persons with disabilities and their representative organizations are involved and participate fully in the monitoring process (Article 33).

➢ States Parties shall submit comprehensive reports on measures taken to give effect to their obligations under the Convention and indicate factors and difficulties affecting the degree of fulfillment of those obligations (Article 35).

As of September 15, 2014, 158 states were signatories to the Convention, and 150 states had ratified the Convention [3]

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during the Ad Hoc Committee meetings that preceded the adoption of the UN Convention on the Rights of Persons with Disabilities, in December 2006. A framework for DRF was finalized in December 2007, and DRF began operations in March 2008 as a project of the Tides Center, a non-profit organization that provides fiscal sponsorship for progressive groups.

Following a cost-benefit analysis in 2011, DRF acquired independent non-profit status, and in April 2012, it began independent operations as two entities: the Disability Rights Fund, Inc. (DRF) and the Disability Rights Advocacy Fund, Inc. (DRAF). DRF is a 501c3, which operates non-lobbying grantmaking and the Uganda Capacity Fund, makes all grantee convening grants, and as of 2014, makes Special Opportunity Grants. DRAF is a 501c4, which operates lobbying grantmaking and the Strategic Partnership funding stream. This distinction was made to meet US legal standards, which

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[3] Retrieved from http://www.un.org/disabilities/countries.asp?navid=17&pid=166. Consulted on 15/09/2014 at 12:45 p.m.

[4] For more information, please refer to the previous evaluation report at: http://www.disabilityrightsfund.org/files/drf_universalia_evaluation_report.pdf

5 DRF's understanding of the term DPO: DPOs are representative organizations or groups of persons with disabilities (PWDs), where PWDs constitute a majority of the overall staff, board and volunteers, and are well represented in all levels of the organization. DPOs include organizations of relatives of PWDs (only those representing children with disabilities, people with intellectual disabilities, or the deafblind) whose primary aim is empowerment and the growth of self-advocacy of PWDs. In addition, DPOs have an understanding of disability in accordance with the social model.

prohibit tax deductions for contributions from US-based donors when contributing to lobbying efforts.[6]

DRF is governed by the DRF Board and DRAF by the DRAF Board. The two Boards are notably responsible for setting the organization's vision and mission; securing adequate resources for the organization to fulfill its mission; participating in an overall planning process and assisting in implementing and monitoring the plan's goals; monitoring and strengthening programs; and providing proper financial oversight. The Grantmaking Committee reviews dockets of grant proposals presented by staff; makes final grant recommendations to the Boards; reviews Country Strategies and Country Strategy Assessments; reviews monitoring and evaluation activities of DRF as they relate to grantmaking; and provides guidance and inputs to DRF strategic grantmaking priorities. The Grantmaking Committee (GMC) is composed of four advisors (leaders with disabilities) and five donor representatives. A Global Advisory Panel (GAP) supports DRF in defining its grantmaking strategy. The Panel is composed of 12 members, nine of whom are PWDs representing different segments of the disability community in the developing world. The 12 GAP members also include three bridge builders (i.e. activists from other human rights movements that can help guide DRF and, at the same time, influence other movements through their participation in DRF's work). Finally, the DRF Executive Director manages a team of 11 staff members, including a Program Director, a Development Coordinator, four Program Officers, an Indonesia Grants Consultant in Indonesia and a Ukraine Grants Consultant in Kiev, a Grants Manager, an Operations Manager, and an Operations and Program Associate. DRF's organizational chart is presented below.

Exhibit 2.1 DRF's Organizational Chart

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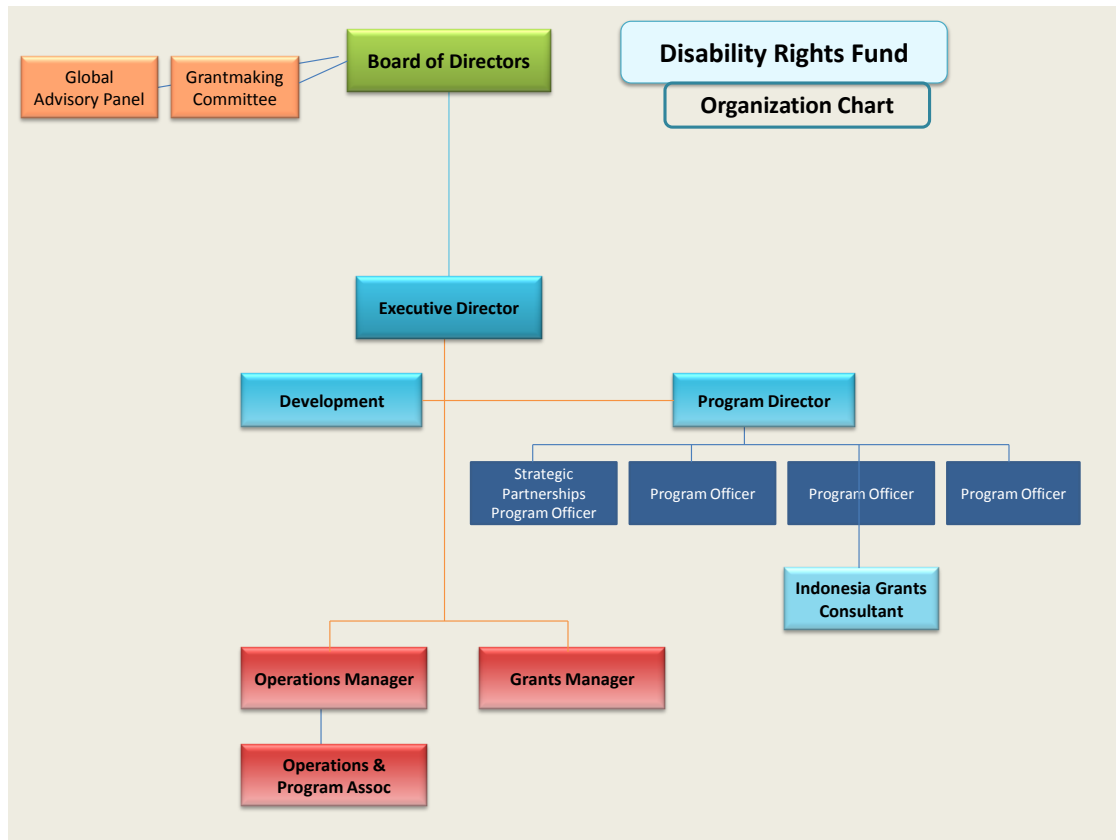
[6] Lobbying as defined under US law, and for DRF purposes, refers to advocacy for legislative changes (including advocacy for ratification of international treaties).

DRF has a distinctive vision of how the world should function for persons with disabilities (PWDs), and it aims to embody that vision by integrating PWDs in its own organizational structure. DRF's two Boards, Grantmaking Committee, and its staff include PWDs, and the GAP is composed almost exclusively of PWDs. DRF bylaws are also centered on the inclusion of PWDs.

2.3 DRF Objectives and Theory of Change

DRF's objectives are laid out in its logical framework (see *Appendix VI*), which also constitutes the basis of the present assessment.

DRF's ultimate objective is to promote the full participation of PWDs in society and their enjoyment of equal rights and opportunities (impact). To attain this impact, DRF works in target countries to increase participation of the disability movement in the advancement of PWDs' rights, as outlined in the CRPD (outcome). In order to do so, DRF:

- Promotes the participation and influence of representative organizations of PWDs in harmonizing legislation, policy, and programs with the CRPD, in target countries (output 1);

- Supports representative organizations of PWDs to participate in international and national human rights monitoring processes of target countries (output 2);

- Promotes the inclusiveness of the DPO movement in target countries, so that it reflects the diverse needs and views of the disability community (output 3); and

- Strengthens grantees' capacity to advocate for the rights of PWDs (output 4).

According to DRF's theory of change, desired results can be achieved if the following assumptions hold true:

1) Eligible DPOs exist in DRF target countries and apply for funding;

2) DRF is sufficiently resourced and staffed;

3) DPOs have adequate advocacy skills to communicate with government, mobilization skills to raise awareness, and knowledge of the CRPD;

4) Stakeholders are willing to engage;

5) PWDs have the motivation and ability to participate in DPO-led activities;

6) Citizens are inspired to join the movement;

7) Citizens see the value in taking action;

8) Decision-makers are open to and have the political will to respond to demands for inclusion from PWDs;

9) International human rights monitoring processes are operational and timely;

10) DPOs are able to influence the politics and systems to create legislation, policies, and programs that meet the needs of PWDs;

11) Legislation, state systems, and official processes are open to change;

12) Target-country governments who have ratified the CRPD are motivated to respect their obligations;

13) Governments see the value in disaggregating data;

14) Data is available to the public;

15) Inclusion leads to meaningful participation, empowerment, and engagement of PWDs in development planning; and

16) PWD representatives mirror the breadth and diversity of the disability community.

2.4 DRF Grant Portfolio for FY2008-2014

From 2008 to the end of 2014, DRF distributed close to USD 13.4 million through 613 pooled fund grants to DPOs in 28 countries[78] for advocacy related to the Convention on the Rights of Persons with Disabilities. DRF expanded its operations[9] from 7 pilot countries in 2008 (Bangladesh, Ecuador, Ghana, Namibia, Nicaragua, Peru, and Uganda) to 16 countries in 2014, and from a grant portfolio of USD 800,000 in 2008 to USD 2,138,500 in 2014.[10] The number of grantees has increased from 33 in 2008 to 85 in 2014, and the total number of grants from 33 in 2008 to 93 in 2014.

The portfolio of countries overseen by each Program Officer varies. In 2014, the Program Officer for Asia (with, as of this year, the support of an Indonesia Grants Consultant) was responsible for overseeing 9 countries (Bangladesh, India, Indonesia, Cook Islands, the Federated States of Micronesia, Fiji, Solomon Islands, the Republic of the Marshall Islands, and Tuvalu), 35 grantees, and 41 pooled fund grants; the Program Officer for Africa was was responsible for overseeing 4 countries (Ghana, Malawi, Rwanda, and Uganda) and 36 grantees, and 38 pooled fund grants; and the Program Officer for Latin America and the Caribbean (LAC) and the Middle East and North Africa (MENA) was was responsible for overseeing 3 countries (Haiti, Lebanon and Peru), 14 grantees, and 14 pooled fund grants.[11]

2.5 DRF Grantmaking Rounds and Funding Streams

DRF provides grants to DPOs through an international competitive process. Its grant cycle consists of two grantmaking rounds, each addressed to different target countries. For instance, in 2014, Round One consisted of a Request for Proposals (RFP) process for DPOs in Haiti, Indonesia, Lebanon, and two new countries, Malawi and Myanmar. Select applicants from India and Ukraine were also invited to apply. Round Two consisted of a Letter of Interest (LOI) process for Bangladesh, Peru, and Uganda, and an RFP process for the remaining Round Two countries (Pacific Island Countries and Rwanda).

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[7] If non-pooled fund grants are considered, the total for the period 2008-2014 is 686 grants totalling USD 14,604,125.77 in 31 countries (the three countries covered by non-pooled funds are Kenya, Switzerland, and United States).

[8] The 28 countries include: Bangladesh, Cook Islands, Ecuador, Fiji, Ghana, Haiti, India, Indonesia, Kiribati, Lebanon, Malawi, the Republic of the Marshall Islands, Mexico, the Federation of Micronesia, Namibia, Nauru, Nicaragua, Palau, Papua New Guinea, Peru, Rwanda, Samoa, Solomon Islands, Tonga, Tuvalu, Uganda, Ukraine, Vanuatu.

[9] Only pooled fund grants are considered in this section and in the rest of the report, unless otherwise indicated.

[10] Data on grantmaking and number of grants and grantees are based on DRF Grants List (Excel file provided by DRF to the evaluation team). This database does not include (for the period 2008-2013) DRF grantmaking provided through the following funding streams: Strategic Partnerships, Uganda Capacity Fund, and Special Opportunity Grants.

[11] The DRF PO for Africa is also responsible to manage the Uganda Capacity Fund grants, and the PO for LAC-MENA is also responsible for the Strategic Partnership grants. Finally, all POs manage as well off-docket grants and Special Opportunity grants in their regions.

Over the years, DRF's grantmaking has been adapted based on lessons learned, and efforts have been made to ensure strategic funding. As a result, DRF has revised the specific objectives of its grantmaking, the amounts allocated, the duration of support, and the eligibility criteria. The exhibit *below* illustrates priorities for 2014.

Exhibit 2.2 DRF Funding Streams in 2014 (Round 1) and Corresponding Priority Areas, Grant Amounts, and Eligibility Criteria

Funding Streams	Priority Areas	Grant Amounts	Eligibility Criteria
National Coalition Funding Stream	• Ratification of the CRPD and/or the Optional Protocol (where not ratified). • Passage of a specific legislation in accordance with the CRPD. • Production of and/or follow-up to alternative reports submitted to the CRPD Committee. • Production of and/or follow-up to reports submitted to other UN human rights monitoring mechanisms, such as the Universal Periodic Review (UPR) of the Human Rights Council or Committees of Experts from other human rights treaties. • Advocacy aimed at national or international agencies responsible for development planning, to ensure that the CRPD is taken into consideration in strategy, as well as goal development and assessment.	• Between USD 30,000 and USD 50,000 per year. • Between USD 60,000 and USD 100,000 over the course of two years.	• National Coalitions of three or more organizations, where the Coalition is conceived and led by a DPO.
Mid-Level Coalition Funding Stream	• Passage of specific legislation or policy in accordance with the CRPD. • Achievement of governmental budgetary measures to implement the CRPD. • In Pacific Island Countries only: ratification of the CRPD and/or the Optional Protocol (where not ratified).	• Between USD 30,000 and USD 40,000 per year. • Between USD 60,000 and USD 80,000 over the course of two years.	• Mid-Level Coalitions of three or more organizations, where the Coalition is conceived and led by a DPO.
Small Grants Funding Stream	• Increasing DPO participation in decision-making processes regarding the CRPD at state or local levels. • Addressing implementation of CRPD articles. • Ratification efforts (in Pacific Island Countries only).	• Between USD 5,000 and USD 20,000.	• Legally registered non-governmental DPOs (or groups of PWDs acting under the fiscal sponsorship thereof). • Partnerships between DPOs. • Partnerships between DPOs and other civil society organizations (where a DPO is the managing partner).

As DRF and DRAF have expanded scope over the years since the launch of the Funds, new grantmaking streams outside of the pooled fund have been added as complements to pooled fund grants and within the missions of the Funds.

Off-docket grants, which usually range from USD 5,000 to USD 15,000, are given to national umbrella organizations to cover the costs of hosting Grantee Convenings. Grantee Convenings are held almost every year in almost every country (or in the case of the Pacific Island Countries, region) to i) help DRF/DRAF oversee grantee progress, ii) reduce redundancy and build joint advocacy amongst grantees, and iii) introduce grantees to key external stakeholders (other human rights organizations, government stakeholders, other donors). In working with national umbrella organizations to host these meetings, DRF/DRAF also supports the convening role of these organizations.

In addition to the pooled fund and off-docket grants explained above, DRF launched two other funding streams in 2013 and one in 2014 (though these are not within the scope of the present evaluation):

- The **Uganda Capacity Fund** (introduced in 2013 and funded through DRF), which provides organizational capacity-building grants to Ugandan DPOs that are working to advance the rights of PWDs. The Fund was set up at the request of a donor and has an annual grants budget of USD 120,000. Access to these grants is provided by DRF through targeted requests for expressions of interest. Typical grants range from $5,000 - $20,000 per organization. Funded priority areas include: organizational capacity building, building links to other human rights movements, and travel grants;

- **Strategic Partnerships grants** (introduced in 2012 and funded through DRAF), which are intended to support cross-movement work between the disability rights community and other rights communities. Through this funding stream, which cannot be accessed through an open call but by invitation only, DRAF provides up to USD 300,000 per year to support regional and international efforts to address the rights of persons with disabilities through the following areas: bridging movements and strengthening regional DPO networks. In 2012-2014, DRAF provided seven grants under this funding stream. These included: three grants to support cross-movement work between the disability rights movement and the Indigenous Peoples' movement (support to the International Disability Alliance, IDA); one grant to support regional DPO networking in Africa (support to the emergent African Youth with Disabilities Network, AYWDN) across 14 nations; one grant to support the ASEAN Disability Forum; one grant to support the organizational capacity in terms of CRPD knowledge and understanding of the Yogyakarta Principles of the Deaf Queer Kenya; and one grant to support the creation of a partnership between CREA (India), ASEAN Disability Forum (ADF), and the Resource and Research Centre for Women (ARROW) in the ASEAN region.

- The **Special Opportunity Grants** (introduced in 2014), which allow DRF/DRAF staff to present a grant recommendation to the Grantmaking Committee off of the usual cycle of June and November either because of compelling reasons[12] or a special opportunity.[13]

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[12] As defined by DRF, a compelling reason is when a repeat grantee cannot present their project in time for either June or November consideration due to either internal or external obstacles, such as: death of a key staff person, or conflict in the country affecting operations.

[13] As defined by DRF, a special opportunity is when a repeat grantee has contacted DRF with a special opportunity for the grant they have funded that requires additional resources in a timely fashion, such as: in the case of a project supporting an alternative report, the country has been called before the CRPD

3 Evaluation Methodology

3.1 Evaluation Purpose and Objectives

The present Learning Evaluation has both accountability and learning purposes. In its proposal to DFID,[14] DRF committed to conduct an independent mid-term evaluation of its grantmaking operations. In addition, DRF is interested in using the mid-term evaluation as a guide for its ongoing and future operations. Within the framework of this assignment, DRF also requested support to enhance its monitoring and reporting system so as to learn about specific areas, which are detailed further below. Therefore, the Learning Evaluation consists of two interrelated components:

- The development or adjustment of DRF's tools for data collection, recording, and management; and

- The mid-term evaluation of DRF grantmaking operations.

On the basis of the TOR and discussions held with DRF staff as well as DFID and DFAT representatives, the following objectives were identified for the Learning Evaluation:

- Provide an update on progress made towards the achievement of the output-, outcome- and impact-level results in DRF's logical framework;[15]

- Identify DRF's contributions to results achieved by paying special attention to: i) capturing the mechanisms that have brought about reported changes and the assumptions behind them; and ii) capturing DRF's specific contributions to building disability movements in the target countries;

- Make an overall assessment of DRF's value for money;

- Identify internal and external (to DRF) factors affecting performance, at both the programmatic and organizational levels;

- Provide DRF staff with a clear set of lessons learned to improve current interventions and guide future ones.

3.2 Evaluation Scope

The table below outlines the evaluation scope.

Exhibit 3.1 Scope of the Mid-Term Evaluation

Dimensions	Scope of the Evaluation
Type of evaluation	Formative evaluation with summative components.

Committee, opening an opportunity (timing not known at the time the grant was made) for civil society to present to the Committee in Geneva; in the case of a project supporting legislative reform, the law being reformed has reached parliamentary floor, and there is a need for extra advocacy push requiring more resources.

[14] Disability Rights Fund. *Business Case and Intervention Summary. Support for the Disability Rights Fund, 2013-2016.*

[15] The version used to assess progress towards results is dated September 20, 2012 (Appendix VI).

Dimensions	Scope of the Evaluation
Areas of evaluation	• Program performance (in terms of relevance, effectiveness, impact, sustainability, efficiency, and value for money). • Review of DRF's response to the recommendations of the previous evaluation, undertaken in 2012. See *Appendix IX* .
Period	Grants allocated between April 2012[16] and November 2013.[17]
Activities	Grantmaking operations conducted through DRF and DRAF, including grantee convenings, technical assistance, and site visits.
Types of grants	Small, mid-level, and national coalition grants.
Countries	Site visits were conducted in 3 of the 28 DRF target countries (Bangladesh, Indonesia, and Uganda),[18] and remote data collection (through desk review and phone interviews) was conducted for 2 target countries (Ghana and Peru).
Grantees	A sample of grantees operating in the sampled countries.

3.3   Intended Users and Use of the Evaluation

The primary intended users of the evaluation findings, conclusions, and recommendations are:

- DRF, who will have additional evidence to support its decision-making processes regarding the achievement of the result milestones set in its logframe as well as the overall performance of its grantmaking; and

- DFID and DFAT, who will be able to report back to their respective taxpayers on the aid development allocation decisions made; monitor their contribution to creating a more equal society; and strategize their future aid development allocations to DRF and, more broadly, in the disability field.

Secondary users are other DRF donors (whether current or potential), DRF grantees, and any other organization (DPO or not) working or interested in the disability field. The evaluation may serve as a guide on successful and less successful strategies and approaches for the promotion of PWDs' human rights. Moreover, the evaluation can be used by DRF grantees as an instrument to keep DRF bilateral donors (who are State Parties to the CRPD) accountable for the implementation of the CRPD.

3.4   Evaluation Methodology

- **Composition of the Evaluation Team**: The evaluation team was composed of Mrs. Elisabetta Micaro (Team Leader), Ms. Sandra Nduwimfura (Consultant), Dr. Charles Lusthaus (M&E Advisor), and Dr. Futsum Abbay (Disability Rights Advisor).

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[16] DRF's previous evaluation assessed grants disbursed up to March 2012.

[17] Grants that were allocated in 2014 round 1 were not reviewed as their implementation started only in September 2014, that is, too early to assess their results in a comprehensive way. However, during data collection in the selected countries, the evaluation team did make efforts to get the most updated information on achieved results from interviewed stakeholders. So, reported results in the evaluation report do include results up to the moment of the country-level data collection.

[18] Twenty-six countries have been identified as targets in DRF's M&E logical framework: Bangladesh, Ghana, Haiti, India, Indonesia, Lebanon, Mexico, Nicaragua, 14 Pacific Islands, Peru, Rwanda, Uganda, and Ukraine.

- **Evaluation Approach**: The evaluation team applied utilization-focused, participatory, and human rights-based approaches to conduct the Learning Evaluation. The **utilization-focused** approach involved working closely with the primary users of both the monitoring and reporting system and the mid-term evaluation. The **participatory approach** aimed to ensure that the perspectives and insights of all identified key stakeholders (DRF, grantees, donors, and governments) were not only taken into consideration, but also reported upon. In addition, an Evaluation Reference Group[19] was established by DRF at the beginning of the process to provide expert opinions on different themes addressed by the evaluation. The **human rights-based** approach enabled the evaluation team to ensure that the evaluation processes used were voluntary and, above all, inclusive.

- **Evaluation Framework**: As requested by the TOR, the study covers the evaluation criteria of relevance, effectiveness, impact, sustainability, economy, efficiency, and value for money. A set of key questions – developed in consultation with DRF, DFID, DFAT and the Evaluation Reference Group – guided the development of the evaluation methodology. The questions and their corresponding indicators, sources of data, and data collection methods are presented in the evaluation matrix, in Appendix V .

- **Evaluation Steps**: The evaluation process started in October 2013 with discussions held with DRF staff, and DFID and DFAT representatives. These discussions led to the development of the Inception Report and Workplan, in December 2013. The data collection for the mid-term evaluation started in July 2014, with a field mission to Uganda, followed by data collection in Bangladesh, Ghana, Indonesia, and Peru. A presentation of preliminary findings, recommendations, and lessons learned was delivered via conference call with the DRF Executive Director and Board on November 17. At key moments of the assignment, the evaluation team also sought inputs from the Evaluation Reference Group.

- **Sampling of Countries**: Since it was not possible to conduct data collection in all DRF target countries, a sample of countries was identified on the basis of certain key characteristics and considerations. The evaluation includes countries where data collection was carried out during DRF's previous evaluation, so as to enable the assessment of the cumulative results of DRF grantmaking, as well as countries that DRF will soon exit, to enable the evaluation team to provide DRF with feedback on its exit strategy. The sample covers the three funding streams, and also takes into consideration donor interest in specific regions/countries. Based on these criteria, the countries selected for in-depth data collection were Bangladesh, Ghana, Indonesia, Peru, and Uganda. This sample represents 52 percent of DRF's grantmaking over the 2008-2013 period.

- **Data Sources**: Key sources included DRF stakeholders[20] (e.g. DRF staff, Board, donors, GAP and GMC members, grantees, global and country-level stakeholders in sampled countries) and documents[21] (e.g. DRF corporate documents, documents related to DRF grantmaking in

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[19] The members of the Evaluation Reference Group are: Caroline Hoy (Evaluation Adviser for Civil Society Department at DFID); Jackie Williams Kaye (Director of Research and Evaluation at Wellspring Advisors); Mona Kahn (human rights and strategic thinking consultant; former Director of Programs at the Fund for Global Human Rights); Carrie Netting (Assistant Director for DFAT's Disability Policy Section, seconded from DFID; member of the Reference Group in the initial phase of the evaluation); Anne Rigby (DFAT); Lorraine Wapling (UK-based international development consultant); Ola Abu Al Ghaib (DRF Board member and Regional Disability Rights and Advocacy Coordinator and Musawa Project Manager for the Middle East Regional Office of Handicap International); and Sara Minkara (founder of Empowerment Through Integration).

[20] A complete list of respondents is provided in Appendix III.

[21] A complete list of documents consulted is provided in Appendix IV.

sampled countries, country-level documents – especially related to disability –, grantee lists, and literature on disability, social movements, and value for money).

- **Data Collection Methods**:
  - Field missions were conducted in Bangladesh (October 20-24), Indonesia (September 29-October 4), and Uganda (July 8-16). These missions aimed to gather in-depth information on the specific contributions of DRF to the achievement of the results in its logframe, and to identify factors (either programmatic or external) that may have enabled or hindered progress. The missions also helped in understanding some of the key elements, processes, and assumptions of the theory of change underlying DRF's and grantees' activities;
  - Virtual visits were made to Ghana and Peru, through desk review and phone interviews with relevant stakeholders. The virtual visits did not have the same level of depth as the field missions (in terms of coverage of interviewed stakeholders);
  - Observation of DRF grantee convening meetings in Indonesia and Uganda;
  - Document review;
  - Interviews and focus groups, with global and country-level stakeholders. The evaluation team consulted a total of 149 stakeholders through semi-structured, individual interviews (in person, via Skype, or by phone), focus groups, and email exchanges;
  - Observation of DRF's Grantmaking Committee's and Global Advisory Panel's meetings held in June 2014;
  - Literature review on key topics related to this evaluation, namely social movements, disability, and value for money.
- **Data Analysis**: Data analysis involved the triangulation of different data sources. The evaluation tools asked similar questions to different stakeholders, and interviews were complemented by a review of documents, which allowed for the assessment of performance against the overarching evaluation criteria. Qualitative responses were reviewed and compared to answer the overarching evaluation questions. The main forms of analysis were content and narrative analysis, as well as comparative analysis. Content and narrative analysis was used for data gathered through document review, interviews, and country visits involving interviews and focus group discussions with key informants. Content analysis provided the framework for classifying qualitative information, including documents and interviews, according to particular themes and issues. Comparative analysis made it possible to highlight best practices and/or lessons learned in relation to different methods and program approaches. The validity of the data was ensured through data triangulation (i.e. convergence of multiple data sources), the use of standardized instruments, and compliance with standard evaluation practices. The results of the analyses were synthesized in order to develop the evaluation findings. These formed the basis of the draft evaluation report, along with evidence and references to support the findings.

3.5 Limitations

The main limitation that this evaluation faced was the unavailability of in-country donors working on disability rights. Only in Bangladesh and Indonesia was the assessment team successful in interviewing DFID representatives and/or other donor representatives. Consequently, the evaluation team was not able to capture a holistic picture of DRF's relevance; or identify potential or current synergies or complementarity between donors' work and DRF's work.

In addition, because of the nature of this evaluation (a mid-term evaluation with a stronger formative than summative dimension), no interviews were conducted with local-level government authorities, community members, etc. (only in Bangladesh interviews were conducted with these actors). Thus, results at that level are mostly based on the results reported by grantees, with limited triangulation conducted to validate them.

4 Brief Description of DRF Grantmaking in Bangladesh, Ghana, Indonesia, Peru, and Uganda

The following section presents an overview of DRF's work in the five countries sampled for the assessment, of which four were part of the very first DRF grantmaking round in 2008 (i.e. Bangladesh, Ghana, Peru, and Uganda). Each country subsection contains brief contextual information on the CRPD, as well as disability statistics (although often based on scarce and outdated data), and DRF grantmaking trends in the period 2008-2014. The section below also highlights key contributions made by DRF grantees, up to 2012 (the updated information on achieved results is provided in section 5), to the creation of legislation, policies, and programs aimed to advance the rights of PWDs (additional information on the key contributions made by DRF grantees can be found in DRF's first independent evaluation available here: www.disabilityrightsfund.org/files/drf_universalia _evaluation_report.pdf).

4.1 DRF Grantmaking in Bangladesh

Bangladesh was one of the initial seven target countries to be targeted by the Disability Rights Fund in its first grantmaking round in 2008. It was chosen because it is one of the poorest countries in Asia (the 2010 UNDP Human Development Index ranked Bangladesh 146 out of 182 countries[23]); it had already ratified the CRPD (in November 2007) and Optional Protocol (in May 2008); and it was considered by DRF as having a vibrant DPO sector that could benefit from grantmaking support to address CRPD advocacy.

Between 2008 and 2014, DRF has supported 23 DPOs (including grassroots DPOs, women's DPOs, indigenous peoples' DPOs, and parent organizations). As of November 2014, DRF had invested a total of USD 1,401,000 in the country (11% of its total grantmaking in the period 2008-

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Disability in Bangladesh[22]

The 2011 analysis based on World Health Survey data also indicates the following:

- Disability prevalence is higher in rural areas than in urban areas (17.3 percent versus 12.9 percent). Disability prevalence among women is more than double that among men (22.9 percent versus 9.9 percent).

- Working-aged persons with disabilities are more likely to be female and older. Persons with disabilities are 69 percent female.

- Individuals with disabilities have a lower economic status (education and employment) compared to individuals without disabilities.

- On average, a person with a disability has 2 years of education, compared to 2.5 years for a person without a disability. In rural areas, 26 percent of persons with disabilities have completed primary school, compared to 41 percent for individuals not reporting disabilities. In urban areas, primary school completion is 47 percent among persons with disabilities and 65 percent for persons without disabilities.

- Persons with disabilities show higher rates of non-employment (65 percent versus 46 percent). Differences in the breakdown by type of employment held by the employed (government, non-government, self-employed, or employer) vary across disability statuses, as persons with disabilities rely more on self-employment (88 percent versus 81 percent).

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[23] http://en.wikipedia.org/wiki/Human_Development_Index

2014).[24] Grantmaking has been based on two cycles of country strategies (2010-2012 and 2013-2016 CS) with emphasis on three main objectives:[25]

- Encourage and facilitate collaboration amongst national-level DPOs, and collective action between national-level DPOs and grassroots populations of PWDs, to sustain CRPD advancement;
- Expand the diversity and geographic reach of DPOs involved in CRPD advancement, especially in more remote parts of Bangladesh and at grassroots levels; and
- Facilitate greater technical support to and between DRF Grantees.[26]

Grantmaking Trends

Grantmaking trends from 2008 to 2014 have included:

- Increased grantmaking to grassroots and remote, rural DPOs, which have made up 50% of grantees in the past two years;
- Continued support to promising small, first time and emergent DPOs;
- Increased grantmaking to marginalized PWDs, notably, the deaf/hard of hearing, indigenous PWDs, WWDs, and persons with intellectual disabilities;
- Increasing numbers of WWDs represented in staff and leadership within grantee organizations. For example, from 2010 to 2014 the numbers of WWDs attendingDRF Grantee Convenings has increased from approximately 20% to 45%; and
- Increased grantmaking to DPOs focusing on coastal communities and related issues of climate change and its impact on PWDs.

Grantee Achievements up to 2012 (with DRF Support)

As of 2012, one of DRF grantees' achievements was ensuring the right of PWDs to sit for civil servant examinations. This achievement was made as a result of DRF funding and in collaboration with a local lawyer's group, the Bangladesh Legal Aid Services Trust (BLAST). Another grantee, Access Bangladesh Foundation (ABF) (in consultation with other DRF grantees) was involved in the review of the national Disability Act to ensure its harmonization with the CRPD. The drafting of the Act involved frequent consultations with government focal points at the national level.[27].

4.2 DRF Grantmaking in Ghana

DRF started working with DPOs in Uganda through its very first round of grantmaking in 2008. Like Bangladesh, Ghana was among the first countries to have signed the CRPD and its Optional Protocol. However, while Ghana signed both instruments in March 2007 (the month the Convention

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[24] Data on grantmaking and number of grants and grantees are based on DRF Grants List (Excel file provided by DRF to the evaluation team). This database does not include (for the period 2008-2013) DRF grantmaking provided through the following funding streams: Strategic Partnerships, Uganda Capacity Fund, and Special Opportunity Grants.

[25] It bears reminding that DRF grantmaking in every country is mainly based on DRF grantmaking priorities.

[26] DRF (2013), *Revised Country Strategy: Bangladesh 2013-2016.*

[27] Access Bangladesh Foundation (2014), No project title, Narrative and Financial Report. (2012 Round 2 Small Grant Final Report)

was open for signature, i.e. three months following its adoption), unlike Bangladesh, the country did not ratify either instrument until 2012.

Over the course of six years (2008-2014), DRF has given out USD 903.105 to 47 projects and 12 DPOs.[28]

As with other DRF countries, there is no clear reporting on the actual number of persons with disabilities in-country. The 2010 Population and Housing Census puts the population of severely disabled persons at 3% (737,743); but it is generally estimated that persons with disabilities in Ghana constitute between 15% and 20% of the population.[30] An estimated 70% of persons with disability live in rural areas and thus encounter a lot of challenges in their participation in decision making and general access to information, resources and opportunities.[31]

DRF's most recent country strategy focused on two main objectives:

- Support the disability community to be able to hold duty-bearers accountable to the standards set out in the CRPD; and

> **Disability in Ghana**[29]
>
> - Disability prevalence rates in rural and urban areas are similar (8.2 percent versus 8.6 percent, respectively).
>
> - Disability prevalence is higher among women (10.6 percent) than men (6.2 percent).
>
> - Age and gender profiles differ significantly across disabilities. Persons with disabilities are 64 percent female, compared to 50 percent for persons without disabilities. The average individual with a disability is eight years older than the average individual without a disability (mean age: 41 versus 33 years).
>
> - Individuals with disabilities have significantly lower educational levels. Years of education completed are 2.41 for persons with disabilities, compared to 2.63 for persons without disabilities. In addition, only 54 percent of persons with disabilities have completed primary school, compared to 65 percent of persons without disabilities. It should be noted that in rural areas, differences in educational attainment across disability statuses are not statistically significant.
>
> - Regarding employment outcomes across disability statuses, we find no significant difference for employment rates or types of employment.
>
> - Comparing households with a working-aged adult with a disability to other households, we find no significant difference in average household size or in the number of children. However, the percentage of households headed by males is lower for households with a disabled member, compared to other households (60 percent versus 74 percent).

- Expand the diversity of PWDs and DPOs involved in CRPD advancement, especially at grassroots levels.[32]

Grantmaking Trends

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[28] Data on grantmaking and number of grants and grantees are based on DRF Grants List. This database does not include (for the period 2008-2013) DRF grantmaking provided through the following funding streams: Strategic Partnerships, Uganda Capacity Fund, and Special Opportunity Grants.

[29] Mitrra S., Posarac. A., Vick B. (2011), *Disability and Poverty in Developing Countries: a Snapshot from the World Health Survey 2011*, p. 100.

[30] Ghana Statistical Service, 2010, Population and Housing Census, Summary Report for Final Results, May 2012.

[31] Local News, Increased Discrimination against Persons with Disability in Ghana, available at http://news.peacefmonline.com/pages/social/201311/180980.php.

[32] DRF. (2010), *Country Strategy: Ghana*, pp. 12-13.

Grantmaking trends from 2008 to 2014 have included:

- Increased grantmaking from USD 125,000 in 2008 to USD 138,300 in 2014, with a corresponding increased in the number of grants from 5 to 8 in the same period;

- Support provided mostly through small grants and to organizations located outside the capital city. Nearly 36% of the projects funded by DRF are based in rural parts of the country; in the Northern, Eastern, Brong-Ahafo, Central and Ashanti regions;

- DRF grantmaking in Ghana has especially targeted disabled persons organizations addressing cross-disability, intellectual, and psycho-social disability issues.

Grantee Achievements up to 2012 (with DRF Support)

In Ghana, DRF's efforts have focused on increasing DPO knowledge of the CRPD as well as their comprehension of the country's legal environment for ratification of the CRPD and amendment of national legislation, including the country's Persons with Disability Act (2006). As of 2012, the greatest achievement for the disability community in Ghana was the ratification of the CRPD (and its Optional Protocol), which had been approved by the Cabinet Minister and passed by Parliament, but still required the President's signature in order to be submitted to the United Nations. At the time of the 2012 assessment, the Mental Health Act had yet to be signed into law.[33] Both achievements constitute a step towards advancing and ensuring the rights of persons with disabilities, including persons with psychosocial disabilities (although it is reported that the Mental Health Act is not fully compliant with CRPD standards). Two DRF grantees, MindFreedom and the Ghana Federation for the Disabled, actively advocated for and contributed to these achievements, with the support of other external actors.

4.3 DRF Grantmaking in Indonesia

Indonesia signed the CRPD in March 2007, but had not ratified it. A year after DRF's arrival in Indonesia, the country ratified the Convention (in November 2011), but has yet to sign and ratify its Optional Protocol.

As of November 2014, DRF had

Disability in Indonesia[34]

According to BPS, SAKERNAS 2011, total of Indonesian population is: 237,641,326 persons of which the total persons of working age is: 171,755,077 persons.

In line with WHO calculation, it is estimated that 10% of Indonesian population (24 million) are people with disabilities.

According to PUSDATIN data of the Ministry of Social Affairs, as of 2010, total number of people with disabilities in Indonesia is: 11,580,117 persons of which:

- 3,474,035 (people with visual impairment),

- 3,010,830 (people with physical impairment),

- 2,547,626 (people with hearing impairment),

- 1,389,614 (people with mental impairment), and

- 1,158,012 (people with chronic impairment).

While according to data of the Ministry of Manpower and Transmigration, as of 2010, total number of people with disabilities is: 7,126,409 persons.

Lack of accurate data on the number of persons with disabilities acts as a brake on a range of actions and measures that could be taken otherwise. In fact, there is no accurate and comprehensive data regarding persons with disabilities in Indonesia.

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[33] DRF. (2014), *DRF-DfID Annual Report – Appendix 1: National and Local Changes in Legislation*.

[34] ILO Jakarta Office. (n.d.). *Inclusion of People with Disabilities in Indonesia*. Retrieved from: http://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/---ilo-jakarta/documents/publication/wcms_233427.pdf

invested USD 997,000 in Indonesia (7.5% of its total grantmaking in the period 2008-2014) and supported a total of 19 DPOs. [35]

DRF's objectives in the 2012-2014 country strategy are as follows:

- Strengthen CRPD knowledge and advocacy at provincial levels and ensure DPO involvement in aligning national and provincial legislation with the CRPD;

- Encourage and facilitate stronger technical collaboration and support between grantees and to grantees, especially on advocacy skills, CRPD knowledge and the rights-based approach; and

- Ensure greater inclusion and broader geographic reach for DPOs involved in CRPD advancement, especially amongst more marginalized sectors of the disability community, more remote provinces, and at grassroots levels.[36]

Grantmaking Trends

Indonesia is the fourth most populous country in the world, spread over the world's biggest archipelago. DRF began funding disabled persons organizations there in 2010, primarily with national DPOs based in the capital, Jakarta, and doing capital-based work. This has since expanded to cover work in 17 of Indonesia's 33 provinces, focusing on larger population centers on the major islands of Java, Sumatra, Bali, Sulawesi, The Moluccas and Timor.

Since grantmaking began in 2010, DRF/DRAF have supported DPOs representing: women with disabilities (HWPCI – nationally and at provincial level), the deaf and hearing impaired (Gerkatin and Sehjira); the blind (Pertuni); children with autism, and intellectual and multiple disabilities (Portunpencanak); persons with psychosocial disabilities (Indonesian Mental Health Association); persons with physical disabilities(CIQAL, UCP RUK); and cross-disability organizations (Ohana, PPCI Kota Padang, PPCI South Sulawesi).

Grantee Achievements up to 2012 (with DRF Support)

With DRF funding, DPO efforts in the country have concentrated on initiatives that advocate for multiple legislative reforms. Since the ratification of the CRPD in 2011, DRF grantees in Indonesia have been involved in processes aimed at ensuring the harmonization of both national and local legislation with the CRPD. As of 2012, this included efforts to ensure the amendment of numerous national laws to reflect the rights of PWDs in areas related to employment (i.e. Law. No. 13/2003), marriage (i.e. Law No. 1/1974), and transportation (i.e. Law No. 22/2009), among others.[37] Efforts have also been made to ensure the amendment of several provincial laws, which included raising awareness on the CRPD within the disability community and advocating for the rights of PWDs alongside district- and provincial-level government officials, among many others.

4.4   DRF Grantmaking in Peru

DRF grantmaking in Peru coincided with the country's ratification of the CRPD and its Optional Protocol, in January 2008. Since then, DRF has supported a total of 27 DPOs and invested the

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[35] Data on grantmaking and number of grants and grantees are based on DRF Grants List. This database does not include (for the period 2008-2013) DRF grantmaking provided through the following funding streams: Strategic Partnerships, Uganda Capacity Fund, and Special Opportunity Grants.

[36] DRF (2012), *Country Strategy 2010-2012: Indonesia.*

[37] DRF (2014), *DRF-DfID Annual Report – Appendix 1: National and Local Changes in Legislation.*

second largest percentage of its grantmaking in this country (i.e. USD 1,405,525, for 11% of its grantmaking).

Specific country objectives are to:

- Strengthen the capacity of DPOs on the CRPD;

- Increase inclusiveness and diversity of PWDs and DPOs involved in CRPD advancement, especially at grassroots levels;

- Support and promote unity of DPOs and a shared CRPD implementation strategy; and

- Promote and support advocacy efforts to include disability rights in the national and regional poverty reduction programs.[38]

As in all other countries sampled for this assessment, DRF grantmaking in Peru has focused on ensuring the alignment of national laws with the CRPD. Regarding other outcomes, the DRF supported successful initiatives to include persons with disabilities (mainly WWDs and indigenous PWDs) in development and poverty reduction programmes at the local and regional levels. It has also supported the increased participation of marginalized groups through self-advocacy in key disability rights promotion activities.

Grantmaking Trends

Grantmaking trends from 2008 to 2014 have included:

- Increased grantmaking in the period 2008-2011 (from USD 134,000 to USD 303,000), with a decrease starting in 2012 because of the decision to exit the country;

- A mix of grants to both DPOs located in the capital and in rural areas; and

- Constant support from 2009 to 2012 to women-led DPOs and projects targeting indigenous people with disabilties, as well as support to DPOs of persons with either psycho-social or intellectual disabilities.

Disability in Peru

Findings and discussions from the Committee on the Rights of Persons with Disability about the State Report on the Implementation of the CRPD note that, in Peru, data related to PWDs is not always completely reliable. The government of Peru has acknowledged that almost 11 percent of its population has a disability (i.e. over three million people).

According to the 2012 Specialized Survey on PWDs, there are 1,575,402 persons with disabilities in Peru, which represents 5.2 percent of the total population. Of these, 754,671 are men and 820,731 are women.

- More than half of PWDs are aged 65 and above. Age-disaggregated data shows that 794,294 PWDs are aged 65 and above (50.4 percent), 651,312 are between 15 and 64 years of age (41.4 percent), and 129,796 are aged 15 or below (8.2 percent).

- 6 out of 10 PWDs live with more than one disability: survey results show that 38.6 percent of the population with disabilities are affected by one impairment, 30.3 percent have two impairments, 17.7 percent have three impairments, 9.2 percent have four impairments, and 4.3 percent have five or more impairments.

- 50.9 percent of PWDs have difficulty seeing, 33.8 percent have difficulty hearing, 32.1 percent have difficulty understanding or learning, 18.8 percent have difficulty relating to others, and 16.6 percent have difficulty talking or communicating.

- PWDs also have chronic diseases that affect their daily activities.[39]

(Source: Instituto Nacional de Estadística e Informática. (2012). Encuesta Nacional Especializada sobre Discapacidad)

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[38] DRF (n.d.), Country Strategy: Peru.

Grantee Achievements up to 2012 (with DRF Support)

DRF grantees, la Sociedad Peruana de Síndrome Down (SPSD), Sociedad y Discapacidad (SODIS), and Confederación Nacional de personas con discapacidad del Perú (CONFENADIP) were involved in the revision of Article 11 of the General Health Law of 2011, which was amended in June 2012 to guarantee the rights of people with psychosocial disabilities to consent to treatment. At the time of the 2012 Universalia evaluation, the General Law for Persons with Disabilities (Law 29973) was pending approval by Parliament. The drafting of this law had been put forward to Congress via a citizens' initiative led by DRF grantees SODIS and CONFENADIP.[40] Also in January 2011, Peru presented its first State Report to the CRPD Committee, and DRF grantee, CONFENADIP presented an alternative report. The Committee reviewed both reports in the 7th Session of the CRPD Committee in April 2012; and Concluding Observations were presented in Peru on May 16, 2012. DRF grantees have since followed up on these Observations to ensure accurate implementation of the CRPD. Observations related to education, work, accessibility and health have been followed up by CONFENADIP, while Observations related to legal capacity have been followed up by DRF grantees, SODIS and SPSD. SODIS and SPSD have thus far advocated successfully for the creation of a governmental Commission to review the Civil Code, and are also members of this Commission.

4.5 DRF Grantmaking in Uganda

The State of Uganda's Population Report, 2013, indicated that "overall, 7%of the population in Uganda have disabilities of which 47.6% have a permanent disability."[42] In 2014, Uganda conducted a National Census, whose preliminary findings reportedly cited that the numbers of PWDs in Uganda could be as high as 16% out of a projected 34.9 million people.

DRF started working with DPOs in Uganda during its very first round of grantmaking in 2008. Over the course of six years (2008-2014), DRF has received 345 applications from Uganda, supported a total of 36 DPOs and invested USD 2,688,030 (or 20% of its grantmaking) through 115 grants. Uganda ratified the CRPD, its Optional Protocol in September 2008, and has submitted its baseline State report to the CRPD Committee. An alternative report, currently being drafted by a DRF-funded coalition headed by NUDIPU, is in very advanced stages.

> **Disability in Uganda[41]**
>
> According to the 2013 Uganda Population Report, 7 per cent of Uganda's population are persons with disabilities, and more recent figures as per the preliminary findings of the 2014 National Census put the figures as high as 16 per cent of the 34.9 million people. Applying this estimate to the above population, there may be over 5.5 million disabled persons in the country.
>
> As in most developing countries, disabled persons in Uganda face extreme conditions of poverty and have limited opportunities for accessing education, health, suitable housing, and employment opportunities.

The DRF Country Strategy aims to:

- Expand the diversity of PWDs and DPOs involved in CRPD advancement, especially at grassroots levels;
- Strengthen the capacity of a diverse set of DPOs to sustain CRPD advancement; and

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[40] DRF (2013), CRPD Implementation in Peru – an Update.

[41] ILO (2009), *Decent Work for People with Disabilities: Inclusion of People with Disabilities in Uganda*. Retrieved from: http://www.ilo.org/wcmsp5/groups/public/---ed_emp/---ifp_skills/documents/publication/wcms_115099.pdf

[42] The State of Uganda's Population Report, 2013, Population and Social Transformation: Addressing the Needs of Special Interest Groups.

- Support the disability community to be able to hold duty-bearers accountable to the standards set out in the CRPD.[43]

Grantmaking Trends

Grantmaking trends from 2008 to 2014 have included:

- More than duplication of the grantmaking, which passed from USD 255,500 in 2008 to USD 439,800 in 2014;

- Mix of grants from the various DRF's funding streams, including the Uganda Capcity Fund, the Special Opporunity grants, and off-docket grants;

- Wide variety of DPOs funded, incluing those representing little people, the deaf/hard of hearing, persons with intellectual disabilities, persons with psycho-social disabilities, deafblind, and albino.

Grantee Achievement up to 2012 (with DRF Support)

As of 2012, several ongoing initiatives were supported by DRF. DRF grantees the Ugandan National Association of the Deaf (UNAD), Legal Action for Persons with Disabilities (LAPD), and Mental Health Uganda were notably involved in reviewing the 2006 Persons with Disabilities Act and drafting a new Act aimed to ensure alignment with CRPD standards.[44] Proposed amendments to the Act were, at the time, being discussed in Cabinet. Another grantee, the National Union of Disabled Persons of Uganda (NUDIPU), in collaboration with the International Disability Alliance (IDA) and in consultation with other DPOs (including DRF grantees), was engaged in the process of drafting the alternative report for submission to the CRPD Committee. The LAPD had also initiated a litigation case on accessibility to public buildings, which was pending a hearing.

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[43] DRF (n.d.), *Country Strategy: Uganda*, pp. 9-10.

[44] DRF (2014), *DRF-DfID Annual Report – Appendix 1: National and Local Changes in Legislation*.

5 Evaluation Findings

5.1 Overview

The results discussed in this chapter are based on a synthesis of data from document reviews, evaluation team missions to three countries, desk review of DRF's grantmaking in two countries, interviews with key global informants, and feedback following the evaluation team's presentation of preliminary evaluation findings and recommendations, during the DRF Board meeting on November 17, 2014.

Sections 5.2 to 5.6 aim to build on the 2012 Universalia evaluation and present findings on program performance in line with the OECD-DAC evaluation criteria of relevance, effectiveness, impact, sustainability, economy, and efficiency. Findings on value for money are addressed in Section 5.7.

Prior to presenting the key findings on each one of these evaluation criteria, it is important to define them and explain each one's basis of judgment.

Relevance

Relevance is defined as "the extent to which the objectives of a development intervention are consistent with beneficiaries' requirements, country needs, global priorities, and partners' and donors' policies."[45]

This section presents an analysis of the relevance of DRF's grantmaking in relation to context and stakeholder needs and priorities, other main donor agencies' work in the promotion of human rights, and strategic grantmaking.

During the inception phase of the present evaluation, DRF and the evaluation team agreed that the study would place less emphasis on assessing the alignment of DRF's objectives with the needs and priorities of DRF's key stakeholders in countries already covered by the previous evaluation (i.e. Bangladesh, Ghana, Peru, and Uganda), which took place in 2012-2013.

In addition, although it was not part of the assessment and no specific attempts were made to collect data in this regard, the evaluation team found it important to report on the relevance of DRF's objectives in light of the current aid development environment, given recent evolutions in the global context.

Effectiveness

Effectiveness is defined as "the extent to which the development intervention's objectives were achieved, or are expected to be achieved, taking into account their relative importance."[46]

Building on the key in-country achievements highlighted by the 2012 evaluation, the findings in this section evaluate the extent to which DRF has made progress towards the milestones set for the output (4) and outcome (1) areas of the DRF logframe (see *Appendix VI*). Emphasis has been placed on results achievement in the five countries for which data was collected (i.e. Bangladesh, Ghana, Indonesia, Peru, and Uganda).

It is important to note that the outputs in the DRF logframe often describe higher-level changes that are typically associated with outcomes. Output statements are in fact often presented as changes in behaviour and strengthened collective capacities (e.g. Output 2 "Representative organizations of

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[45] OECD-DAC (2002), *Glossary of Key Terms in Evaluation and Results-Based Management*, Paris, OECD, p. 32.

[46] OECD-DAC (2002), *Glossary of Key Terms in Evaluation and Results-Based Management*, Paris, OECD, p. 20.

persons with disabilities participate in international and national human rights monitoring processes of target countries") that are closer to outcome-level results, as defined in OECD-DAC's *Glossary of Key Terms in Evaluation and Results-Based Management*. In other words, DRF is pushing its accountability to a level that is beyond its immediate control, rather than measuring and reporting on the direct results of its own activities. A consequence of this is not only that DRF is held accountable for results it is not directly responsible for, but also that it is more difficult to identify DRF's degree of contribution to those changes.

Impact

Impact is defined as the "positive and negative, primary and secondary long-term effects produced by a development intervention, directly or indirectly, intended or unintended."[47] This being a mid-term evaluation, the evaluation team assessed DRF's contributions to the impact "persons with disabilities participate fully in society and enjoy equal rights and opportunities" by using the following proxy indicators that had been identified in DRF logframe:

- Changes in data collection regarding PWDs at national level in target countries; and
- Inclusion of PWDs in country development processes, strategies, plans, programs (at national and/or local levels) in target countries.

Sustainability

Sustainability is defined as "the continuation of benefits from a development intervention after major development assistance has been completed. The probability of continued long-term benefits."[48]

Guided by the evaluation questions developed during the inception phase, the evaluation team assessed the sustainability of grantmaking results at country level by looking at grantee and DRF sustainability strategies. To assess the former, the evaluation team looked at whether grantees had developed formal or informal sustainability plans to follow up on the work undertaken through DRF grantmaking, and whether grantees had been successful at improving their resource mobilization capacity, either by accessing new funding sources or expanding existing ones. To assess the latter, the evaluation team analyzed the implementation of DRF's exit strategy in Peru.

Economy and Efficiency

Economy is about ensuring the best value inputs, with a view to maintain quality. The OECD-DAC defines economy as the absence of waste for a given output.

Efficiency refers to how well a program uses its resources to meet its objectives. The OECD-DAC defines efficiency as the measure of how economically resources/inputs such as funds, expertise, and time are converted into results.[49] For many programs and projects, the type of data needed to conduct an analysis of economy and efficiency is unavailable. Such data would include information on the cost of inputs required to produce the products or services in the first level of the intervention's results chain (in DRF's case, these inputs would encompass staff/consultant time, travel and logistics, as well as materials).

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[47] OECD-DAC (2002), *Glossary of Key Terms in Evaluation and Results-Based Management*, Paris, OECD, p. 24.

[48] OECD-DAC (2002), *Glossary of Key Terms in Evaluation and Results-Based Management*, Paris, OECD, p. 36.

[49] OECD-DAC. (2002). *Glossary of Key Terms in Evaluation and Results-Based Management*, Paris, OECD, p. 21

The present assessment of these two evaluation criteria is based on the evaluation team's experience and judgment on: i) whether the funds allocated by DRF were commensurate with the type of results achieved; ii) whether management approaches and practices were appropriately applied throughout grantmaking processes; and iii) whether the quality of DRF's most important inputs (i.e. Program Officers' capacity to support grantees and manage a country portfolio, grants, and other support provided to grantees) is perceived as satisfactory by key stakeholders.

The findings are based on respondent views, data presented in DRF's Budget Expenditure Reports and Financial Statements, as well as other organizational documents.

5.2   Relevance

Finding 1:   Data collection in Bangladesh, Ghana, Peru, and Uganda confirmed the ongoing relevance of DRF's objectives to stakeholders' needs and priorities. Similarly, in Indonesia, DRF's grantmaking is perceived as a relevant instrument to fill some of the gaps that affect the implementation of the CRPD.

Results from data collection conducted at the country level confirm the relevance of DRF's objectives in the five sampled countries. The data reveals persistent discrimination against PWDs in the sampled countries (and, clearly, throughout the world as reported in the following finding), which underscores the importance of promoting the rights of PWDs. As outlined below, country-level data pointed to some additional reasons why DRF's grantmaking is relevant (many of which had already been identified in the previous evaluation of DRF):

- **Shortcomings in funding for the promotion of PWDs' rights**: Figures on official development assistance (ODA) allocated by donors to the promotion of PWDs' rights or disability-related issues in the five countries (or in any country) are not available. However, interviewed stakeholders in the sampled countries noted no significant change in the level of donor funding for disability-related interventions. In addition, the small amount of donor funding available in the various countries for disability issues is not allocated to advocacy work, but rather to service-delivery interventions,

Underfunding for the promotion of PWDs' rights in sampled countries

• In **Ghana**, the National Council on PWDs is designated to monitor the implementation of the CRPD. However, this body is not functional for a number of reasons, including insufficient financing; limited staff and expertise on disability; poor understanding of the term "accessibility" and its meaning for different types of disabilities, etc. In addition, representation of the National Council at the regional and district levels has yet to be ensured, through the establishment of local-level councils.

• In **Peru**, the new General Law on Persons with Disabilities/Law 29973 (2012) provides for the creation of regional and municipal authorities for PWDs. In most cases, however, these authorities are not yet operational due to insufficient funding and/or limited staff knowledge of their roles and responsibilities.

• In **Bangladesh**, monitoring bodies have been established at the national and district levels (i.e. with the creation of the National Disability Monitoring Committee and District Disability Welfare Committees). However, the extent to which the district level committees are functional is unclear.

• In **Uganda**, interviews with representatives of the National Council on Disability (NCD) indicated that the Council lacks the human and financial resources required to conduct adequate monitoring, analysis, and evaluation of national laws. For instance, representatives highlighted the absence of a legal officer among their staff who could conduct the analysis of national laws and verify their alignment with the CRPD.

and is accompanied by requirements that can be difficult for most DPOs to comply with. Nevertheless, in Indonesia, disability is gaining some visibility among donors, with the disability development coordination meeting currently bringing together 15 donors and aid development agencies. Funding shortcomings for disability are also found in government budget allocations. Indeed, the various disability bodies that had been created in the five countries to monitor the implementation of the CRPD and/or promote its implementation are still under-resourced (see textbox below). Hence, DRF is perceived in all countries as one of the few donors in the area and, in most cases, the only source of funding for advocacy work. In addition, DRF is perceived as having a strong comparative advantage due to its accessibility for small local-level DPOs.

- **DPOs as the only actors, or one of very few actors, pushing for the promotion of the rights of PWDs**: While all five countries have ratified the CRPD, their national and local legislative frameworks, policies, and programs are still discriminatory against PWDs. Data collection shows that, with the exception of Bangladesh, processes of harmonization have been started by DPOs (often by drafting proposals of laws that are subsequently presented to relevant legislative or executive authorities for their consideration) or have largely benefitted from DPO mobilization. Without DPOs, these processes of harmonization would have most likely not taken place or would have taken longer to materialize. Indeed, in all five countries, efforts to promote the rights of PWDs are predominantly deployed by the disability movement, with very limited intervention or joint efforts from other human rights movements or actors. Given this context, DRF's focus on legislative and policy change geared towards the elimination of discriminatory legal norms appears relevant.

- **Limited accountability of decentralized governments**: All the countries sampled have decentralized government structures. While the status of implementation of the decentralization process varies across these countries, a common challenge is that decentralized government authorities often lack the capacity (skills, knowledge, human/financial resources, and/or awareness) to implement national legislation, policies, and programs. Because sub-national DPOs act at the local level ("on the ground") and are often the ones who ensure that PWDs have access to government services, interviewed stakeholders consider DPOs an important actor for keeping decentralized governments accountable for the implementation of national legislation, policies, and programs and, ultimately, for the implementation of the CRPD (some stakeholders also noted the potential DPOs have for filling this important role). DRF's support is therefore instrumental in providing DPOs with the opportunity to keep governments accountable.

- **DPO capacity gaps in sampled countries**: Although DRF's grantmaking has contributed to strengthening DPO capacity to conduct advocacy work (as presented below under effectiveness), DPOs face important challenges in terms of organizational capacity. In all countries, umbrella organizations are often perceived as unrepresentative of DPOs and/or not inclusive of all types of disabilities and some have gone through (or are going through) leadership and organizational challenges (Bangladesh, Indonesia, Peru, and Uganda). Finally, for many DPOs (particularly those working at the local level), advocacy is a new area of work. DRF's grantmaking (and other support provided to grantees) is therefore seen as a response to the need for a more effective DPO movement.

- **Support to DFAT and DFID in implementing their mandate**: DRF's work supports Australia's efforts to include and benefit people with disability – contributing to poverty reduction and economic growth and creating better development outcomes for all. By empowering DPOs, the DRF/DRAF contribute to the Australian Aid Program's priority investments by: i) empowering women with disabilities to overcome disadvantage and discrimination; ii) contributing to effective humanitarian assistance and disaster risk

reduction by supporting the engagement of people with disabilities in planning efforts to ensure that information, transport and shelters are accessible to all; iii) promoting the ratification and implementation of human rights treaties, including supporting legislative changes to ensure that infrastructure, education and health services are accessible to people with disabilities; and iv) delivering practical initiatives to promote human rights, including through grassroots activities in vulnerable communities. Australia's support to the DRF also goes towards fulfilling Australia's obligations under the UNCRPD Article 32 - ensuring that international cooperation, including international development programmes, is inclusive of and accessible to persons with disabilities. As it had already been highlighted in the 2012 Universalia evaluation, DRF grantmaking activities are relevant to DFID's objectives to work with civil society as well as its priority to reduce poverty. With regard to DFID's objectives to work with civil society, there is alignment with three of the objectives that underpin DFID's work with civil society, namely, objective 2 - help people in developing countries hold governments and others to account and influence decisions that affect poor people's lives, objective 3 - support poor people to do things for themselves - and objective 5- build and maintain the capacity and space for an active civil society.[50] With regard to poverty reduction, DRF has aligned itself with the DFID goal of poverty reduction in the developing world by maintaining a focus on the empowerment of PWDs through increasing their voice and participation in securing rights. Similarly to Australia, DFID's support to the DRF also goes towards fulfilling the United Kingdom's obligations under the UNCRPD Article 32. Finally, it bears noting that in December 2014, DFID issued its *Disability Framework – Leaving No One Behind*. In this framework, DFID recognizes that barriers people with disabilities face prevent them from benefitting from development programmes and from ensuring that the new post-2015 framework speaks to the principles of 'no one left behind' and inclusive growth, which are principles UK Government is advocating for the post-2015 framework.

Finding 2: **DRF's objectives continue to be relevant at the global level. More specifically, increased attention is being paid to making the international development agenda more disability inclusive and to strengthening national data collection systems on disability, which are also part of DRF's objectives.**

A number of considerations indicate that DRF's objectives remain relevant at the global level. The first and very fundamental consideration is that PWDs are systematically excluded from participation in decision-making and, more broadly, in social development in all countries around the world. According to recent statistics on disability, one in seven people (or 15% of the global population) has a disability and approximately 80% of persons with disabilities live in the developing world. One in five people living under USD 1 a day has a disability; PWDs are over-represented amongst the persistently poor, and are less likely than others to be able to move themselves out of poverty.[51] According to a recent systematic review,[52] 80% of epidemiological studies from low and middle income countries that examined the relationship between disability and poverty reported a link between poverty and disability, thus supporting the existence of a disability-poverty cycle. In other words, disability is both a cause and a consequence of poverty.

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[50] Department for International Development. Policy Paper. Working with Civil Society. Published 5 November 2013. Accessible at: https://www.gov.uk/government/publications/working-with-civil-society/working-with-civil-society

[51] World Health Organisation/World Bank (2011) *World Report on Disability* (Washington)

[52] Morgon Banks, L. and Polack, S. (2014). *The Economic Costs of Exclusion and Gains of Inclusion of People with Disabilities. Evidence from Low and Middle Income Countries,* International Centre for Evidence in Disability, London School of Hygiene & Tropical Medicine.

Because of their disability/ies, PWDs are usually isolated and highly dependent on their family. This makes them more vulnerable to multiple forms of discrimination and explotation. For instance, data[53] have found that:

- Women with disabilities experience violence at a significantly higher rate than other women;

- PWDs face much greater barriers in gaining livelihoods than others, to accessing social protection, education, health care and in particular sexual, reproductive and neonatal healthcare;

- PWDs are more exposed to natural or man-made disasters.

As stated previously, interviewed global-level stakeholders pointed out that DPOs are one of the few social forces that fight for the promotion of PWDs' rights. Further, the outcomes and current developments of high-level meetings around the post-2015 development agenda and Sustainable Development Goals suggest the ongoing relevance of DRF's objectives, in particular with regard to strengthening national data collection systems on disability and promoting disability-inclusive aid development.

High-level meetings on the post-2015 development agenda and the equity agenda, which is driven by international actors such as UNICEF and UN Women, increasingly emphasize the idea of "leaving no one behind" in future aid development interventions (an idea that has also been used by DFID in its 2014 Disability Framework[54]). This concept underscores the importance of reaching the most marginalized groups, which have been identified, among others, as PWDs and the most vulnerable among PWDs. Interviewed global-level stakeholders therefore saw the great relevance of DRF's objective to make the DPO movement more inclusive, by giving visibility and voice not just to PWDs, but also to those disabilities or groups of PWDs that are the most excluded (such as indigenous persons with disabilities,[55] persons with intellectual disabilities, and persons with psychosocial disabilities).

When targeting the most vulnerable groups, it is necessary to gather relevant data in order to determine if development interventions are effectively reaching those groups. Increased attention is being paid to the importance of collecting disability-disaggregated data for monitoring the achievement of the Sustainable Development Goals. In November 2014, the Secretary-General's Independent Expert Advisory Group (IEAG) on a Data Revolution for Sustainable Development released a report that identifies gaps in disability data as barriers to planning, monitoring, and evaluating policies and programs for achieving the Sustainable Development Goals. Similarly, DFID's 2014 Disability Framework prioritizes the improvement of data collection and evidence on disability, and the organization now aims to become "an authority on disability data."[56] Interviewed

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[53] World Health Organisation/World Bank (2011) *World Report on Disability* (Washington); UN Women, 2012, 'Report of the Expert Group Meeting on Prevention of Violence against Women and Girls' http://www.unwomen.org/~/media/Headquarters/Attachments/Sections/Library/Publications/2012/11/Report-of-the-EGM-on-Prevention-of-Violence-against-Women-and-Girls.pdf

[54] Department for International Development (December 2014), Disability Framework *Leaving No One Behind*. Retrieved from:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/382338/Disability-Framework-2014.pdf

[55] See also finding 10 on DRF's contribution to moving forward the agenda of indigenous people with disabilities.

[56] Department for International Development (December 2014), Disability Framework *Leaving No One Behind*, p. 9. Retrieved from:

representatives from the United Nations Partnership for the Rights of Persons with Disabilities (UNPRPD) and the Washington Group on Disability Statistics also recognized the need to improve data collection on disability and the key role that DPOs play or may play in supporting these initiatives at country level.

5.3 Effectiveness

5.3.1 Progress towards Output Achievement

Output 1 – Legislation, policy and programs in target countries are undergoing harmonization in accordance with the CRPD through the participation and influence of representative organizations of persons with disabilities

Finding 3: **Since the 2012 evaluation, progress has been made in all five countries towards harmonizing national legislation with the CRPD. In terms of local legislation, greater progress has been made in Indonesia, Peru, and Uganda than in Bangladesh and Ghana. This progress was achieved with varying degrees of grantee participation, enabled by DRF grantmaking.**

DRF has contributed significantly to the harmonization of national and local legislation with the CRPD, by enabling the active participation of grantees and other DPOs in harmonization processes.

DRF's self-reported data (shown below) indicates that DRF is on track to achieve targets set for Output 1. Data collected in the five countries tends to support the self-reported data.

DRF's self-reported data on progress made towards Output 1.1 – *National-level changes in legislation, policies and programs in accordance with the CRPD reflecting grantee input underway*

Target: 60 national-level changes reflecting grantee input secured or underway

Actual achievement (as of March 2014): 78 secured or underway

DRF's self-reported data on progress made towards Output 1.2 – *Local-level changes in legislation, policies and programs in accordance with the CRPD reflecting grantee input underway*

Target: 50 local-level changes reflecting grantee input secured or underway, including 3 on climate change

Actual achievement (as of March 2014): 54 secured or underway, plus 3 on climate change

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National Legislation

Between 2012 and 2014, all of the countries sampled for this assessment made progress in harmonizing national legislation with the CRPD. These harmonization processes have benefitted to varying degrees from the participation of DRF grantees, enabled through DRF grantmaking and other support (such as convening meetings and trainings).

The data collected indicates that DRF's support enabled:

- **Strategic partnerships between DPOs and legal experts** – These partnerships have enhanced grantee capacity to draft proposed laws, contribute to the amendment of laws, and/or consolidate different drafts of proposed laws into one (e.g. Ghana, Indonesia, Peru, and Uganda).

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https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/382338/Disability-Framework-2014.pdf

- **Consultations within the DPO movement and its mobilization** – In Bangladesh, the 2013 Persons with Disabilities Rights and Protection Act was drafted in consultation with DRF grantees and other in-country DPOs (including other DRF grantees). In Indonesia, DRF funds were used to enable consultations and information-sharing with 60 DPOs around the Draft Bill on the Rights of Persons with Disabilities. In Peru, DRF funds were used to gather 160,000 signatures for a petition to get Congress to discuss the proposed law as a citizenship initiative. Eventually, the proposal was approved as law towards the end of 2012.

- **Meetings with key decision-makers for lobbying purposes** – In Indonesia, DRF funds allowed leading DPOs working on the draft bill to lobby political parties and members of the House of Representatives and relevant ministries. According to interviews with grantees and other stakeholders, these meetings helped convince the House of Parliament to adopt the bill through its own initiative. In Uganda, the State Ministry for Disability took on the Disability Act as a Ministry initiative, following DPO lobbying efforts. Similarly, in Ghana, select DRF grantees have been involved in lobbying for the amendment of the 2006 PWDs Act and its accompanying Legal Instrument to ensure alignment with the CRPD, following ratification in 2012.

- **Dissemination of knowledge on the CRPD among DPOs and PWDs** – In all of the countries sampled, DRF grantees were engaged in efforts to increase knowledge on the CRPD. This has included training sessions and awareness-raising activities (in some cases, facilitated by the dissemination of user-friendly CRPD tools).

In some instances, interviewed grantees felt that changes would have not taken place without DRF's support (i.e. in Peru with Law 29973, General Law of Persons with Disabilities). In the other countries, grantees considered DRF as an important actor for accelerating changes in national legislation (i.e. Bangladesh, Ghana, Indonesia, and Uganda).

Appendix VII presents key legislative changes that have occurred in sampled countries since the 2012 evaluation, as well as details on DRF's contribution to those changes, through grantmaking and other support (e.g. training on the CRPD).

Local Legislation

Like with national legislation, DRF contributed to changes in local legislation, by enabling awareness-raising and meetings with decision-makers.

The progress achieved in this regard differed across the five countries assessed. Indonesia, Peru, and Uganda showed significant progress, with several grantees working on advocacy for local legislation and, in some instances, the actual development of this legislation. In Indonesia and Peru, grantee awareness-raising and advocacy activities with local authorities were key to securing formal and informal commitments around the promotion of disability rights. In a few cases, these activities helped foster strategic partnerships among DPOs and local governments. Thanks to the Association of Women with Disabilities of Peru (AFEDIP), government authorities in Ica (a region in the southern Peru) committed to ensuring the participation of organizations of women with disabilities (WWDs) in efforts to increase employment among PWDs. Through meetings with the technical secretary of the Platform for Civil Defense, the Association for the Defense of the Rights of Women and Children with Disabilities of the Piura Region (ADEMUNDIS) contributed to the adoption of a regional ordinance[57] that requires the Chief of the Regional Service Office for Persons with Disabilities (OREDIS) to be part of the Platform. ADEMUNDIS also presented the draft directive (subsequently approved through Regional Directive No. 024-2013) on the establishment of a

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[57] Approved through Regional Executive Resolution No. 774-2013.

regional framework against the discrimination of PWDs in accessing employment, vocational training and professional development, working conditions, and reasonable adjustments.

In Indonesia, the Department of Social Affairs and Labour provided the Indonesian Disabled People's Association of Padang City (PPDI KP) with financing to create the draft *perda*[58] on disability, in collaboration with the Law School of Andalas University. Over the past two years, provincial or local *perdas* to advance the rights of PWDs have been approved or are underway in several provinces and regions (i.e. Yogyakarta, Riau Islands province, and Makassar City).

In Iganga, the eastern district of Uganda, changes to local legislation have been driven by grantee efforts and the commitment of community-level officials. In the southern Wakiso district, DRF grantee, the Wakiso PWD Human Rights Coalition (WADUP) was involved in drafting the Wakiso District Persons with Disabilities Accessibility Bill, a legislation aimed to address specific accessibility needs of PWDS in the District. The passing of the Bill, which was approved by the district council in 2013, involved active consultations with the local community and district representatives to ensure ownership of the Bill.[59] In the case of Bangladesh and Ghana, grantee efforts were found to have mostly revolved around increasing CRPD knowledge among local communities as well as raising awareness among elected local government representatives. However, because of the limited advocacy capacity of DPOs in these countries, no concrete step has yet been made to harmonize local legislation with the CRPD.

> **Quotations from grantees on DRF contributions**
>
> "Before DRF funding, we were not recognized by the government, but now they are changing... when there are programs, they always consult our organization for disability issues." (Indonesia)
>
> "At first, the government had hesitation to include PWDs in the drafting process of the local act on disability, but when we were given a chance to show our capacity, the government saw we are able to do it." (Indonesia)
>
> "With DRF, there has been a change in trends of those claiming rights. Before, the trend consisted of non-disabled persons advocating for PWDs. Now it is PWDs advocating for PWDs" (Bangladesh)
>
> "As a result of DRF funding and awareness activities conducted, grantees have increased access to local government and people elected representatives. Due to our knowledge and the awareness programs conducted at local levels, some DPOs are now more and more considered and invited to participate and provide feedback in local/district/sub-district matters. This includes, for instance, the invitations to participate in district rights committees."(Chittagong, Bangladesh)
>
> "Due to increased awareness programs on the UNCRPD, PWDs are now are now able to go claim their rights. For example, they claim access to government allowances, scholarships, allocation of PWD seats in buses, access to health services, education/schools etc. This is only possible now because of the increased awareness of PWDs themselves but also that of government representatives." (Chittagong, Bangladesh)
>
> "Ha sido muy importante que una institución como DRF haya financiado a organizaciones con trayectoria y a otras tan nuevas como ASUMEN – ha sido significativo." – *free translation: It was very important that an institution like DRF has funded organizations with experience and others as new as ASUMEN – this has been significant* (Peru)
>
> "El apoyo del DRF nos ha permitido hacer un giro en lo que era el accionar de la sociedad... el gran cambio en SPSD se dio con DRF" – *free translation: The DRF support enabled us to learn about the interventions that were taking place in the society ... the big change in SPSD came with DRF* (Peru)

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[58] The term "perda" stands for *Peraturan Daerah*, literally meaning "regional regulations."

[59] Wakiso Persons with Disability Human Rights Coalition (2013), Project *"The CRPD Facilitating an Ordinance in Wakiso District"*, Narrative *Progress Report 2012.*

> **Output 2 –Representative organizations of persons with disabilities participate in international and national human rights monitoring processes of target countries**

Finding 4: In all sampled countries, DRF grantees have been involved in – and at times have driven – reporting on the CRPD and other human rights conventions, through DRF support. Grantees have just started engaging in these processes, and their participation is not yet systematic.

In the period 2008-2014, DRF invested at least USD 1,639,534 (i.e. over 12% of its total grantmaking) to support grantee participation in monitoring mechanisms of the CRPD and other UN human rights treaties.[60]

In addition, between 2012 and 2014, DRF provided financial support and/or technical expertise for the development or review of monitoring reports on human rights and disability rights issues in target countries.

> **DRF's self-reported data on progress made towards Output 2 – *Representative organizations of persons with disabilities participate in international and national human rights monitoring processes of target countries***
>
> **Target for Output 2.1:** 6 State reports; 1 Independent report; 4 civil society Alternative reports
>
> **Actual achievement of Output 2.1 (as of March 2014)**: 5 State reports; 1 Independent report; 3 Alternative reports
>
> **Target for Output 2.2:** 4 reports submitted to other UN HR mechanisms including grantee input
>
> **Actual achievement of Output 2.2 (as of March 2014)**: 9 reports submitted to other UN HR mechanisms including grantee input

In Bangladesh, Ghana, Peru, and Uganda, DRF provided grants to DPOs to conduct consultations with other DPOs and NGOs, collect data on PWDs, and develop CRPD Alternative reports. In Bangladesh and Uganda for instance, DRF, together with the technical and/or financial support of other actors (e.g. IDA and a national lawyers group), provided grantees with the technical assistance needed to draft and review reports to the CRPD Committee. Additional details on these two countries and examples from Ghana and Peru are presented in the sidebar below).

Although DRF self-reported data indicates that one of the two targets set for this area has been exceeded, data collection in the five countries shows that progress in this area is challenging. In the sampled countries, very few instances of DPO involvement in the CRPD State Report or in monitoring other human rights mechanisms were found. Where grantee involvement was noted, participation was limited to one or two DPOs, rather than extending to the whole DPO movement.

There are several factors that contribute to this situation:

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[60] This amount has been calculated as the total amount of grantmaking allocated to national coalition grants focusing on the following two priority areas: i) production of and/or follow-up to alternative reports submitted to the CRPD Committee, and ii) production of and/or follow-up to reports submitted to other UN human rights monitoring mechanisms, such as the Universal Periodic Review (UPR) of the Human Rights Council or Committees of Experts from other human rights treaties. This amount, however, does not represent the whole investment made by DRF in these output areas as it does not count, for instance, the human resource investment made through the provision of technical assistance for the drafting of alternative reports.

- **The newness of the CRPD and the lack of best or good practices to draw upon for its implementation.** The CRPD is less than ten years old. An IDA representative highlighted that, because the CRPD is so new, there is a significant lack of best or good practices and high-quality tools that can be shared to support country-level actors in monitoring its implementation.

- **States' recent ratification of the CRPD**. In Ghana and Indonesia, the ratification of the CRPD is still fairly recent, as are the processes of harmonizing national and local legislation with the CRPD. CRPD monitoring is further complicated by the fact that designated national bodies for disability rights monitoring currently have weak organizational capacity and can provide only very limited support to DPO monitoring efforts (and, in many instances, they provide no support).

- **The lack of reliable data on disability**. As highlighted in the section on relevance, there is a general lack of data on disability throughout the

> **DRF's contribution to grantee involvement in CRPD monitoring processes in the sampled countries**
>
> • **Bangladesh**: Four DRF grantees have participated in national and international human rights monitoring processes. Two grantees, the National Grassroots Disability Organization (NGDO) and the National Council of Disabled Women (NCDW), were collaborating, at the time of this assessment, with a local legal firm (the Bangladesh Legal Aid and Services Trust – BLAST) on a CRPD Alternative Report that covered 8 specific articles of the CRPD (i.e. Art. 6 – Women with disabilities, 9 - Accessibility, 13 – Access to justice, 16 – Freedom from exploitation, violence and abuse, 24 - Education, 25 - Health, 27 – Work and employment, and 29 – Participation in political and public life, which are related to issues like employment, education, and access to justice).[61] Two other grantees, ABF and the Women with Disabilities Development Foundation (WDDF), were involved, respectively, in the consultative processes for the Universal Periodic Review (UPR) and the monitoring of the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), aimed at ensuring that issues pertaining to women with disabilities are included in the CSO report to the CEDAW Committee, planned for 2014.[62]
>
> • **Ghana**: DRF and IDA have conducted joint advocacy efforts to have Human Rights Watch submit its findings on abuse against persons with mental disabilities to the CRPD Committee, and thus open an inquiry procedure on violations against persons with mental disabilities in camps and institutions.
>
> • **Indonesia:** In 2013, DRF funded the Center for Improving Qualified Activity in Life of People with Disabilities (CIQAL) (a DPO based in Yogyakarta) to develop monitoring tools on the education and employment sectors in five municipalities. The grantee convening meeting (GCM) was an opportunity for CIQAL to share the tools developed.
>
> • **Peru**: ASUMEN indicated being consulted during the development of the CEDAW Shadow Report, but the document itself does not acknowledge the organization's participation in the process and does not include any reference to disabilities. While DRF did not provide direct support for ASUMEN to participate in the consultations, DRF's contribution was indirect, since its grantmaking helped ASUMEN gain visibility.
>
> • **Uganda**: Between 2011 and 2014, the development and revision of the CRPD Alternative Report was led by NUDIPU, which received financial support from DRF to conduct consultations with other DPOs and ensure representation of all disability groups. NUDIPU also received guidance from DRF and IDA on the technical aspects of the report.

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[61] Jatiyo Protibandhi Kallyan Songstha (2014), No project title, Narrative and Financial Report. (2013 Round 2 National Coalition Progress Report)

[62] Women with Disabilities Development Foundation (2013), No project title, Narrative and Financial Report. (2012 Round 2 Small Grant Final Report)

world. Though some data is available in the sampled countries, it remains incomplete and too sporadic to support monitoring processes in an effective way.

- **DPOs' limited monitoring capacity.** Interviews with grantees in the five countries underscored the limited knowledge of monitoring processes and methodologies among DPOs. Even in countries where monitoring data and recommendations from the CRPD Committee are available (Peru) or nearly available (Indonesia, Uganda), grantees have not yet developed monitoring capacity and a monitoring culture.

- **DPOs' limited connection/partnership with human rights actors and lawyers**. Working collaborations between DPOs and resource persons like human rights actors and lawyers are scanty among grantees, although this is something that is beginning to happen and DRF is supporting this as these are critical relationships to have to be able to participate effectively in the moniotring of human rights instruments.

Output 3 - DPO movement in target countries is inclusive reflecting the diverse needs and views of the disability community

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Finding 5:   **DRF's perceived greatest contribution lies in increasing the visibility of marginalized groups within the larger DPO movement. Interviewed stakeholders were unanimous on this account. Nevertheless, important challenges remain in all countries regarding the inclusiveness of the DPO movement.**

Targets for grantmaking to marginalized groups during the 2012-2014 period were nearly met, as shown by DRF's self-reported data and confirmed by the analysis of DRF's grant database (see *Exhibit 5.1*).

DRF's self-reported data on progress made towards Output 3 – *DPO movement in target countries is inclusive, reflecting the diverse needs and views of the disability community*

Target for Output 3.1: 52% of all grants, 12% to organizations of WWDs

Actual achievement of Output 3.1 (as of March 2014): 51%, and 10% to organizations of WWDs

Target for Output 3.2: 20% of all grants

Actual achievement of Output 3.2 (as of March 2014): 17% of all grants

Target for Output 3.3: 4 reports reflecting the interests of marginalized and grassroots grantees

Actual achievement of Output 3.3 (as of March 2014): 3 reports reflecting the interests of marginalized and grassroots grantees

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According to interviewed stakeholders (both DRF grantees and external stakeholders), one of DRF's most important contributions has been promoting the increased visibility of marginalized groups of PWDs. In and of itself, DRF's objective of addressing the existing discrimination against PWDs promotes the participation of a marginalized group (i.e. PWDs) in development. In addition, DRF has adopted a variety of approaches to promote the visibility and participation of marginalized groups of PWDs in the DPO movement. One approach has consisted of providing grants to specific marginalized groups of PWDs. The table below shows that, in 2014, between 9% and 63% of DRF grantmaking was allocated to different marginalized groups. These percentages were similar in 2012.

Exhibit 5.1 Distribution of DRF Grantmaking by Marginalized Group, 2012-2014

Marginalized Groups of PWDs	Percentage of Total Grant Amount in FY2012[63]	Percentage of Total Grant Amount in FY2013[64]	Percentage of Total Grant Amount in FY2014[65]
Women-led DPOs	11%	11%	11%
DPOs working with children[66]	64%	74%	74%
Emergent DPOs or DPOs serving marginalized population/grassroots groups	36%	34%	23%
DPOs outside the capital city	46%	52%	41%

A second approach, applied so far in Uganda, has involved putting pressure on umbrella organizations to be more representative of marginalized groups (namely albino and little people). DRF has also used GCMs to help marginalized groups connect with other DPOs and key disability actors in their country. Although interviewed grantees provided no examples of collaborations that stemmed from their participation in GCMs (with the exception of Bangladesh where an informal group has been created), grantees highly valued these opportunities to get to know other DPOs and their work. Another approach has been the use of the services of a fiscal sponsor who serves as an intermediary between DRF and the DPO, thus allowing very small DPOs to grow and build capacity through mentoring.

At the international level, DRF has played a key role in promoting cross-movement building between the disability movement and the indigenous movement. Global-level stakeholders perceived these efforts as instrumental for the inclusion of disability as a cross-cutting issue in the Outcome Document of the World Conference on Indigenous Peoples. Work with indigenous communities is also being done in Bangladesh and Peru, where DRF was commended by interviewed stakeholders for addressing disability issues within indigenous communities. In Indonesia, DRF is expanding its grantmaking beyond DPOs based in Jakarta and Yogyakarta, and some of its most recent grantees are based in East Nusa Tenggara (located in the eastern part of Indonesia) and South Sulawesi.

Because of the attention paid to marginalized groups, DRF is perceived by interviewed stakeholders as the only donor willing to "risk" funding organizations that are viewed as weak (from an organizational standpoint) by other more traditional mainstream donors. Interviewed stakeholders highly valued DRF for this reason.

Nonetheless, important challenges remain in ensuring the inclusiveness of the DPO movement. For instance, in Peru, the revision of the Civil Code, which aims to protect the legal capacity of PWDs, is

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[63] The percentages do not add up to 100%, because the categories of marginalized groups are not mutually exclusive.

[64] The percentages do not add up to 100%, because the categories of marginalized groups are not mutually exclusive.

[65] The percentages do not add up to 100%, because the categories of marginalized groups are not mutually exclusive.

[66] According to feedback received from DRF during the revision process of the evaluation report, the percentage of its grantmaking going to DPOs working with children is less than 69%.

most often perceived as an issue affecting persons with intellectual disabilities or psychosocial disabilities. Some members of the revision commission are concerned about these perceptions, since they may affect the advocacy strength of the movement, once the proposed revision is presented to Parliament for approval. Moreover, inclusion is often limited to the national level and has not yet trickled down to the local level. For instance, in Uganda, the inclusion of albino and little people in the NUDIPU Board has not translated into their inclusion at the local level. Based on interviews and document review, this limited inclusion results from:

- **Limited visibility of smaller DPOs and knowledge of their existence**, which can be attributed to the absence of funding for smaller DPOs and the absence of DPO mappings or exhaustive data on these organizations. For example, a World Bank mapping[67] conducted in Eastern Indonesia highlights that donor resources for disability are largely concentrated in Jakarta, Yogyakarta, Java, Makassar, and Aceh.

- **Weak capacity of chapters of umbrella DPOs**, which have limited or no contact with headquarters and receive little or **no support from umbrella headquarters** (because of limited of resources, communication barriers, or centralized vision).

- **Discrimination within the DPO movement** (i.e. amongst groups representing different types of disabilities). It is widely recognized that discrimination and stigma are perpetuated not only by persons without disability towards PWDs, but also by PWDs. Many talk about a hierarchy within the disability movement; persons who are deafblind, little people, persons with intellectual disabilities, persons with psychosocial disabilities, and persons with albinism are usually the most under-represented and the most stigmatized and therefore those who have the least power within the disability movement. Similarly, organizations of women with disabilities do not often have decision-making power and even struggle to be heard within the DPO movement, as revealed by interviews in Peru and Uganda, where the movement is still mostly composed of men-driven DPOs that have limited awareness of gender-equality principles.

- **Communication barriers**. In some countries like Bangladesh and Indonesia, language diversity represents a barrier to interactions between DPOs. In other countries like Indonesia and Peru, the geographic spread of DPOs throughout the country makes it difficult for grassroots organizations (which are also the most marginalized) to be part of the DPO movement and participate in joint activities. In some instances, these may also represent important barriers for DPOs to access DRF's funding.

- **The perceived lack of neutrality, visibility, and influence of national umbrella DPOs in some countries**.

DRF's capacity to support further inclusiveness of the DPO movement is challenged by:

- **DRF's working model**, where Program Officers are responsible for a number of countries and grantees, and do not have the resources required to conduct nationwide visits to identify potential grantees outside the capital city.

- **DRF Program Officers' reliance on the networks and connections of DPO umbrella or national associations in remote areas**, though such connections are few.

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[67] PNPM Special Program on Disability (n.d.), *Mapping of Disabled Persons Organizations (DPOs) in Eastern Indonesia 2012-2013*.

Ouput 4 - Grantees have capacity to advocate on the rights of persons with disabilities

Finding 6:   There is evidence that DRF support has contributed to improving grantee knowledge of the CRPD and capacity to advocate for the rights of PWDs.

According to DRF's self-reported data, targets for grantmaking to marginalized groups during the 2012-2014 period were nearly met.

DRF's self-reported data on progress made towards Output 4 – *Grantees have capacity to advocate on the rights of persons with disabilities*

Target for Output 4.1: 35% of all grants awarded to partnerships

Actual achievement of Output 4.1 (as of March 2014): 34% of all grants awarded to partnerships

Target for Output 4.2: 30% increase in advocacy skills compared to previous year

Actual achievement of Output 4.2 (as of March 2014): Average of 21% increase in advocacy skills compared to previous year

Target for Output 4.3: 25% increase in CRPD knowledge compared to previous year

Actual achievement of Output 4.3 (as of March 2014): Average of 21% increase in CRPD knowledge compared to previous year

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Overall, grantees indicated that the projects conducted with the support of DRF have helped strengthen their organizational capacity. More specifically, they noted that DRF support contributed to increasing their knowledge and understanding of their target population, as well as their knowledge of the CRPD and advocacy strategies (e.g. working with strategic allies and adapting the message to the target audience). When asked to rate the CRPD knowledge acquired in 2013 compared to 2012, the majority of grantees in Ghana, Indonesia, Peru, and Uganda surveyed during the 2013 DRF Grantee Capacity Survey indicated an overall increase in their ability to make a clear distinction between the "medical/charity/welfare model" vs. the "social model" of disability, and in their knowledge/understanding of government mechanisms to implement the CRPD. Similarly, when asked to compare their capacity to advocate for the CRPD in 2012 and 2013, the majority of surveyed grantees in Indonesia, Peru, and Uganda indicated that, in 2013, grantee capacity had increased in terms of: i) identifying whom to talk with about CRPD implementation; ii) increasing community understanding of PWDs' rights; and iii) including marginalized groups, such as women with disabilities or youth with disabilities.[68]

Document review and interviews also indicate that DRF projects have contributed to establishing strategic partnerships between government and some grantees and to fostering grantee understanding of the importance of working in partnerships, alliances, or consultation with

> **DRF's spillover effect**
>
> According to a representative from an international disability organization working in Indonesia, the experience acquired by CIQAL (through DRF funding) on socializing the CRPD at the local level has been very helpful and a source of motivation for their own partner organization, who is conducting similar work in the province of East Nusa Tenggara.

other actors (most often other DPOs, the media, national or local government authorities, and legal experts).

Although systematic data from DRF's monitoring and reporting tools is not yet available to help determine how DRF contributed to broadening the support base of grantees, interviews and

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[68] Based on an analysis of the results of the 2013 Grantee Capacity Survey conducted by DRF.

document review point to several instances (though not the majority) in Bangladesh, Peru, and Uganda, where:

- New organizations, branches, and groups (formal or informal) of PWDs were established to protect and promote PWDs' rights; and/or

- Grantees secured funding from new donors, thanks to the legitimacy they acquired by being a DRF grantee.

Two factors may explain why DRF's self-reported data shows near – but not full – achievement of its milestones. The first relates to the indicator used to measure progress. As it stands, only mid-level and national-level coalition grants are counted as projects that have involved partnerships.

> **DPOs' financial resources**
>
> In addition to DRF grants, some grantees have membership fees and some (the minority, according to interviews conducted in the five countries) have access to other traditional donors. In Bangladesh, Peru, and Uganda, DRF's grantmaking indirectly acted as a sort of "collateral" or security for a small number of grantees (usually national-level and more well-established). Indeed, being a DRF grantee provided credibility to the DPO *vis-à-vis* other donors (e.g. ABF in Bangladesh, SODIS and AFEDIP in Peru).

However, the review of grantee reports showed that partnerships were also established for projects funded through the small grants funding stream. The second factor is related to the indicators on grantee knowledge. Over time, the majority of grantees (who are repeat grantees) have acquired knowledge and skills on advocacy and the CRPD, but as they progress in their advocacy work, their learning needs also become more "advanced." Indeed, interviews and the review of grantee reports have revealed numerous requests for increased sharing of experiences and lessons learned.

5.3.2 Progress towards Outcome Achievement

> **Outcome - Rights of persons with disabilities, as outlined in the CRPD, are advanced in DRF target countries by the enhanced participation of the disability movement**

Finding 7: Due to a lack of adequate regulatory frameworks and budgets, as well as the limited resources and capacities of duty-bearers, the implementation of laws remains the greatest hurdle for PWDs to fully enjoy their rights. DRF has started addressing the issue of implementation and, among the sampled countries, progress is mostly being made in Bangladesh, Peru, and Uganda.

Self-reported data indicates that DRF is on track to achieve the milestones related to its desired outcome of advancing PWDs' rights in target countries through enhanced participation of the disability movement.

> **DRF's self-reported data on progress made towards its expected Outcome – *Rights of persons with disabilities, as outlined in the CRPD, are advanced in DRF target countries by the enhanced participation of the disability movement***
>
> **Target 1:** 15 target countries have ratified the CRPD (with minimal declarations and reservations), and 10 have ratified the Optional Protocol
>
> **Actual achievement (as of March 2014):** 19 ratifications of the CRPD, and 11 ratifications of the Optional Protocol
>
> **Target 2:** 6 target countries have formal DPO participation in government CRPD mechanisms
>
> **Actual achievement (as of March 2014):** 6 countries (Haiti, Mexico, Nicaragua, Peru, Uganda, and Ukraine) have formal DPO participation in government CRPD mechanisms
>
> **Target 3:** 9 target countries have made national legislative changes
>
> **Actual achievement (as of March 2014):** 12 countries (Bangladesh, Fiji, Ghana, Haiti, Indonesia, Malawi, Mexico, Nicaragua, Peru, Uganda, Ukraine, and Vanuatu) have made national legislative changes

Data collection indicates that while grantees have contributed to passing and/or revising numerous laws addressing discrimination against PWDs (with DRF support and support from other actors), a major obstacle to the effective enjoyment of rights by PWDs remains the actual implementation of those laws.

Interviewed stakeholders and document review suggest that, in all sampled countries, the implementation of recent legislative reforms is likely hampered by numerous factors, including a lack of regulatory frameworks and budgets to ensure the implementation of laws (and adequate monitoring, once they are implemented). Further, duty-bearers have limited capacity to implement legislative changes. These challenges exist even in countries that are considered the most advanced in terms of progressive legislative frameworks for the protection of PWDs' rights (i.e. Uganda).

The Legal Action for Persons with Disability Uganda (LAPD) - a legal aid organization managed by and for persons with disabilities that lobbies and offers legal aid services to PWDS to enable them to have access to justice - counts a few successful stories where it has been able to restore the dignity of PWDs whose rights had been violated in the country. This includes one deaf client who had lost 50 acres of land after being defrauded. LAPD won this man's case and the land was returned to him. LAPD's success also includes a client with cerebral palsy, who had his relatives chase him off of his land and illegally arrested several times. LAPD successfully managed to get him to get his land back and obtain compensation for part of his house that was brought down by his relatives. This client indicated to have considered committing suicide during those harsh times.[69] (Uganda)

DRF has deployed efforts to fill these gaps, such as: i) opening the mid-level coalition funding stream, which specifically supports grantees whose projects focus on the implementation of national legislation and policies; ii) creating opportunities for grantees to learn about how to influence budgeting processes and use legal instruments like litigation as an effective strategy to advocate for the rights of PWDs; and iii) creating opportunities for grantees to connect with potential strategic allies. These efforts are bringing some results, as indicated by the illustrative cases reported below.

Concrete changes in the lives of PWDs as reported by grantees

⬩ WWDs obtained jobs in the Ica region. (Peru)

⬩ Carla Mertz, a person with Down syndrome and who benefitted from SPSD leadership training, was elected to a Neighborhood Council in the municipality of San Isidro in Lima. Carla Mertz's requests to improve sidewalks, as well as place crosswalk and intelligent traffic lights on her daily route were handled promptly. (Peru)

⬩ Maria Alejandra Villanueva, a person with Down syndrome and who benefitted from SPSD leadership training, was invited to participate in the first regional seminar on "The Role of Women Adolescents with Disabilities: Exercising Rights and Inclusion in Social Development," held in Panama, in December 2013. It was the first time she traveled without an accompanying family member – having decided to travel with a representative of the organization, rather than her mother –, so her participation in the seminar represented a double achievement, strengthening her independence and autonomy. She was the only person with intellectual disabilities at the seminar, and it was interesting to listen to WWD leaders refer to her as "the girl," even when they noted that Maria Alejandra Villanueva was 31 years old. (Peru)

"In some cases, as a result of DRF funding, many PWDs have now had the opportunity to hold their very first professional job. In requiring that DPOs employ PWD staff and be represented in Boards/Decision making bodies, DRF - to some extent- contributes to the employment of PWDs and their empowerment"(Chittagong, Bangladesh)

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[69] Legal Action for Persons with Disability Uganda (2014), *Project Raising Awareness and Training the National, Regional, and Local Judiciary on Issues Affecting Persons with Disabilities, including Legal Capacity and Access to Information, and to Continue Provision of Legal Aid to Persons with Disabilities in the Central and Eastern Regions of Uganda.*

Concrete changes in the lives of PWDs as reported by grantees

"Due to funding awarded to the Sitakund Federation of DPOs, the UNCRPD and 2013 Persons with Disabilities Rights and Protection Act have now been converted and are accessible in DAISY multimedia format "(Chittagong, Bangladesh).

Mr. Vashkar Bhattacharjee -a visually impaired member of the Federation of Disabled Persons Organizations (DPOs) Sitakund in Chittagong (Bangladesh)- has over the years gained national recognition and become renowned for his IT expertise. Mr. Bhattacharjee is an International Trainer of the Digital Accessible Information System (DAISY) and now works as the DAISY focal person in the country. Mr. Bhattacharjee is also the Country Representative in Bangladesh for GAATES (Global Alliance on Accessible Technologies & Environments) and currently holds the position of Convener of the National ICT thematic group of NFOWD (National Forum of Organizations Working with the Disabled). He also serves as the National Consultant on web accessibility for the Access to Information (a2i) Programme under the Bangladesh Prime Minister's Office, which specializes in issues related to disability & development, ICTs for development, etc. (Bangladesh).[70]

At the time of this assessment, in **Bangladesh**, ABF and other grantees were involved in formulating action plans for recent legislation (i.e. Rules formulation of Persons with Disabilities Rights and Protection Act 2013 and Action Plan development of Neuro-Developmental Trust Act 2013)[71]. These grantees were also engaged in efforts to advocate for a disability-inclusive national budget.[72]

In **Peru**, Law 29973 on disability requires that PWDs form no less than 5% of the total personnel in public entities. The law's regulatory framework requests that social or state subsidy programs prioritize the care of women and children with disabilities living in poverty.[73] Law 30114 and Law 30281 on the Public Sector Budget for Fiscal Years 2014 and 2015, respectively, authorize local and regional governments to use up to 0.5% of their institutional budget to provide or improve access to urban infrastructures that serve all citizens, especially those who have some kind of disability. These laws also indicate that local and regional governments can use up to 0.5% of their institutional budget to finance the operating expenses, plans, programs, and services of the Municipal Offices for Protection, Promotion and Organization to Persons with Disabilities (OMAPEDS) and OREDIS. At the local level, the DPOs Departmental Federation of PWDs of Puno (FEDDIP) and FEDEPRODIS are involved in participatory budgeting processes in Cusco and Puno.

In **Uganda**, DRF grantee Integrated Disabled Women Activities (IDIWA) has advocated for the review of the Iganga Disability Ordinance, to ensure its compliance with the CRPD. In consultation with local community leaders, IDIWA is engaged in processes aimed to push for the enforcement and implementation of the Ordinance. This work has involved drafting policy guidelines for the implementation of the Ordinance, in collaboration and consultation with PWDs in the community, including District Council representatives. The draft policy highlights issues related to PWDs' participation and self-representation, access to appropriate services, support systems, self-respect

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[70] For more information on Mr. Bhattacharjee's key achievements please consult: http://www.daisy.org/stories/vashkar-bhattacharjee

[71] In the case of the 2013 Action Plan development of Neuro-Developmental Trust Act, ABF and another DRF grantee, the Society for Education and Inclusion of the Disabled (SEID), were members of National Action Plan and Policy Formulation Committee of the Bangladesh Ministry of Social Welfare, a body tasked with the responsibility of providing recommendations on the formulation of the National Action Plan and Policy.

[72] Access Bangladesh Foundation (2014), *No project title, Narrative and Financial Report*. (2013 Round 2 MLC Report)

[73] However, according to interviews conducted, the automatic application of this provision is not yet guaranteed.

and self-sufficiency, community integration, equitable resource allocation, and inclusion, among other considerations. It was presented to the District Council and approved in November 2013.[74]

At the time of this assessment, all reported efforts were only just beginning in these three countries. Their success will largely depend on grantee capacity to ensure adequate monitoring of the implementation of laws and to sustain advocacy efforts (though duty-bearers are also accountable, to some extent).

Because of Indonesia's very complex legislative system, initiatives for the actual implementation of the CRPD have not yet started. Grantees and DPOs are still focused on harmonizing the legislative framework with the Convention, at national and local levels. In Ghana, existing legislation addressing the rights of PWDs is still in the process of being amended. With the fairly recent ratification of the CRPD the process of amending existing laws is still in the beginning stages.

5.3.3 DRF's Key Contributions

Finding 8: **DRF is recognized as an important contributor to achieving key results for PWDs at the country level. DRF grantmaking has enabled grantees to become (or remain) credible interlocutors and counterparts in relation to government authorities; and its grantmaking has acted as a sort of 'collateral' for other donors. DRF, through its longstanding partnership with grantees, has represented a motivating factor for advocacy work.**

In all of the countries sampled, DRF grantees – and in some cases, other stakeholders in-country – acknowledged that DRF's support over the years has contributed to the development of certain conditions for effective advocacy on the rights of PWDs (i.e. DPOs' increased knowledge and awareness of PWDs' rights and of the CRPD; strengthened advocacy capacity among DPOs; increased DPO collaboration; and the emergence of new leaders). Most importantly, DRF support has helped change the attitude of DPO members and government authorities, by giving PWDs the opportunity to establish relationships with persons without disabilities (in general, government authorities) and be *at the same level* as their target audience. Literature reveals that there is in fact a "highly significant relationship between contact and prejudice – the more contact, the less prejudice [...] Contact on equal terms can also be achieved through training, and evidence shows that training led by, for example, people with mental health problems, impacts on attitudes and that this change is sustained over time."[75] It has often been thanks to these changes in attitude that grantees have successfully established partnerships or working collaborations with other DPOs as well as national and local government officials, which were a strategic means of advancing the rights of PWDs.

In addition, as seen in Finding 3, DRF has supported grantees in awareness-raising and advocacy activities with local authorities, which were reported by grantees as being instrumental to securing formal and informal commitments around the promotion of disability rights.

DRF's support has also been highly valued by grantees because it acts as a sort of collateral for other donors willing to fund DPOs (see sidebar "DPOs' financial resources"). Finally, because of the thrust given to and partnership relationships built with grantees over the years, DRF provides a motivating factor for grantees, who no longer feel as alone. This sentiment can be evidenced from the adjectives used by grantees to describe what DRF represents to them (see sidebar).

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[74] Integrated Disabled Women Activities (2014), *Iganga Disability Rights Advocacy Project*, Narrative Report 2013.(Round 2 Uganda Small Grant: IDIWA Final Report)

[75] National Disability Authority (n.d.), *Literature Review on Attitudes towards Disability*. Retrieved from: http://www.ucd.ie/issda/static/documentation/nda/nda-literature-review.pdf

These contributions made by DRF speak to the idea proposed by Rhonda Schlangen and Jim Coe[76] of a value iceberg, which identifies the results and values associated with advocacy work that often remain invisible, because they are difficult to measure, monetize, and sometimes even see. The value iceberg, presented in the figure

> **DPOs' financial resources**
>
> In addition to DRF grants, some grantees have membership fees and some (the minority, according to interviews conducted in the five countries) have access to other traditional donors. In Bangladesh, Peru, and Uganda, DRF's grantmaking indirectly acted as a sort of "collateral" or security for a small number of grantees (usually national-level and more well-established). Indeed, being a DRF grantee provided credibility to the DPO *vis-à-vis* other donors (e.g. ABF in Bangladesh, SODIS and AFEDIP in Peru).

below, shows an iceberg whose visible part includes results obtained through campaign and advocacy initiatives that can be seen and usually easily measured, such as organization's advocacy actions, signs of progress towards policy, media coverage, social media search, policy change, supporter recruitment, and support action. The larger part of the iceberg, hidden below the waterline, represents those results from campaign and advocacy initiatives that are as important as the measurable ones, but that often remain invisible because they are more difficult to measure, develop more slowly, or are neglected in more reductionist ways of thinking about 'value' that focus only on the more overtly visible aspects. These invisible and often non-tangible results are, for instance, changes in the strength of social movements, civil society capacity, supporter lifetime value, policy implementation, behaviour, contribution to

> **Adjectives used most frequently by grantees in Bangladesh, Indonesia, and Uganda to describe what DRF represents to them**
>
> DRF is.. fair, friendly, an understanding friend, a promoter of DPOs, a promoter of UNCRPD, a sincere donor (Bangladesh)
>
> DRF is... motivating, helpful, flexible, inspiring, meaningful, consultative (Indonesia)
>
> DRF is... a supporter, a promoter, an advocate, a redeemer (Uganda)

brand, or shifts in power dynamics, attitudes, and/or values.

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[76] Rhonda Schlangen and Jim Coe are independent consultants and members of the BetterEvaluation Community, which is an online community aiming to improve evaluation through the sharing of information.

Exhibit 5.2 Campaigns and Advocacy Value Iceberg[77]
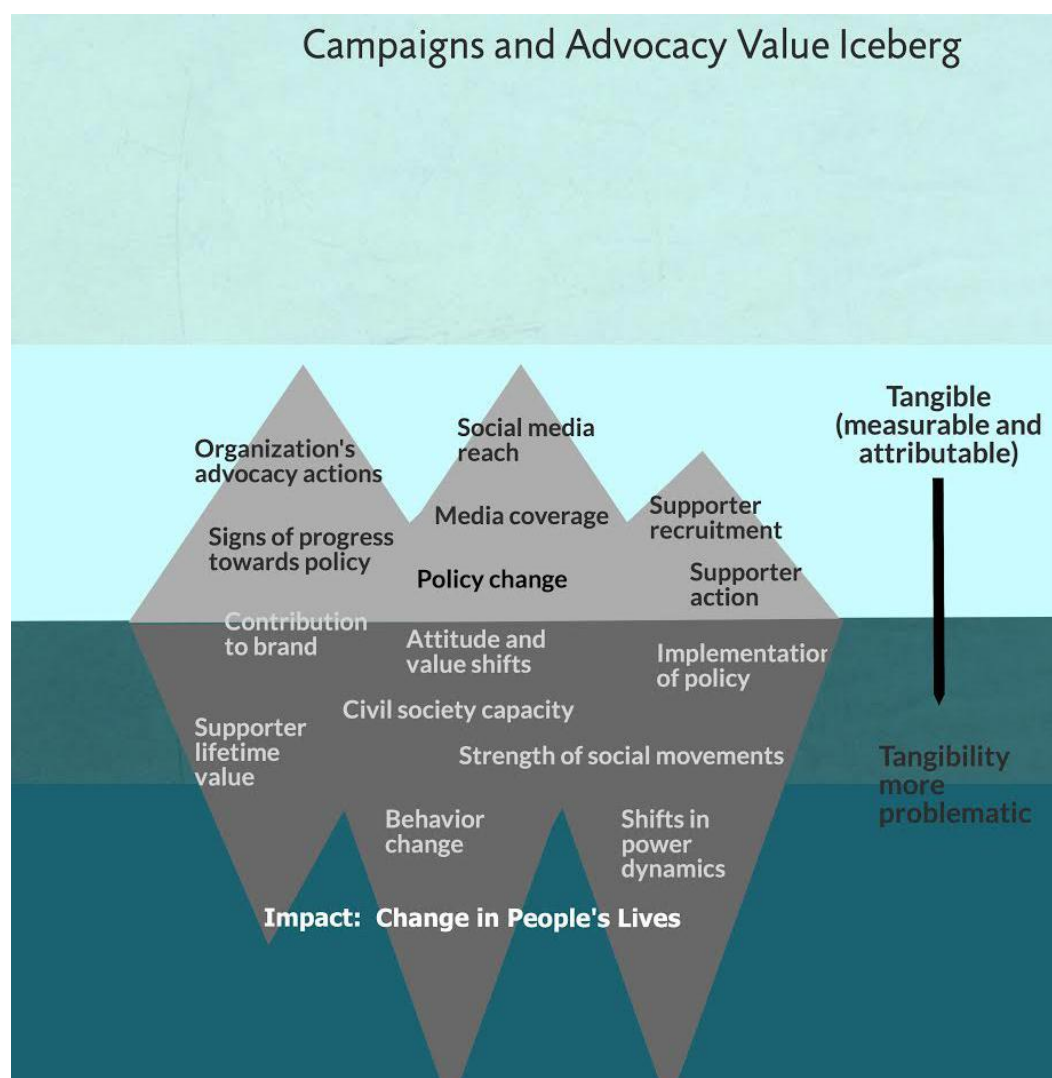
Campaigns and Advocacy Value Iceberg

Organization's advocacy actions

Social media reach

Media coverage

Supporter recruitment

Signs of progress towards policy

Policy change

Supporter action

Tangible (measurable and attributable)

Contribution to brand

Attitude and value shifts

Implementation of policy

Civil society capacity

Supporter lifetime value

Strength of social movements

Tangibility more problematic

Behavior change

Shifts in power dynamics

Impact: Change in People's Lives

Finding 9:   While DRF is an important contributor to advancing the rights of PWDs, this progress is the result of contributions coming from a wide range of actors. However, DRF reports do not adequately explain the extent and modality of DRF's contributions.

The achievements reported in the previous finding are not attributable to DRF's support alone. Indeed, certain conditions and the support and engagement of several actors made it possible for changes to occur (e.g. the presence of strong PWDs champions at government level and strong DPO leadership). In Bangladesh, for example, grantees indicated that recent changes and increased visibility of PWDs at the national level had been partially facilitated by the Prime Minister's office. The Prime Minister, Sheikh Hasina, is perceived as a role model/champion for the rehabilitation of PWDs – and autism, more specifically –, having made this a national priority. In Uganda, the increased visibility of PWDs and the DPO movement in the country overall is partly attributable to the representation of PWDs in Parliament. Five members of Parliament (which totals over 300

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[77] Coe, J and Rhonda Schlangen, R. (2014), *The value iceberg: weighing the benefits of advocacy and campaigning*, Discussion Paper 1.

members) are PWDs, and this representation is seen as a step further in ensuring that government representatives/duty-bearers are able to advocate for PWDs at the national level. Honorable Alex Ndeezi – a representative of PWDs in Parliament and the former Executive Director of the Uganda National Association of the Deaf (UNAD), a DRF grantee – was considered the national champion for disability rights in Parliament. In Peru, Javier Diez Canseco – a Congressman, poliomyelitis survivor, human rights advocate, and anti-discrimination activist – is nationally recognized as having been a key promoter of disability rights in the country, and particularly in Congress. As revealed by interviews with grantees and the review of grantee reports, his passing in 2013 constitutes the greatest loss for the country's disability movement to date.

The DRF reports do not adequately recognize these contributions, thus making it more difficult to appreciate the extent to which DRF itself has contributed to the progress made. This is also linked to the fact that DRF logframe and theory of change do not reflect the whole range of types of support – beyond grants- provided by DRF to target countries and do not explain how these different types of support contribute to the strengthening of the DPO movement in the supported countries. This is compounded by the fact that grantees' reports usually remain vague as to DRF's specific contribution to the achievement 'made' through their projects.

5.3.4 Effectiveness of DRF's Global Advocacy

Finding 10: In addition to its country-level grantmaking, DRF's effectiveness can be seen in its global-level advocacy activities. However, because these activities are not adequately tracked and there is no explicit conceptualization of how they contribute to the pathway of change at the country level, the assessment of DRF's effectiveness and long-term potential contribution to impact remains partial.

While DRF's current work mainly centers on activities aimed to advance the rights of PWDs at the country level, DRF staff have also engaged in global-level activities to advocate for more disability-inclusive aid development.

At the global level, key activities have included the participation of DRF representatives in international forums, to foster dialogue and help influence planning/programming around disability issues. DRF's advocacy work around disability and indigenous people is one example of these efforts.

In 2014, DRF participated in the first World Summit on Indigenous Philanthropy, organized by the International Funders for Indigenous Peoples. Held immediately after the first UN World Conference on Indigenous Peoples, this event convened leaders from philanthropic, international funding, and indigenous groups, to make plans for a future full of hope for indigenous peoples. DRF's Executive Director participated in the event as a speaker, during a session on the opportunities and challenges of collaboration between multi and bilateral funders and indigenous communities.[78] Since 2012, DRF has co-organized side events and panel discussions on advancing the rights of indigenous PWDs at the United Nations Permanent Forum on Indigenous Issues (UNPFII) (in collaboration with the United Nations Department of Economic and Social Affairs, and sponsored by the Government of Australia) and at the CRPD Committee. In 2012, DRAF also supported the convening of six indigenous leaders with disabilities to UNPFII. This convening reportedly led to the development of the first expert report on the situation of indigenous PWDs, which explores how the CRPD and the UN Declaration on the Rights of Indigenous Peoples

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[78] International Funders for Indigenous Peoples (2014), *World Summit on Indigenous Philanthropy.*

(UNDRIP) provide a framework for the protection of the rights of indigenous PWDs.[79] The report was presented in 2013, at the twelfth session of the UNPFII, and was produced by IDA, DRF, and DRAF grantees (thanks to DRAF support), as well as through consultative processes with indigenous and disability experts.[80] On September 23, 2014, the World Conference on Indigenous Peoples approved an Outcome Document of the World Conference on Indigenous Peoples. Through this document, which

> **Outcome document of the high-level plenary meeting of the General Assembly known as the World Conference on Indigenous Peoples**
>
> 9. We commit ourselves to promoting and protecting the rights of indigenous persons with disabilities and to continuing to improve their social and economic conditions, including by developing targeted measures for the aforementioned action plans, strategies or measures, in collaboration with indigenous persons with disabilities. We also commit ourselves to ensuring that national legislative, policy and institutional structures relating to indigenous peoples are inclusive of indigenous persons with disabilities and contribute to the advancement of their rights.

strengthens the rights for more than 370 million indigenous people worldwide, commitments were made to consult and cooperate in good faith with the indigenous peoples concerned through their own representative institutions in order to obtain their free, prior and informed consent before adopting and implementing legislative or administrative measures that may affect them. Working together with IDA, DRF contributed to the inclusion in the Outcome Document the mention of disability, as shown in the sidebar.

A number of the above-mentioned activities are key steps towards increasing the visibility of disability issues at the international level. More importantly, if these activities are successful, they are likely to influence donors' aid development agenda and countries' social development agenda (if the Sustainable Development Goals include specific targets on disability and indigenous people, for example).

Current monitoring and reporting tools[81] do not capture either the results of DRF's work through its Strategic Partnerships funding stream or the Uganda Capacity Fund.

5.4 Progress towards DRF's Proxy Indicators for Impact

Impact Proxy Indicator 1 – Changes in data collection regarding PWDs at national level in target countries

Finding 11: **In the countries sampled, changes are being made to ensure that national data collection systems consider disability issues, though gaps still exist. The evaluation team was unable to trace DRF's contribution to these changes.**

It is generally accepted and recognized that, to effectively plan any key intervention, access to good, reliable, and evidence-based data is required to ensure adequate targeting, maximum results, and achievement of desired impact. In national poverty alleviation programs, collecting quality data about various population characteristics is often considered vital to obtaining objective information on any problem under study. Quality data collection is deemed crucial not only in the planning stages (including the budgeting process), but also in the implementation and monitoring and evaluation (M&E) stages, to facilitate tracking the impact of government programs. As mentioned in the relevance section, international actors are increasingly emphasizing the importance of

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[79] Inclusion International (2013), *Indigenous Persons with Disabilities Present Study to the UNFPII*.

[80] DRF (2013), *Bridging the Indigenous Peoples and Disability Rights Movements*.

[81] This was highlighted by the evaluation team during the revision of DRF's monitoring and reporting tools.

collecting disability-disaggregated data for monitoring the achievement of the Sustainable Development Goals.

In the countries sampled, and across the world as this is a global issue, very little accurate and comprehensive data regarding PWDs was found to have been collected. In addition to the fact that until recently very little attention has been paid to data regarding PWDs, data collection on disability presents specific challenges, among which:

- There is no standard or commonly accepted definition of disability and how to measure the different forms of disability;

- Many people around the world do not self-identify as disabled and/or are hidden in their homes by family members, which makes it very challenging to gather information during either a census or a household survey;

- Enumerators used for surveys or census often lack the capacity to collect data on or from PWDs;

- Disability is a complex social phenomenon requiring specific surveys as it cannot be adequately captured through the introduction of one or two questions in a nation-wide census. In addition, they should be carried out on a regular basis. In order to do so, adequate resources are required, which are often not available or made available.

Censuses and other population-based surveys are generally considered a critical means of ensuring that key vulnerable populations are at the center of sustainable development policies, and that programs targeting those populations have access to the evidence needed to improve existing services or develop new ones. In Bangladesh, Indonesia, Peru, and Uganda, initiatives have been undertaken by the national institutes of statistics (in some instances, with collaboration from other national actors) to gather data on disability, though there are still some gaps in the data collected thus far.

In Uganda, for instance, the National Council on Disability (NCD) – a government body mandated to monitor the implementation of programs for PWDs – has been working closely with the Uganda Bureau of Statistics (UBOS) to ensure that the upcoming national census is disability-sensitive and includes questions that allow for better collection and disaggregation of information about disability in the country. According to interviewed NCD representatives, the four questions expected to be included in the survey are aligned with the recommendations of the Washington Group on Disability Statistics and will allow for better disaggregation of information about disability, according to: i) type of disability; ii) age group; iii) education status; and iv) economic status of PWDs in the country. While these additions are perceived as an improvement compared to previous census surveys conducted in the country, it was indicated that the survey is still not sufficiently comprehensive (due to limited knowledge of the different definitions of disability) and may leave out key populations that do not fit into the generally accepted definition of "disability" in Uganda.[82]

In Bangladesh, a national Population and Housing Census was conducted in 2011 and also included questions on disability. However, the results of the census were controversial and perceived as inaccurate by numerous DPOs and organizations working with PWDs. For instance, interviewed stakeholders indicated that the 2011 census conducted by the Bangladesh Bureau of Statistics

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[82] According to the NCD representative, the following groups fall under the definition of disability in Uganda: albino, little people, persons with physical disabilities, persons with sensory disabilities (i.e. persons with visual and/or hearing impairment), as well as persons with mental disabilities (i.e. persons with intellectual or psychosocial disabilities or persons with epilepsy).

(BBS) was not comprehensive or accurate in many ways, notably failing to include persons with intellectual disabilities (only taking into account persons with autism). Overall, they felt that disability questions lacked clarity and appropriate formulation. Other issues included the limited capacity of enumerators to conduct data collection in a "disability-sensitive" way.

The aforementioned examples illustrate that changes in data collection systems are slowly occurring in countries. These changes are linked to international initiatives such as the Washington Group on Disability Statistics (in the case of Indonesia) and the United Nations Partnership to Promote the Rights of Persons with Disabilities (UNPRPD), as well as to requests from national government authorities (in the case of Indonesia and Peru). The evaluation team was unable to pinpoint DRF's contribution to these initiatives, although it was noted that some DRF grantees were consulted during the preparation of the survey/census questionnaires. This limited consultation may be due to the fact that the preparation of censuses requires very technical skills in sampling and questionnaire design, and DPOs are not perceived as having sufficient specialized knowledge to play a major role in these processes. Another explanation may relate back to the Value Iceberg (mentioned in the effectiveness section), where it is difficult to see the contribution of advocacy work to specific results.

Impact Proxy Indicator 2 – Inclusion of PWDs in country development processes, strategies, plans, programs (at national and/or local levels) in target countries

Finding 12: Progress towards the proxy indicator of inclusion of PWDs in country development processes, strategies, plans, and programs at the national and/or local level appears to be limited.

In 2013, DRF introduced a grantmaking window for advocacy projects that target national or international agencies responsible for development planning and that aim to ensure CRPD consideration in strategy and goal development and assessment. According to DRF, no applications were submitted under this grantmaking window. It bears noting, however, that some DRF grantees in Bangladesh, Ghana, Peru, and Uganda were, at the time of the assessment, involved in processes aimed to address shortcomings in national, regional, or municipal/local development planning processes.

In Uganda, the biggest hurdle mentioned in influencing national development planning processes was DPOs' lack of knowledge of government planning processes. A panel discussion conducted during the GCM in July 2014 and entitled *"Money Has a Role in This"* addressed the need for inclusive budgetary allocations at national and district levels. The panel highlighted that DPOs needed to be more educated

> **Consultation processes in Uganda for the National Development Plan**
>
> Uganda is in the midst of developing a new national development plan (NDP), as the current NDP for 2010-2015 is coming to an end. In order for the government to collect inputs from various sectors of society, a consultation process was initiated through the establishment of several working groups. The current structure of the consultation process does not allow for adequate visibility of issues faced by PWDs, since DPOs fall under the broad CSO group invited to the consultation table. While some DPOs were invited to discuss the NDP at the national NGO forum, the extent of their contribution in these consultative processes remains limited, given that they represent only one of several interest groups around the table.

and aware of legal and budgetary governmental processes. DRF grantees and other DPOs present at the panel realized that, in order to affect changes in budgets for PWD programming, DPOs needed to: i) be informed about the different district and national budgeting processes and budget planning cycles; and ii) attend conferences/meetings of relevant committees designated to address such issues. Therefore, a key lesson learned was that if done on a timely basis, the right interventions in key government processes can ensure more evidenced-based and effective

advocacy measures for programs addressing disability. DPOs also realized that they have limited access to high-level officials who may be more influential during national development planning processes (e.g. ministry of planning and finance, development partners, and donors). DPO capacity to influence these processes is also hampered by limited disability mainstreaming among NGOs (who could act as strategic allies), limited visibility within the human rights movement and limited collaboration with NGOs. Indeed, DPOs are rarely consulted by the NGOs leading consultation processes (on behalf of civil society organizations) for the preparation of national development plans.

Finally, unlike for other human rights, no specific UN or international agency has been appointed to promote the rights of PWDs. This makes it more difficult for DPOs to find strategic allies with easier access to government representatives. This also translates into fewer funding opportunities and signifies that fewer actors are likely to contribute to the sustainability of results and follow up on the actions undertaken by DPOs.

5.5 Sustainability

Finding 13: In the countries sampled, evidence suggests that without DRF support, efforts to change and implement national and local legislation may continue, but at a much slower pace. This may affect the success of these efforts, since advocacy work is time-sensitive.

As presented in the section on effectiveness, a number of processes for legislative and program changes – at both national and local levels – have been started by DRF grantees, or with their support. The question, now, is whether there is likely to be a follow-up to these changes (either to complete the revision of legislation or to ensure that revised legislation is implemented). Data collected through interviews and document

> **Examples of DRF grantees becoming government counterparts**
>
> ⬥In **Peru**, the Departmental Federation Pro Development of People with Disabilities (FEDEPRODIS), which received DRF grants from 2010 to 2012 (of USD 17,000 each), has become part of the Regional Coordination Council of the Regional Government of Cusco, part of the Bureau for Combating Poverty and of the Council for Urban Development of the Provincial Municipality of Cusco. This was also made possible thanks to DRF projects, which enabled the Federation to undertake advocacy work among regional, provincial, and district-level authorities in Cusco, as well as to develop and disseminate the Regional Coordinated Development Plan for Persons with Disabilities.
>
> ⬥In **Peru**, the Association of Mental Health Users (ASUMEN), which received DRF grants totalling USD 57,000 between 2010 and 2012, reported regular consultations with authorities in the Municipality of San Martín de Porres, in Lima (where the organization is located), as it is one of the only grassroots organizations of persons with psychosocial disabilities in the country. DRF grants contributed to increasing the organization's visibility, having supported its participation in consultations with CONFENADIP and the development of a radio program run by ASUMEN members.
>
> ⬥In **Indonesia**, PPDI KP, which received DRF grants in 2012 and 2013 totalling USD 25,000, reported being engaged by local government authorities in a number of initiatives and spaces. The organization has notably been asked by the Department of Education to be one of the members of Pokja (Working Group) for implementing inclusive Education in Padang City, as well as by the Head of the Legislation Department of Padang City Parliament to draft the local disability law (for which PPCI KP also received budgetary allocations from the Department of Social Affairs and Labour). This was also made possible through DRF projects, which (among other activities) supported focus group discussions and meetings with budget and legal drafting committees of the Local Parliament of Padang City and local NGOs.

review suggests that some form of follow-up will take place. To begin, grantee organizations in all five countries considered that DRF's support was instrumental in speeding up the processes of harmonization of national/local legislation with the CRPD and in making advocacy more effective, but most of them also considered that such changes would have happened anyway. While it is impossible to confirm this scenario, these views suggest that DRF's support was not considered by the majority of DRF grantees as indispensable for legislative change. This is a positive indication of sustainability, in the sense that DPOs are not entirely dependent on DRF funding. Further, in all the countries, other actors contributed to legislative changes. In Uganda, while a coalition of DPOs supported by DRF played a key role in the development and passage of the draft Disabilities Act, the Uganda Society for Disabled Children (through the Disability Network, funded by Terres Des Hommes Netherlands) also worked to ensure the amendment of the PWDs Act. In Indonesia, the working group for the 2013 draft bill on the rights of PWDs (composed of six DRF grantees) was also supported financially by the Australia Indonesia Partnership for Justice (AIPJ), The Asia Foundation, and other organizations, including other DPOs. In Peru, grantees considered the leadership of Javier Diez Canseco – Congressman and champion for disability rights – as fundamental in pushing forward the country's entire disability agenda and in organizing DPOs around common priorities. In Bangladesh, the drafting of the recently adopted PWD Act was supported by other organisations including the Manusher Jono Foundation (a non- profit national organisation largely funded by DFID and the Australian Government) and ADD international. In Ghana, while the ratification of the CRPD in 2012 was largely considered a result of DRF support and campaigning efforts by DRF grantees, other actors in the national disability network also publicly added their voices to the GFD-led campaign. These actors included the Center for Democratic Development and the Integrated Social Development Center Ghana, amongst many others.   Star Ghana (a pooled fund supported by USAID, UK aid, DANIDA and the EU) was mostly noted for supporting DRF grantees (e.g. GFD and Voice Ghana)and funding projects related to good governance, such as projects focusing on the inclusion of disability issues in Ghana's Affirmative Action Bill and inclusion of PWDs in local level elections. These examples illustrate that, even if funding may be scarce, DPOs (at least the major DPOs at national level) have other sources of funding for advocacy efforts and for sustaining themselves. Grantees confirmed this point during the interviews conducted. Moreover, document review showed that in many instances (though not in the majority of cases) local-level grantees have become government counterparts also thanks to DRF support (see sidebar).

> • In Bangladesh Access Bangladesh Foundation (ABF), an organisation that had DRF as its only donor at its inception and has received DRF grants since 2009 (amounting to USD 128,000), has over the years acquired great visibility in the country (including additional funding from other international donors). As a result of that, in the last year ABF has been called upon to participate in the formulation of the national community based rehabilitation (CBR) strategy as a national expert of CBR and invited in a consultation workshop organized by the Bangladesh Department of Disaster Management to provide insights on how to include disability issues in the Hyogo Framework for Action.
>
> In November 2014, ABF was selected by the Bank Information Centre, as the country focal point organization on "Disability and World Bank Safeguards Campaign" – a campaign which connects 93 DPOs and CSOs to advocates for the World Bank country office to become more disability inclusive.
>
> • Also in Bangladesh, the Women with Disabilities Development Foundation (WDDF) which in 2012 and 2013 received funding totalling of UD 20,000 has, as a result of DRF funded projects, gained more visibility in the country and is now often consulted and invited to participate in Government and non-government organization led platforms to help address and integrate issues of women with disabilities in national policies. WDDF has been invited to participate and contribute in the drafting of several policies and acts including the National Action plan on National Women advancement Policy, the rules of Domestic violence Act, Disability rights and protection Act, National Strategic plan on Vocational Education and UNCEDAW.

While these examples provide some positive indication of sustainability – in that achievements made thus far are not solely dependent on DRF funding and support –, interviews with grantees and document review highlighted the general absence of sustainability plans, medium- and long-term advocacy strategies, and resource mobilization strategies for grantees to follow up on the results achieved. This is compounded by the fact that, with a few exceptions, institutionalized (or at least frequent) collaborative relationships among DPOs are still rare, relationships with other civil society organizations are even less common, and the few donors funding disability work are not coordinated among themselves and have, in general, limited interaction and working relationship with DRF. For the evaluation team, this situation raises some concern regarding the pace of implementation of revised legislation, as well as the ability of leading DPOs to mobilize different members of the DPO movement (and other human rights movements) behind priority disability causes requiring collective advocacy.

Finding 14: DRF has improved its grantmaking approach by developing an exit strategy. Data collected in Peru suggests that there is still room for improvement, particularly in terms of adapting the exit strategy to different funding environments.

As indicated in various sections of this report, DPOs work in a very challenging environment, characterized by limited funding for disability issues, and even less funding for advocacy on PWDs' rights. Interviews with DRF staff and grantees revealed that most DRF grantees in the five countries have limited alternative sources of funding and lack resource mobilization strategies, as well as networks of donors and potential collaborators (whether other DPOs or NGOs) to ensure sustainable funding models. This situation affects the entire DPO movement's capacity to undertake advocacy work. The sustainability of results is also seriously affected by weak capacity among government authorities and other duty-bearers to implement the CRPD. As highlighted in many instances above, effective engagement in implementing the CRPD is hindered not only by limited willingness and awareness among duty-bearers, but also by their lack of technical skills. DRF staff recognize that "when it comes to the CRPD, it is as important to pay attention to the urgent need of building the capacity of the duty-bearers. Government officials should also get substantive training to understand the CRPD scope. Effective implementation can't occur if the national authorities don't have the technical capacity to develop their obligations."[83] According to interviews conducted by the evaluation team, there are currently no initiatives to strengthen duty-bearers' capacity in implementing the CRPD, and discussions on this topic have only just started between IDA and other international actors.

In this context, it is paramount for DRF to exit countries in a responsible way (i.e. by deploying the necessary efforts to foster the sustainability of results achieved, so that the investments made thus far are not lost). To this end, in November 2012, DRF developed a comprehensive exit strategy to guide its departure from countries. The strategy accounts for departures caused by a number of different reasons, including a shift in donor interest to other regions or countries, such as in Latin American countries, where DRF's grantmaking is phasing out (i.e. Mexico, Nicaragua, and Peru). DRF's strategy outlines exit criteria, guiding principles, and steps for an effective departure. According to the strategy, DRF Program Officers must inform grantees in person about DRF's

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[83] Devandas, C. (September 2013). *Supporting the Empowerment of Organizations of Persons with Disabilities: A strategy to promote poverty eradication, using the Convention on the Rights of Persons with Disabilities (CRPD)*. Paper prepared for the Expert Group meeting on "Policies and strategies to promote empowerment of people in achieving poverty eradication, social integration and full employment and decent work for all," organized by UNDESA Division for Social Policy and Development-Social Perspective on Development Branch.

decision to exit (i.e. at GCMs) and to use the last GCM in the country to provide training workshops on fundraising and connect grantees with other potential sources of funding.

In Peru, DRF has taken two approaches to implement the exit strategy and therefore increase the sustainability of results achieved. The first approach has been to strengthen DPOs' organizational capacity in resource mobilization. Over the past year, DRF has:

- Facilitated the establishment of connections between DPOs (e.g. ASUMEN and AFEDIP) and potential donors; and/or

- Supported DPOs in funding application processes by offering to be their guarantor, thereby increasing their credibility in the eyes of potential donors (e.g. AFEDIP); and/or

- Offered training on business administration to help members of grantee organizations (i.e. ASUMEN) to become self-employed.

The second approach has been to provide time-bound support in specific advocacy areas that the CRPD Committee had identified as unaligned with the CRPD (see sidebar).

Interviewed grantees highly valued this support from DRF during the exit phase. Although it is still too early to assess the effectiveness of these approaches, data collection in Peru indicates that the measures taken by DRF may not have been sufficient for initiated change processes[84] to progress with the same effectiveness and strength as they have until now. Advocacy work's strong dependence on traditional sources of donor funding in a context that is of

> **DRF's follow-up to the CRPD Committee's Concluding Observations to phase out its grantmaking in Peru**
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> In its concluding observations on Peru (April 2012), the CRPD Committee notably urged the State to amend the Civil Code, which is currently unaligned with article 12 of the Convention, as it establishes substitute decision-making instead of supported decision-making and permits the suspension of civil rights of PWDs in cases of judicial interdiction. It also denies "deaf-mute, blind-deaf and blind-mute persons, as well as [...] mentally handicapped persons and those suffering from mental deterioration" the right to marry (paragraphs 24 to 27). DRF therefore decided to support SODIS and SPSD for two additional years, so that they could participate in a commission created by the General Law on People with Disabilities to work on revising the Civil Code.
>
> The CRPD Committee also urged the State to improve data collection in order to obtain clear statistics on indigenous and minority PWDs, and to emphasize the development of policies and programs on indigenous and minority PWDs, in particular women and children with disabilities who live in rural areas, as well as persons of African descent, in order to address the multiple forms of discrimination that these persons may suffer. Since this issue was not taken up by the Peruvian umbrella organization CONFENADIP as an action point of its advocacy work, DRF provided funding to the Departmental Federation Pro-Development of PWDs (FEDEPRODIS) and Abriendo Caminos para el Desarrollo e Inclusión Social de Personas con Discapacidad y Demás Grupos Vulnerables (ACPEDIS) to work in rural indigenous communities in the regions of Cusco and Puno to promote their inclusion in regional development plans.

less interest to donors (i.e. Latin America), and where donor support is increasingly provided through modalities other than financial support (e.g. technical assistance or policy advice to the government) puts sustainability at risk. Although DRF adapts its exit strategy to the specific needs of grantees, the strategy still does not sufficiently account for the different funding environments in various parts of the world, with middle-income countries like Peru offering different modalities for

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[84] Such as the revision of the Civil Code or the increasing participation of women with disabilities and indigenous persons with disabilities in the DPO movement and in decision-making (which are also repeatedly noted by the CRDP Committee as areas requiring greater attention by the State).

aid development assistance than low-income countries. Further, aside from a few exceptions, DPOs tend to work in isolation, guided by their own priorities rather than a shared advocacy agenda. In doing so, they lose out not only on the potential benefits of having access to the knowledge and skills of other DPOs, but also on existing resources that could be shared.

5.6   Economy and Efficiency

Finding 15:   Overall, interviewed stakeholders considered that DRF has used good quality inputs to deliver its grants and other support. Where information is available, the cost of these inputs is generally within average range or appears justified. Certain areas for improvement were noted by interviewed stakeholders regarding the quality of some inputs (e.g. the support provided by Program Officers to grantees and the range of activities that are funded through DRF grants).

Data collection indicates that DRF has provided good quality inputs in the form of grants, technical assistance, and networking opportunities to grantees, as well as research and monitoring data to GMC and Board members. In particular:

- In all sampled countries, interviewed grantees commended DRF's staff, namely its **Program Officers**, for being generally accessible and responsive to their needs. Similarly, GMC members were satisfied with the quality of POs' work in supporting the grantmaking process (i.e. research on countries, which informs DRF's country strategy, and monitoring of grants, grantees, and associated reporting, which informs grantmaking decision-making). Grantees identified three areas for improvement or that require greater support from POs. First, they indicated that increased frequency of in-person monitoring would help strengthen the relationship between DRF and the grantee, and allow POs to better appreciate the progress and results achieved on the ground. Grantees in the five sampled countries also noted that more constructive and consolidated feedback on their applications and reporting would be helpful and appreciated. Finally, grantees underscored the need for further support to facilitate networking within the DPO movement (among DPOs) and outside of it (with other potential donors and strategic allies, whether NGOs, development partners, budget experts, etc.). DRF has maintained the average staff salary of Program Officers (and other staff) on par with the average salaries of grants management professionals, as calculated in the Grants Managers Network's (GMN) annual survey.

- Interviewed grantees see **DRF's annual GCMs** as crucial, because they provide them with the opportunity to meet and get to know each other, learn about each other's projects, and exchange views. In Bangladesh, grantees even indicated that, had it not been for the GCM, the Bangladesh DRF Grantee Coordinating Committee (BDGCC) – an informal network of grantees that acts as a platform to share information on a more regular basis, rather than through GCMs alone – would have never been established. In Uganda, a few grantees also mentioned that the last GCM gave them the chance to discuss the possible creation of a network on inclusive education. In addition, the GCMs are highly appreciated by external participants in Uganda, such as NCD representatives, who use the information from these meetings to inform their own work plan. GCM costs, for their part, vary greatly depending on the country, number of participants, location of the participants, and type of support required to ensure accessibility for all participants (e.g. Braille, sign language interpretation, and translation). Therefore, it is not possible to benchmark the costs of these meetings against internal or external "standards." However, the very positive feedback received from interviewed grantees, as well as the very good results obtained in GCM evaluations conducted by DRF, suggest that the costs of the GCMs are justified.

- Interviewed grantees, GMC and Board members, as well as other stakeholders that are familiar with DRF's work in the sampled countries consider **DRF's grants** to be relevant, aligned with DRF's mandate, and of good quality. Over the years, DRF has adapted the characteristics of its grants (duration, amount, objectives) to better address identified needs. The review of DRF's grantmaking process appears to provide appropriate quality assurance on grantmaking, and the peer-review process is conducted by a body (the GMC) formed of PWDs who have expertise in different fields related to disability and human rights and who are often familiar with specific countries and/or regional contexts. Generally speaking, grantees are satisfied with current grant characteristics, and DRF's grantmaking practices were highly praised for their flexibility. This is a very important feature, since the funding of advocacy activities requires flexibility to adapt to unforeseen changes in the surrounding context. Some grantees and donors indicated that, on an exceptional basis, DRF could consider funding activities that may not directly relate to CRPD advocacy, but could foster project effectiveness (e.g. sign language training of court officials, income-generating activities). Other areas noted for improvement include: i) the duration of the engagement with grantees (i.e. some grantees would like a longer-term commitment, such as 3 to 5 years); and ii) the support provided in capacity-building (grantees indicated a need to complement DRF's support in advocacy by providing other, more traditional types of capacity-building, such as in resource mobilization, project management, financial management, etc.). While it is challenging to calculate the cost of each grant delivered (given the difficulty of capturing all of the costs involved in the grantmaking process), the quality of the grants is generally perceived as satisfactory.

Finding 16: **DRF has proven to be an efficient grantmaking mechanism, notably by maintaining a good ratio of program costs to administrative costs, all the while expanding its operations to new countries and grantees. Interviewed stakeholders indicated some areas for improvement that would make DRF an even more efficient grant-maker.**

As noted in the previous evaluation, it is difficult to estimate a **cost per output** or to benchmark against similar programs due to the nature of DRF's activities. Other measures that are commonly used to assess the efficiency of an organization or program include the ratio of administrative costs to program costs and the percentage of the budget that is dedicated to grantmaking. Data obtained through the analysis of the latest DRF financial and budget documents reveals that, according to both of these measures, DRF has been administratively and operationally efficient for several years. Indeed, the data indicates that DRF maintained a low ratio of program costs to administrative costs (i.e. between 9 percent and 11 percent) from 2012 to 2013. The previous evaluation also reported that, between 2008 and 2011, DRF's administrative and fundraising expenditures were generally low: 5.5 percent for 2009, 10.7 percent for 2010, and 9.8 percent for 2011. Overall, between 2008 and 2013, DRF maintained a ratio of administrative costs to program costs that is aligned with commonly accepted ratios.

In addition, DRF has demonstrated operational efficiency through the expansion of its operations (i.e. growing from 7 countries and 33 grantees in 2008, to 26 countries and 86 grantees in 2013), all the while maintaining low program and administrative costs. The table below shows that administrative and program costs remained modest and even diminished during this period, from 39% to 34%. The percentage of funding allocated to grantmaking was 61%, in 2008, and increased to 66%, in 2013.

Exhibit 5.3 Administrative and Program Costs Compared to Grantmaking, from 2008 to 2013[85]

Year	Administrative and Program Costs[86]	Grantmaking	Number of Target Countries
2008	USD 502,215 (39%)	USD 800,000 (61%)	7 countries
2009	USD 910,993 (32%)	USD 1,931,542 (68%)	14 countries
2010	USD 1,020,709 (31%)	USD 2,222,123 (69%)	15 countries
2011	UDS 1,202,268 (35%)	USD 2,274,499 (65%)	18 countries
2012	USD 891,999 (27%)	USD 2,457,138 (73%)	18 countries
2013	USD 1,178,326 (34%)	USD 2,315,529 (66%)	26 countries

For the past three years, the percentage of DRF budget going directly to grantmaking (i.e. 65% in 2011, 73% in 2012 and 66% in 2013) has been aligned with the average percentage allocated by seven other international Participatory Grantmaking Funds[87] of participatory grantmaking organizations, as calculated in The Lafayette Practice's 2014 comparative study (i.e. 61%).[88]

Another way to measure efficiency is to look at staff time allocation and assess whether time is being used in an efficient and effective way. The evaluation team surveyed POs to identify the approximate amount of time spent on key tasks related to their role as grants managers. The exhibit *below* presents the data collected and expresses the minimum and maximum time allocated to each task (as a percentage). For reference purposes, the table also includes the average time required to complete similar tasks, as calculated in the 2013 GMN Annual Salary and Job Survey. Overall, with the exception of the time spent on monitoring, the average time allocated by POs to their various tasks coincides with the average calculated in the GMN survey. However, it is important to note that comparing staff time allocation between organizations could be misleading, due to the different processes and approaches used for grantmaking.

Exhibit 5.4 Minimum and Maximum Time Allocated by DRF's Program Officers toTheir Key Tasks as Grants Managers

Tasks	Minimum Time Allocated (in %)	Maximum Time Allocated (in %)	Average Percentage of Time (as per GMN Survey)
Conducting research on the country context	3	10	n/a
Supporting grantees in the grant application process	5	20	17
Reviewing grant applications and developing recommendations	15	45	28

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[85] Sources: Universalia. (April 2013). *External Evaluation of the Disability Rights Fund*; DRF financial statements.

[86] Each donor has a different timeline, so funding may not only be meant for the year of receipt.

[87] These are: FRIDA – Young Feminist Fund; GMT Initiative; HIV Young Leaders Fund; International Treatment Preparedness Coalition (ITPC) HIV Collaborative Fund; Red Umbrella Fund; Robert Carr Networks Fund; and UHAI – the East African Sexual Health and Rights Initiative.

[88] The Lafayette Practice. (2014). *Who Decides? How Participatory Grantmaking Benefits Donors, Communities, and Movements.*

Tasks	Minimum Time Allocated (in %)	Maximum Time Allocated (in %)	Average Percentage of Time (as per GMN Survey)
Providing technical assistance to grantees during project implementation	10	20	n/a
Monitoring grantees' projects	5	10	12
Organizing grantee convening meetings	5	25	n/a
Developing reports (CSA, CRPD Updates, GCM/site visit trips)	4	10	8

It is also difficult and may be misleading to compare data across DRF's POs, since there are several factors that can affect their use of time, such as the number of countries and DPOs they oversee, the length of their stay with DRF, shifts in assigned responsibilities (i.e. some POs have only recently joined DRF, and others have seen their responsibilities shift from the oversight of a country portfolio to the oversight of a new funding stream), and the different cycles in which countries are found.

In general, grantees and other stakeholders (GAP and GMC members) expressed satisfaction with the quality of the work conducted. However, a common concern shared by Program Officers around time allocation and DRF's efficiency relates to the balance between upfront work for supporting the delivery of grants and actual support to grantees and grants oversight. The time required of POs – from start-up in a country to the end of the grantmaking cycle – was described as quite significant, with reporting assignments taking much longer than expected and eating away an important part of the time needed to ensure adequate support to grantees and monitor their activities. This concern coincides with grantee requests for increased support in the application process, networking, and monitoring (see Finding 14, above).

5.7   Value for Money

One of this evaluation's objectives was to conduct an assessment of DRF's value for money (VfM). To develop a framework for the assessment, the evaluation team worked in close collaboration with DRF's Executive Director, and in consultation with DRF's major donors – DFID and DFAT – and the Reference Group. The resulting framework is part of DRF's Monitoring and Evaluation System Manual.

Using DFID's definition of VfM (i.e. maximizing the impact of each pound spent to improve poor people's lives),[89] the evaluation team worked to define the concept of VfM and its operationalization in view of DRF's work. When applied to DRF, VfM becomes a tri-dimensional concept that is dependent on DRF's capacity to contribute to stated results by: i) following processes that foster PWDs' active participation in its work and in society (effectiveness); ii) ensuring that the most vulnerable groups benefit from these results (equity); and iii) using sound management practices that include procuring quality resources, making the best use of these resources, and choosing approaches that are expected to yield the most benefits at the lowest cost (sound management practices). The exhibit below illustrates the concept of VfM as it relates to DRF.

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[89] DFID. (July 2011). *Approach to Value for Money (VfM)*.

Exhibit 5.5 DRF's Value for Money
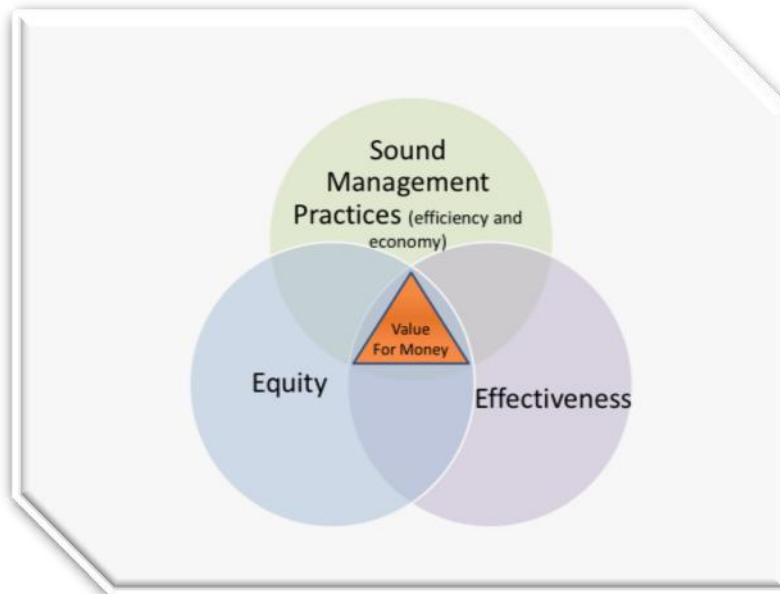
The operationalization of this conceptual framework is presented in7Appendix III *Appendix VIII* . On this basis, the evaluation team made the following assessment of DRF's VfM.

Finding 17:   The data collected suggests that, overall, DRF is delivering good value for money. The evaluation findings indicate that DRF objectives and grantmaking modalities are relevant to its key stakeholders and that DRF is making good progress towards the majority of its stated results. In most sampled countries, DRF has contributed significantly to reported results and has established (or is in the process of establishing) a "niche" in reaching out to marginalized groups. Management practices appear sound and have supported good quality grantmaking. DRF's ability to maintain this level of value for money will depend on its capacity to further promote the sustainability of achieved results.

Based on the data collected, it is apparent that DRF delivers good value in the work it undertakes and for the investments made. Overall, the findings on DRF's performance in terms of its relevance, effectiveness, economy, and efficiency are positive.

DRF's objectives and approach deliver good value in and of themselves. Interviewed stakeholders unanimously agreed that DRF's objective of promoting PWDs' rights through strengthening the DPO movement, aligning national legislation with the CRPD, and improving national data collection systems is appropriate. Given important shortcomings in the achievement of the Millennium Development Goals throughout the world, international aid development now emphasizes the importance of "leaving no one behind" in the next development agenda, specifically mentioning PWDs among the groups that have yet to be reached by poverty reduction efforts. From a human rights and social perspective, the widespread exclusion of PWDs from society is absolutely unacceptable, but the value of DRF's objectives around marginalized groups is also confirmed by a recent review on disability and economic poverty.[90] The authors found that the majority of

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[90] Morgon Banks, L. and Polack, S. (2014). *The Economic Costs of Exclusion and Gains of Inclusion of People with Disabilities. Evidence from Low and Middle Income Countries,* International Centre for Evidence in Disability, London School of Hygiene & Tropical Medicine.

reviewed studies (80%) established a positive correlation between disability and poverty, and that this correlation increased as the level of poverty/severity of disability grew. The sidebar presents some of the costs identified by the review.

The findings above have shown that DRF is making good progress towards the majority of its stated results. National and local level legislation have been adopted or are close to be adopted in the five select countries and processes for their implementation are undergoing.

> **Examples of the economic costs of excluding PWDs**
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> • In Bangladesh, wage reductions attributed to lower levels of education among PWDs and their child caregivers were estimated to cost the economy US$54 million per year.
>
> • Increased access to education can also have positive impacts in areas such as crime, control of population growth, health, citizen participation, and gender empowerment, which in turn have financial and social impacts.
>
> • In Bangladesh, the exclusion of PWDs from the labour market results in an estimated loss of US$891 million per year; income losses among adult caregivers results in an additional loss of US$234 million per year.
>
> Source: Morgon Banks, L. and Polack, S. (2014). *The Economic Costs of Exclusion and Gains of Inclusion of People with Disabilities. Evidence from Low and Middle Income Countries,* International Centre for Evidence in Disability, London School of Hygiene & Tropical Medicine.

With the expection of a few anedoctal cases, it is too early to see how these legislative changes are impacting the lives of PWDs since the processes for legislative changes and their implementation usually require a long time (more than 10 years) to concretize. In terms of equity, DRF has established (or is in the process of establishing) a "niche" in reaching out to marginalized groups.

A rigorous economic comparison of DRF's costs with other similar organizations' costs is not possible, given DRF's specific target group and approach. However, collected data indicates that DRF shows good VfM by adopting sound management practices, which are geared towards ensuring good quality (related to the concept of accessibility, in DRF's case) and efficiently using available resources.

As noted in Finding 16, the percentage of DRF budget going directly to grantmaking is around 70% and this percentage is aligned with the average percentage allocated by seven other international Participatory Grantmaking Funds[91] of participatory grantmaking organizations, as calculated in The Lafayette Practice's 2014 comparative study. While 30% may appear to be a reltively high percentage of the programme associated costs for delivering grants, it bears noting that DRF manages quite small grants (in 2013, the minimum grant amount allocated was USD 5,000 and the average grant amount less than USD 30,000) yet ensures that all grants go through the same quality assurance process, thus requiring more time for the administration of these grants. In addition, additional costs are associated with the participatory approach that characterizes DRF grantmaking. The analysis of DRF/DRAF's budget shows that the costs[92] associated to the implementation of this participatory approach – i.e. the costs associated to holding the GAP/GMC/Board meetings and grantee convenings - have represented between 4% and 5% of DRF/DRAF total annual expenditures and 5% of total annual programme expenditures between 2013 and 2015.[93] This approach is highly valued by interviewed stakeholders; grantee convenings are highly valued as a key opportunity for sharing, learning, and networking. Similarly, GAP and

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[91] These are: FRIDA – Young Feminist Fund; GMT Initiative; HIV Young Leaders Fund; International Treatment Preparedness Coalition (ITPC) HIV Collaborative Fund; Red Umbrella Fund; Robert Carr Networks Fund; and UHAI – the East African Sexual Health and Rights Initiative.

[92] Projected costs were used at the time of writing the evaluation (December 2014), as only projected expenses were available for 2014 and 2015.

[93] In 2013 and in 2014, 7 and 8 grantee convenings were conducted, respectively.

GMC meetings are highly valued by their participants who see the fact of having PWDs participating in DRF's decision-making processes not only as a way to strengthen the quality of grants to be allocated, but also for the relevance of these meetings for the GAP and GMC members themselves, who acquire knowledge of the work being done in the select countries, knowledge that they can then apply to their work as disability or human rights activists and/or to their grantmaking work. The implementation of this approach is also aligned with DFID's basic principles of inclusion, which include the principle *plan for inclusion from the start* stating that "it is more effective and better value for money to consider disability inclusion from the start, rather than retro-fitting programme."[94]

DRF has adopted a series of cost-saving measures aimed to ensure the highest level of participation of PWDs in decision-making while keeping control of the costs associated to this participatory approach. These costs-saving measures include:

- For GAP/GMC/Board meetings: In 2009-2010, the GAP meetings were reduced from 2 to 1 meeting per year. The GMC meeting that usually occurs in June is organized adjacent to the GAP meeting since there is some overlap between GAP and GMC members, so as to save on costs associated to travel and accomodation. In 2012-2013, DRF also decided to reduce the number of in-person GMC from two to one, and to use email, phone, and videoconference for the second meeting. The GMC and Board meetings are usually held in the building where DRF is located so as to avoid paying for an additional facility. For accommodation, staff use corporate housing, while GAP advisors stay at the hotel where the meeting takes place so as to take advtange of package deals with the hotel. DRF pays for the travel of personal assistants only in those cases where the participant's attendace would be compromised by the absence of the personal assistant, but no salary is paid by DRF to personal assistants. Finally, all travel for all members and staff are paid in economy class. To ensure keeping high standards of quality of these meetings, DRF systematically evaluates them and makes required adjustments on the basis of the feedback received through these meeting evaluations.

- For grantee convenings: In order to control costs, DRF requires the participation of only 2 representatives per grantee organization. In order to maximize the strategic use of those meetings and make the most efficient use of resources, DRF has also added the condition that the participants attending the convenings have to be closely linked to the implementation of the DRF grant. Costs associated with the grantee convenings are determined by two main factors: accessibility and inclusion. In terms of accessibility, DRF - in line with its working principles- has to ensure that convenings are accessible to PWDs. This means that, for instance, hotels where the convenings take place are often expensive, but this is the only option available to ensure that, for example, rooms are accessible via ramps and elevators, and that bathrooms are adapted to the different needs of PWDs. In terms of inclusion, interviewed stakeholders indicated that DRF's value is also demonstrated through its capacity to reach out to marginalized DPOs and PWDs (who are not among the "elite" of the disability community in its various target countries) and contribute (often significantly) to achieving or progressing towards important change processes, such as legislative changes and disability-inclusive decision-making processes. This may represent additional costs for DRF to bring those grantee organizations to convenings, but in this case DRF has adopted some practices that help control associated

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[94] Department for International Development (December 2014), Disability Framework. *Leaving No One Behind*, p. 13. Retrieved from:
https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/382338/Disability-Framework-2014.pdf

costs. Grantees that live in the capital city where the convening take place are paid only for local transportation. Grantees living outside the capital city are provided with a lump sum to pay for their hotel accommodation. Context may also determine hotel accommodation for grantees, such as in the case of convenings held in Jakarta where, because of traffic, DRF pays accommodation for grantees to stay in the same hotel of the convening so as to use time available for discussions and exchanges rather than for communiting. In terms of inclusion, it also bears noting that DRF has gradually expanded the attendance of its meetings to relevant government representatives, donors, and CSOs. This has been a way to maximize the potential of the meetings as opportunities for strategic linkages and partnerships among participants, while requiring minimal additional costs. DRF controls the costs of GCMs by its oversight throught he Board and requesting a financial and narrative report on these grants. DRF carries out evaluations at the end of each grantee convening and takes corrective measures to ensure the ongoing relevance and increased effectiveness of these meetings.

In terms of DRF's practices to ensure that the costs associated with running the programme are controlled and, to the extent of possible, remain stable over time, although DRF has not yet developed a salary scale - given the relative small number of staff members until now- it has maintained the average staff salary of Program Officers (and other staff) on par with the average salaries of grants management professionals, as calculated in the Grants Managers Network's (GMN) annual survey. In addition, the Fund has adopted several measures to control costs with a view to maintain the quality of its staff, such as:

- Posting vacancies through international platforms (Idealist and through IDA);

- Inquiring from other grantmakers the average salary paid to their employees in the country the PO comes from;

- Hiring POs in the same region they will have to oversee so as to reduce travel costs (at least this is the case of two out of three POs);

- Paying only for salary, but no office space for staff, with the exception of the PO in Uganda where a shared office space has been rented for security reasons; and

- Having developed specific criteria for annual salary increases, which are given based on the annual performance review of staff.

Moving forward, DRF can increase its VfM if it demonstrates that the legislative changes and other change processes to which it has contributed are sustainable and have an actual impact on the lives of PWDs. To do so, DRF may need to adjust some of its strategies for supporting grantees (as highlighted in Findings 14 and 15), which may entail a slightly different use of staff time. As shown in the evaluation, grantee convenings are of great value. Should DRF expand its grantmaking to additional countries, increase the frequency of these convenings, and/or increase the number of these convenings within each country, it is likely that the costs associated to the implementation of this participatory approach will increase. Moving forward DRF may have to explore ways to ensure that costs associated with its participatory approach remain within an adequate range. These adjustments are noted in the recommendations of this report.

6 Recommendations

The evaluation team would like to offer DRF the following recommendations, as it designs and revises its future grantmaking in countries. The recommendations are based on an analysis of the findings related to DRF's effectiveness, relevance, sustainability, economy, efficiency, and value for money.

Recommendation 1: **In countries where important progress has been made in harmonizing national and local legislation with the CRPD, DRF grantmaking should continue to support the implementation of this legislation.**

As noted in Finding 3, DRF is well regarded for the support it provides in accelerating processes of harmonization of national and local legislation and policies with the CRPD. However, as noted in Finding 8, implementation remains a key concern, given the lack of adequate regulatory frameworks and budgets, as well as limited resources and capacities of duty-bearers. DRF should therefore aim to sustain the momentum it has built in countries and focus its efforts on initiatives that support the implementation of legislation and key policies. To this end, DRF staff, with guidance from the GAP and GMC, may consider:

- Maintaining the implementation of harmonized legislation as a key priority in its RfPs. This priority can be supported, for instance, through projects advocating for governmental budgetary allocations (a priority area already included in the MLC funding stream), government regulations at different levels (national, provincial, local), and analyses of the gaps between the situation prescribed by the law and the actual situation;

- Increasing the number of grants awarded under the MLC funding stream;

- Helping grantees to develop a long-term vision and plan for their advocacy activities, so that these activities become more comprehensive (i.e. from passing a law, to its actual implementation, to monitoring and evaluation);

- Connecting grantees with key actors (in-country or other) that can help with the implementation of laws and policies (e.g. budget experts, litigation experts, successful advocates from other human rights movements); and

- Sharing with grantees the lessons learned and good practices identified by other organizations, in addition to fostering the dissemination of these lessons and good practices among grantees, through means other than GCMs. Depending on the context, platforms or other fora could be created to this end. In the coming years, grantees are likely to become more and more interested in lessons learned and good practices, so DRF could take the lead on this.

- Extending the duration of grants from the current two years up to five years as the implementation of legislation requires time.

Recommendation 2: **Staff should review DRF's exit strategy with a view to increase the support provided for networking and resource mobilization among grantees.**

With the recent changes in grantmaking to Latin American countries, DRF has developed an exit strategy to allow for a smooth transition and departure from countries in this region. As stated in the document itself, the exit strategy will need to remain a living document and be revised as the organization grows and learns from different countries' experiences. According to Finding 14, data

collection in Peru suggests that, for the time being, the DRF Executive Director (in collaboration with POs) should consider:

- Enhancing the exit strategy to further support grantees in developing and expanding their networks, as well as strengthening their capacity to mobilize resources. Given that these capacity development processes take time, the exit strategy should consider providing this support from the time DRF enters a country, until it exits. In addition, given the different levels of capacity among grantees, support (and expected results) should be adapted to each grantee's capacity;

- Revising POs' roles and responsibilities to allow time for POs to support grantees in their resource mobilization activities and also play a greater role in facilitating strategic partnerships at the country level (e.g. between DPOs and country-level donors, development agencies, government or other duty-bearers, as well as any other key actor in the country).

Recommendation 3: DRF and its donors could look for opportunities to enhance their synergies and working relationships at country level. DRF donors could also explore opportunities and mechanisms to support increased engagement on disability and strengthened coordination.

As noted in this report (e.g. Findings 1, 13 and 14), advocacy work on disability and its sustainability at country level are negatively affected by the shortcomings in donor funding and the limited connections that DPOs have with donors in-country. Some efforts have been made by DRF to engage in-country donors at GCMs, but these efforts have not always been successful or sufficient. Given the importance that DRF's bilateral donors at headquarters assign to disability in their global development strategies, and given the general low level of responsiveness of their representatives at country level, where appropriate and possible, DRF and its donors could look for opportunities to enhance their synergies and working relationships at country level. DRF donors could also explore opportunities and mechanisms to support increased engagement on disability and strengthened coordination. This could be done, for instance, by facilitating linkages between DRF Program Officers and the donor's in-country representatives. Once these linkages have been established, DRF Program Officers and in-country donors should work to ensure that efforts and investments on disability are coordinated.

Recommendation 4: In order to support the strengthening of the disability movement and its inclusiveness, DRF should continue organizing grantee convenings and should support follow-up meetings among grantees.

As noted in Findings 6 and 15, grantee convenings are highly valued by grantees and other participants as they represent one of the few opportunities to share views, experiences, and challenges encountered in their advocacy work, and develop a common advocacy agenda. However, as these meetings only happen once a year, the sharing among DPOs and with other stakeholders is a one-time event in the majority of countries, since no other DPO has the capacity to organize similar events and umbrella organizations have no effective knowledge management practices. In the case of Uganda, DRF has started discussing the possibility of supporting follow-up meetings to the grantee convenings so as to support more regular exchanges among grantees and other stakeholders. DRF should consider adopting a similar approach in the other countries as well since grantees have expressed unanimously the need for increased opportunities for learning from one another. DRF will need to adapt its approach to the different contexts and needs and then evaluate its effectiveness in terms of a strengthened and more inclusive DPO movement.

Recommendation 5: **As an organization that puts time and effort into ensuring the inclusiveness of its grantmaking, DRF should consider further increasing the accessibility of its grantmaking in countries, particularly by reducing language barriers and supporting the strengthening of DPO organizational capacities. DRF donors could consider supporting these efforts by making their existing NGO and Civil Society strengthening programs accessible to DPOs.**

In the spirit of inclusiveness, DRF should consider increasing the accessibility of its grantmaking to DPOs[95] that may have the capacity to conduct advocacy activities, but that face barriers because of their specific disability or because they do not master the languages in which DRF documentation (i.e. RfP, application and reporting forms) are currently available (i.e. Arabic, English, French, Russian/Ukrainian, Spanish, and only recently, Bahasa, Burmese, and Creole). The evaluation team is conscious that, given DRF's resources, it would not be realistic to make documentation available in all languages spoken by DPOs. However, Finding 6 indicates that language represents an important barrier, and DRF should at least consider making documentation available in the official languages of its target countries. In addition, given the challenges reported by deaf organizations, DRF may also wish to simplify the language of reports (this could be done in collaboration with DPOs representing deaf persons).

To address capacity gaps highlighted at the country level (e.g. Finding 2), DRF should partner with organizations that can build and strengthen the capacities of its grantee organizations. The lack of adequate capacities among DPOs – whether for advocacy, gaining credibility and attracting external donors, sustaining activities beyond DRF funding, or results reporting – is an issue that must be addressed, having been frequently cited by stakeholders this year (e.g. Findings 6, 11, 13, 15) and in the 2012 evaluation. While DRF does not have the capacity or the resources to provide extensive technical support directly to grantees, it should consider partnering with organizations that can help bridge the gaps in DPOs' organizational capacities. These may include organizations DRF has collaborated with in the past (e.g. Action on Disability and Development (ADD) international in Bangladesh or IDA in Indonesia) and that have the knowledge, resources, skills, and expertise required to support organizational capacity strengthening processes. Similarly, whenever possible, DRF should enter into specific partnership agreements with IDA, to provide training on the CRPD to DPOs in all countries that DRF plans to enter (or has already entered, but where IDA has not yet provided training). DRF and IDA could also consider developing training of trainers, so that trained DPO members could ensure (and be accountable for) training of other DPOs. This would help not only to disseminate the CRPD, but also to increase the likelihood that new grantees have adequate knowledge of the CRPD from the outset. Program Officers should also be better equipped to support grantees in results reporting, particularly with regard to reporting on DRF's specific contributions and on impact results (as applicable).

Finally, DRF donors might consider making their existing NGO and Civil Society strengthening programs accessible to DPOs.

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[95] The 2012 evaluation noted that some grantees questioned DRF's ability to reach the most marginalized groups of PWDs – those who are illiterate or who do not communicate in one of the major languages in which DRF accepts applications (Arabic, English, French, Spanish, Russian, and Ukrainian). Grantees argued that this requirement eliminates several potential DPO applicants. The evaluation further noted that, from DRF's perspective, oversight and sustainability are essential, but difficult to ensure without the ability to communicate in a major language. DRF cannot master all the languages spoken by grantees, since this would require additional resources.

Recommendation 6: **In view of its next strategic plan, DRF's Executive Director, in collaboration with staff and in consultation with donors, should revise DRF's logframe to include the full range of activities conducted (i.e. global advocacy, strategic partnership grants, and Uganda Capacity Fund) in order to speak about DRF's organizational performance in a comprehensive way and better demonstrate its contributions to change processes at the global and country levels.**

As highlighted in Finding 10, DRF's effectiveness can be seen in its global-level advocacy activities. However, because these activities are not yet adequately tracked and there is no explicit conceptualization of how they contribute to the pathway of change at the country level, the assessment of DRF's effectiveness and long-term potential contribution to impact remains partial. Finding 9 also points to the need for DRF to better explain its contributions to country-level results, since DRF logframe and theory of change do not reflect the whole range of types of support provided by the Fund to target countries. In order to better understand and demonstrate DRF's performance and contributions to change processes at the global and country levels in the fulfillment of PWDs' rights, DRF's Executive Director, in collaboration with staff and in consultation with donors, should revise DRF's logframe and theory of change to include the full range of expected results and pathways to change. This would also allow for a more exhaustive assessment of DRF's value for money. Given that DRF's current strategic plan is coming to a close, these revisions could take place for the next strategic plan.

7 Lessons Learned

In evaluation, lessons learned are "generalizations based on evaluation experiences with projects, programs, or policies that abstract from the specific circumstances to broader situations. Frequently, lessons highlight strengths or weaknesses in preparation, design, and implementation that affect performance, outcome, and impact."[96] Some of the lessons learned that emerged from data collection and the evaluation team's experience in conducting similar assignments are noted below:

Supporting DPOs in advocacy and lobbying activities increases the likelihood that duty-bearers will change their attitudes towards PWDs. Having been given the opportunity to discover PWDs' knowledge and skills around disability-related issues, duty-bearers are more likely to engage with them as partners, advisors, or collaborators.
DRF grantmaking has contributed to changes in attitudes among government authorities, as it has given DPOs the opportunity to establish relationships with these authorities (most often persons without disabilities) and to be <u>at the same level</u> as their target audience. Meetings between grantees and duty-bearers have (often) allowed the latter to overcome biases and discover the skills and knowledge PWDs can contribute to help address existing discrimination and prejudice towards PWDs. Literature[97] attests to the importance of establishing personal contact for reducing the barriers of prejudice. Attitude and behavioral changes, which are fundamental conditions for system-wide changes, are therefore fostered by PWD interventions, as they allow this type of contact to take place.

Dealing with PWDs as a homogeneous target group is likely to exacerbate the exclusion of some PWDs. Underrepresentation of certain disabilities, language, geographic distance, and limited revenue can become significant barriers to increased inclusiveness in the DPO movement.
Within the disability community, there are different types of disabilities, some of which (e.g. physical disabilities) are more prominent than others (e.g. intellectual or psychosocial disabilities). Further, the same discriminations affecting broader society are often reflected within the DPO movement (e.g. discrimination against women, indigenous groups, and economically disadvantaged groups). These discriminations were observed in the five countries covered by this evaluation. DRF has worked to reduce them by adopting strategies to promote the inclusiveness of the movement. However, DRF has not consistently been able to guarantee full access to its funding (in some cases due to limited financial capacity and strategic decisions regarding its grantmaking). For instance, in Bangladesh and Indonesia, DRF's documentation is available in only one language (English),[98] thereby excluding non-English-speaking DPOs, which often happen to operate in poor rural areas. Similarly, application documents were considered to be difficult to access for deaf people. According to grantees, the mobilization of PWDs is hampered by the fact that DRF does not provide financial support for sign language interpreters or income generation activities as part of the awarded grants. The lesson learned here is that each measure taken can easily have an exclusion effect if not carefully planned, budgeted, and evaluated, since there is a wide variety of needs and priorities among PWDs, who are far from being a homogenous group.

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[96] OECD-DAC. (2002). *Glossary of Key Terms in Evaluation and Results-Based Management*, Paris, OECD, 37 p.
[97] National Disability Authority. *Literature Review on Attitudes towards Disability*. Retrieved from: http://www.ucd.ie/issda/static/documentation/nda/nda-literature-review.pdf
[98] This was the case until 2013, in Indonesia.

Because of the social, cultural, political, and financial challenges related to disability advocacy around the world, interventions promoting PWDs' rights are likely to require long-term support in order to have the desired impact.
PWDs around the globe are faced with multiple barriers, including financial barriers associated with limited funding for disability-inclusive programming, political barriers associated with limited participation of PWDs in the identification of national development priorities, and attitudinal barriers associated with societal perceptions of PWDs. As demonstrated by certain DRF projects, some of these barriers can be partially addressed with the right leadership, knowledge, and resources. Yet the most challenging and perhaps the most difficult barrier to overcome relates to pervasive negative attitudes and discriminatory behaviours towards PWDs. Changing such attitudes and behaviours – which are deeply rooted in societal beliefs and, sometimes, simply stem from ignorance, fear or misunderstanding – requires a fundamental shift in attitudes and behaviours among a wide range of actors (including policy-makers, funders, and service providers). These changes have yet to occur in most developing countries and even some developed countries and will require long-term support to ensure a barrier-free environment, equal treatment, and societal acceptance of PWDs.

Because of the volatile economy and unpredictable donor environment, overreliance on donor funding is likely to negatively affect the sustainability of achieved results, if sustainability strategies are not adopted immediately upon entering a country.
As experienced by many non-profit organizations, the aftermath of the 2008 financial crisis has led many donor countries to adjust to the volatile economy and rethink their strategies and relationships with organizations relying on foreign funding to operate in international development.
Organizations are still in the midst of adapting to the new donor environment. These changes have impacted DRF's work in Latin America, and the organization has had to adjust its organizational thinking and practices, particularly in terms of the long-term sustainability of its work in target countries. The organization has adopted an exit strategy based on lessons learned from its experience in Mexico, and it is still adapting this strategy to other Latin American countries that it will be exiting by 2015. The Peru experience has shown that, while there are indications of sustainability for some achieved results, it may be more challenging to sustain other results, due to a lack of certain capacities within the DPO movement.
In any development intervention, sustainability is an element that requires thought from the outset. Achieved results are more likely to be sustained over time if sustainability strategies are developed immediately upon entering a country. This will help ensure that sufficient time is available to support capacity development processes of country-level partners.

***"If you want to go fast, go alone, but if you want to go far, go together."* The key to success in promoting the rights of PWDs is having allies from different backgrounds (e.g. other human rights activists, actors in non-disability areas).**
Based on the interviews conducted, one of the major lessons learned by grantees relates to increasing the (likelihood of) effectiveness through shared advocacy efforts. In the sampled countries, grantees have come to see and understand the value-added of collaborating with other DPOs as well as working with strategic allies that may have the needed resources, knowledge or reach. Literature on advocacy[99] systematically points to the importance of identifying and working with allies, particularly for organizations and messages (such as disability or LGBT) that do not enjoy popular support.

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[99] See, for instance: The California Endowment (2009), *What Makes an Effective Advocacy Organization? A Framework for Determining Advocacy Capacity*; Aengus Carroll. *Make it Work: Six Steps to Effective LGBT Human Rights Advocacy*.

Appendix I   List of Findings

Finding 1:   Data collection in Bangladesh, Ghana, Peru, and Uganda confirmed the ongoing relevance of DRF's objectives to stakeholders' needs and priorities. Similarly, in Indonesia, DRF's grantmaking is perceived as a relevant instrument to fill some of the gaps that affect the implementation of the CRPD.

Finding 2:   DRF's objectives continue to be relevant at the global level. More specifically, increased attention is being paid to making the international development agenda more disability inclusive and to strengthening national data collection systems on disability, which are also part of DRF's objectives.

Finding 3:   Since the 2012 evaluation, progress has been made in all five countries towards harmonizing national legislation with the CRPD. In terms of local legislation, greater progress has been made in Indonesia, Peru, and Uganda than in Bangladesh and Ghana. This progress was achieved with varying degrees of grantee participation, enabled by DRF grantmaking.

Finding 4:   In all sampled countries, DRF grantees have been involved in – and at times drove – reporting on the CRPD and other human rights conventions, through DRF support. Grantees have just started engaging in these processes, and their participation is not yet systematic.

Finding 5:   DRF's perceived greatest contribution lies in increasing the visibility of marginalized groups within the larger DPO movement. Interviewed stakeholders were unanimous on this account. Nevertheless, important challenges remain in all countries regarding the inclusiveness of the DPO movement.

Finding 6:   There is evidence that DRF support has contributed to improving grantee knowledge of the CRPD and capacity to advocate for the rights of PWDs.

Finding 7:   Due to a lack of adequate regulatory frameworks and budgets, as well as the limited resources and capacities of duty-bearers, the implementation of laws remains the greatest hurdle for PWDs to fully enjoy their rights. DRF has started addressing the issue of implementation and, among the sampled countries, progress is mostly being made in Bangladesh, Peru, and Uganda.

Finding 8:   DRF is recognized as an important contributor to achieving key results for PWDs at the country level. DRF grantmaking has enabled grantees to become (or remain) credible interlocutors and counterparts in relation to government authorities; and its grantmaking has acted as a sort of 'collateral' for other donors. DRF, through its longstanding partnership with grantees, has represented a motivating factor for advocacy work.

Finding 9:   While DRF is an important contributor to advancing the rights of PWDs, this progress is the result of contributions coming from a wide range of actors. However, DRF reports do not adequately explain the extent and modality of DRF's contributions.

Finding 10: In addition to its country-level grantmaking, DRF's effectiveness can be seen in its global-level advocacy activities. However, because these activities are not adequately tracked and there is no explicit conceptualization of how they contribute to the pathway of change at the country level, the assessment of DRF's effectiveness and long-term potential contribution to impact remains partial.

Finding 11: In the countries sampled, changes are being made to ensure that national data collection systems consider disability issues, though gaps still exist. The evaluation team was unable to trace DRF's contribution to these changes.

Finding 12: Progress towards the proxy indicator of inclusion of PWDs in country development processes, strategies, plans, and programs at the national and/or local level appears to be limited.

Finding 13: In the countries sampled, evidence suggests that without DRF support, efforts to change and implement national and local legislation may continue, but at a much slower pace. This may affect the success of these efforts, since advocacy work is time-sensitive.

Finding 14: DRF has improved its grantmaking approach by developing an exit strategy. Data collected in Peru suggests that there is still room for improvement, particularly in terms of adapting the exit strategy to different funding environments.

Finding 15: Overall, interviewed stakeholders considered that DRF has used good quality inputs to deliver its grants and other support. Where information is available, the cost of these inputs is generally within average range or appears justified. Certain areas for improvement were noted by interviewed stakeholders regarding the quality of some inputs (e.g. the support provided by Program Officers to grantees and the range of activities that are funded through DRF grants).

Finding 16: DRF has proven to be an efficient grantmaking mechanism, notably by maintaining a good ratio of program costs to administrative costs, all the while expanding its operations to new countries and grantees. Interviewed stakeholders indicated some areas for improvement that would make DRF an even more efficient grant-maker.

Finding 17: The data collected suggests that, overall, DRF is delivering good value for money. The evaluation findings indicate that DRF objectives and grantmaking modalities are relevant to its key stakeholders and that DRF is making good progress towards the majority of its stated results. In most sampled countries, DRF has contributed significantly to reported results and has established (or is in the process of establishing) a "niche" in reaching out to marginalized groups. Management practices appear sound and have supported good quality grantmaking. DRF's ability to maintain this level of value for money will depend on its capacity to further promote the sustainability of achieved results.

Appendix II List of Recommendations

Recommendation 1: In countries where important progress has been made in harmonizing national and local legislation with the CRPD, DRF grantmaking should continue to support the implementation of this legislation.

Recommendation 2: Staff should review DRF's exit strategy with a view to increase the support provided for networking and resource mobilization among grantees.

Recommendation 3: DRF and its donors could look for opportunities to enhance their synergies and working relationships at country level. DRF donors could also explore opportunities and mechanisms to support increased engagement on disability and strengthened coordination.

Recommendation 4: In order to support the strengthening of the disability movement and its inclusiveness, DRF should continue organizing grantee convenings and should support follow-up meetings among grantees.

Recommendation 5: As an organization that puts time and effort into ensuring the inclusiveness of its grantmaking, DRF should consider further increasing the accessibility of its grantmaking in countries, particularly by reducing language barriers and supporting the strengthening DPOs' organizational capacities. DRF donors could consider supporting these efforts by making their existing NGO and Civil Society strengthening programs accessible to DPOs.

Recommendation 6: In view of its next strategic plan, DRF's Executive Director, in collaboration with staff and in consultation with donors, should revise DRF's logframe to include the full range of activities conducted (i.e. global advocacy, strategic partnership grants, and Uganda Capacity Fund) in order to speak about DRF's organizational performance in a comprehensive way and better demonstrate its contributions to change processes at the global and country levels.

Appendix III List of Persons Interviewed

Name	Title and Organization	Method of Consultation
DRF/DRAF Board		
Ms. Catherine Townsend	Senior Program Officer for International Human Rights at Wellspring Advisors - DRF/DRAF Board Member	Telephone and Face-to-Face Interview
Ms. Emily Martinez	Director of Rights Initiatives at the Open Society Foundations DRF/DRAF Board Member	Telephone Interview
Mr. Michael Haroz	Senior Partner at Goulston & Storrs - DRF/DRAF Board Member	Telephone Interview
Ms. Ola Abu Ghaib	Regional Disability Rights and Advocacy Coordinator and Musawa Project Manager for the Middle East Regional Office of Handicap International - DRF Board member	Telephone and Face-to-Face Interview and Email Exchange
Mr. Vinay Mehra	Lead for the WGBH's Financial Administration and Strategy - DRF/DRAF Board member	Telephone Interview
Mr. William Rowland	Former President of the World Blind Union, Honorary President of the South African National Council for the Blind, and Honorary President of Disabled People South Africa - DRF/DRAF Board member	Telephone Interview
DRF Staff		
Ms. Arlene Wilson-Grant	Grants Manager, Disability Rights Fund	Telephone Interview
Ms. Catalina Devandas Aguilar	Program Officer, Strategic Partnership	Telephone Interview
Ms. Diana Samarasan	Executive Director, Disability Rights Fund	Telephone and Face-to-Face Interview
Ms. Lisa Adams	Program Director, Disability Rights Fund	Telephone and Face-to-Face Interview
Mr. Paul Deany	Program Officer, Pacific and Asia Regions, Disability Rights Fund	Telephone and Face-to-Face Interview
Ms. Dwi Ariyani	Indonesia Grants Consultant	Face-to-Face Interview
Ms. Sara Minkara	Operations and Program Associate, Disability Rights Fund	Email exchange
Mr. Med Ssengooba	Program Officer, Africa Region, Disability Rights Fund	Telephone and Face-to-Face Interview
Ms. Yolanda Munoz Gonzalez	Program Officer, Latin America & Middle East/North Africa, Disability Rights Fund	Telephone and Face-to-Face Interview
Ms. Yumi Sera	(Former)Operations Director, Disability Rights Fund	Telephone and Face-to-Face Interview

Name	Title and Organization	Method of Consultation
Global Advisory Panel		
Mr. Edwin Sangara Osundwa	Country Representative, Sense International - DRF Global Advisor	Observer, DRF Grantee Committee Meeting
Mr. Fedi Behri	Founder and Vice President of the Organisation Tunisienne de défense des droits des personnes handicapées DRF Global Advisor	Observer, DRF Grantee Committee Meeting
Ms. Karina Chupina	President of the International Federation of Hard of Hearing Young People (IFHOHYP) - DRF Global Advisor	Observer, DRF Grantee Committee Meeting
Mr. Setareki S. Macanawai	CEO for the Pacific Disability Forum (PDF), Fiji - DRF Global Advisor	Observer, DRF Grantee Committee Meeting
Senator Kerryann Ifill	President of the Senate of Barbados, of the Barbados Council for the Disabled, of the Caribbean Council for the Blind - DRF Global Advisor	Observer, DRF Grantee Committee Meeting
Mr. Ignacio Saiz	Executive Director of the Center for Economic and Social Rights (CESR) - DRF Bridge Builder Advisor	Observer, DRF Grantee Committee Meeting
Ms. Myrna Cunningham Kain	President of the Center for Autonomy and Development of Indigenous Peoples, former Chair of the UN Permanent Forum on Indigenous Issues - DRF Bridge Builder Advisor	Observer, DRF Grantee Committee Meeting
Ms. Shamima Ali,	Coordinator of the Fiji Women's Crisis Centre, Chairperson of the Pacific Women's Network Against Violence Against Women, and founding member of the Fiji Women's Rights Movement - DRF Bridge Builder Advisor	Observer, DRF Grantee Committee Meeting
Other Global Level Actors		
Mr. Alex Cote	International Disability Alliance	Telephone Interview
Ms. Carrie Netting	DFAT's Assistant Director of Disability Policy Section	Telephone Interview and email exchange
Mr. Emanuele Sapienza	Coordinator, UNPRPD Fund Technical Secretariat- UN Partnership to promote the Rights of Persons with Disabilities Multi-Donor Trust Fund (UNPRPD – MDTF)UNPRPD	Telephone Interview
Ms. Jo Cooke	Social Inclusion and Civil Society Specialist at DFID Civil Society Department Grant-Making Committee Member, Disability Rights Fund	Telephone Interview
Ms. Rosemary McKay	DFAT's Director of Disability Policy Section	Telephone Interview
Mr. Cordell W. Golden	National Center for Health Statistics, Washington Group Secretariat - The Washington Group on Disability Statistics	Telephone Interview
Ms. Jennifer H. Madans	National Center for Health Statistics, Washington Group Secretariat - The Washington Group on Disability Statistics	Telephone Interview

Name	Title and Organization	Method of Consultation
Mr. Mitch Loeb	National Center for Health Statistics, Washington Group Secretariat - The Washington Group on Disability Statistics	Telephone Interview
Ms. Julie A. Weeks	National Center for Health Statistics, Washington Group Secretariat - The Washington Group on Disability Statistics	Telephone Interview
Ms. Caroline Hoy	Evaluation Adviser for Civil Society Department at DFID	Telephone Interview and Email Exchange
Jackie Williams Kaye	Director of Research and Evaluation at Wellspring Advisors	Email Exchange
Mona Kahn	Human rights and strategic thinking consultant; former Director of Programs at the Fund for Global Human Rights	Email Exchange
Lorraine Wapling	UK-based international development consultant	Email Exchange
Bangladesh		
DRF Grantees[100] (Dhaka and Chittagong)		
Society for Education and Inclusion of the Disabled (SEID)		Focus Group Interview
Society of the Deaf and Sign Language Users (SDSL)		Focus Group Interview
Jatiyo Trinomul Protibandhi Sangstha - National Grassroots Disability Organizations (NGDO)		Focus Group Interview
Access Bangladesh Foundation		Focus Group Interview
Bangladesh Protibandhi Sangstha (BPUS)		Focus Group Interview
Sitakund Federation of DPOs		Focus Group Interview
Protibandi Kallyan Songsta (PROKAS)		Focus Group Interview
Coastal DPO Alliance (CDA)		Focus Group Interview
Women with Disability development Foundation (WDDF)		Focus Group Interview
Dishary Protibondhi Sangstha (DPS)		Focus Group Interview
National Council of Disabled Women (NCDW)		Focus Group Interview
Dishary Protibondhi Sangstha (DPS)		Focus Group Interview
Bangladesh and Legal Aid Services and Trust (BLAST)		Focus Group Interview
Jatiyo Trinomul Protibandhi Sangstha - National Grassroots Disability Organizations (NGDO)		Focus Group Interview
Other Dhaka-based DPOs		
National Alliance of Disabled People's Organizations (NADPO)		Face-to-Face Interview
National Network of Organizations Working with the Disabled (NFOWD)		Face-to-Face Interview

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[100] For confidentiality purposes, the names of DRF's grantee representatives have been omitted.

Name	Title and Organization	Method of Consultation
Dhaka-based Government Representative		
Mr. Sultan Mahmud	Joint Secretary, Ministry of Social Welfare and convener of CRPD Monitoring Committee	Face-to-Face Interview
Donors		
Mr. Aziz Ahmed	Manager, Monitoring & Evaluation ADD International	Face-to-Face Interview
Mr. Khairul Islam,	Project Manager–Removing Cultural Barriers (RCB) project, ActionAid Bangladesh	Face-to-Face Interview
Mr. Naved Chowdhury	Poverty and Social Protection Adviser, Department for International Development (DfID)	Face-to-Face Interview
Ms. Nazrana Yeasmin (Hira)	Programme Manager, Manusher Jonno Foundation(MJF)	Face-to-Face Interview
Mr. Shafiqul Islam	Country Director ADD International	Face-to-Face Interview
District and Sub-District, Government and People Elected Representatives		
Md. Giashuddin	Councillor, Chittagong City Corporation	Face-to-Face Interview
Md. Rejaul Kroim Bhoiyan	Officer, Youth Development Authority (Anowara sub-district)	Face-to-Face Interview
Md. Shahjahan Chowdhury	Chairman, Haildhar Parishad (Anowara sub-district)	Face-to-Face Interview
Ghana		
DRF Grantees		
Voice of People with Disability Ghana (VOICE Ghana)		Telephone Interview
New Horizon Foundation of the Blind (NHFB)		Telephone Interview
Voice of People with Disability Ghana (VOICE Ghana)		Telephone Interview
Lakeside Cross Disability Self-Help Group (LCDSHG)		Telephone Interview
Ghana Federation of the Disabled (GFD)		Telephone Interview
Government Representative		
Ms. Gertrude Fefoame	Board Member, the National Council on Disabled Persons	Telephone Interview
Indonesia		
DRF Grantees		
CIQAL (Center for Improving Qualified Activity in Life of People with Disability		Focus Group Interview
Forum Komunikasi Kelluarga Anak Dengan Kecacatan Kabupaten Aceh Besar (FKKADK)		Focus Group Interview
Gerakan Peduli Disabilitas Dan Lepra Indonesia (GPDLI)		Focus Group Interview
Gerakan Untuk Kesejahteraan Tuna Rungu Indonesia (Gerkatin)		Focus Group Interview
Indonesian Association of Women with Disabilities (HWDI)		Focus Group Interview

Name	Title and Organization	Method of Consultation
Himpunan Wanita Penyandang Cacat Indonesia Sulawesi Selatan (HWPCI South Sulawesi)		Focus Group Interview
DPD Himpunan Wanita Disabilitas Indonesia Sumatera Barat (HWDI West Sumatra)		Focus Group Interview
Lembaga Sapda (Sentra Advokasi Perempuan Difabel Dan Anak) (SAPDA Jogja)		Focus Group Interview
Perhimpunan Organisasi Handicap Nusantara (OHANA)		Focus Group Interview
Persatuan Orang Tua Penyandang Cacat Anak (Portupencanak)		Focus Group Interview
Persatuan Penyandang Cacat Indonesia (PPCI Kota Padang)		Focus Group Interview
Persatuan Penyandang Cacat Indonesia Provinsi Sulawesi Selatan (PPCI South Sulawesi)		Focus Group Interview
Government Representatives		
Mr. Adi Gunawan	Department of Special Education and Special Service - Ministry of Education and Culture	Face-to-Face Interview
Mr. Nahar	Director for Rehabilitation of Persons with Disabilities - Ministry of Social Affairs	Face-to-Face Interview
Mrs. Sandra Moniaga - Commissioner	National Commission on Human Rights (Komnas HAM)	Face-to-Face Interview
Mr. Teguh Pramono	Indonesia Bureau of Statistics	Face-to-Face Interview
International Donor Representatives		
Ms. Ekawati Liu	Disability Inclusion Specialist, The Asia Foundation (TAF)	Face-to-Face Interview
Ms. Laurel MacLaren	Director PNPM Peduli, The Asia Foundation (TAF)	Face-to-Face Interview
Ms. Cucu Saidah	Technical Coordinator for Disabilities, Australia Indonesia Partnership for Justice (AIPJ)	Face-to-Face Interview
Mr. Jose Ferraris	Country Representative, United Nations Population Fund (UNFPA)	Face-to-Face Interview
Mr. Mathieu Dewerse	Regional Operational Coordinator Indonesia-Timor Leste – Handicap International	Telephone Interview
Ms. Natasha Hayward	World Bank	Face-to-Face Interview
Mr. Yohanis Pakereng	National Project Coordinator, Promoting Rights and Opportunities for People with Disabilities in Employment through Legislation- United Nations partnership to Promote the Rights of Persons with Disabilities (PROPEL – UNPRPD), International Labour Organization	Face-to-Face Interview
Ms. Tholas Damanik	Private Sector Support and Disability Specialist, MAMPU – Access to Employment and Decent Work for Women	Face-to-Face Interview

Name	Title and Organization	Method of Consultation
	Project, International Labour Organization	
Mr. Hari M. Basuki	Senior Program Officer (Development), Canadian Embassy in Jakarta	Email exchange
Peru		
DRF Grantees		
Sociedad y Discapacidad (SODIS)		Telephone Interview
Federación Departamental de Personas con Discapacidad de Puno (FEDDIP)		Telephone Interview
Confederación Nacional de Discapacitados del Perú (CONFENADIP)		Telephone Interview
Asociación Femenina de Discapacitados del Perú (AFEDIP)		Telephone Interview
Sociedad Peruana de Síndrome Down (SPSD)		Telephone Interview
Asociación de Usuarios de Servicios de Salud Mental (ASUMEN)		Telephone Interview
Government Representatives		
Ms. Genara Rivera Araujo	Chief Advisor, Instituto Nacional de Estadística e Informática (INEI)	Telephone Interview
Ms. Liz Giron Pena	Ministerio de Economía y Finanzas	Telephone Interview
Mr. Luis Miguel del Aguila	Senior Advisor to the Review Commission on Civil Code	Telephone Interview
Uganda		
DRF Grantees		
Action for Youth with Disability Uganda (AYDU)	Focus Group Interview	
United Deaf Women's Organisation (UDEWO)	Focus Group and Face-to-Face Interview	
Spinal Injuries Association (SIA) Uganda	Focus Group Interview	
Little People of Uganda	Focus Group Interview	
Youth with Physical Disability Forum (YPDDF)	Focus Group Interview	
Uganda Association for the Mentally Handicapped (Inclusion Uganda)	Focus Group Interview	
Mbarara District for Deaf Association	Focus Group Interview	
Wakiso Action on Physical Disability (WAPD)	Focus Group Interview	
ANPPCAN Uganda	Focus Group Interview	
Uganda National Association of the Deaf (UNAD)	Focus Group and Face-to-Face Interview	
Legal Action for Persons with Disability (LAPD)	Focus Group Interview	
Sorak Development Agency	Focus Group Interview	
Elgon Foundation for Persons with Albinism	Focus Group Interview	
Wakiso District PWD Human Rights Coalition	Focus Group Interview	
Buganda Disabled Union	Focus Group Interview	
Uganda National Action on Physical Disability	Focus Group Interview	

Name	Title and Organization	Method of Consultation
(UNAPD)		
Mbarara District Association of the Deaf (MDAD)	Focus Group Interview	
National Union of Disabled Persons of Uganda (NUDIPU)	Focus Group and Face-to-Face Interview	
Uganda Association for the Mentally Handicapped/Inclusion (UAMH)	Focus Group and Face-to-Face Interview	
Donor Representatives		
Mr. Joseph Walugembe	ADD International	Face-to-Face Interview
Government Representatives		
Mr. Godfrey Nabongo	Uganda Bureau of Statistics	Face-to-Face Interview
n/a	Special Needs, Ministry of Education (MoE)	Face-to-Face Interview
Honorable Sulaiman Kyebakoze Madada	State Minister for the Elderly and the Disabled	Face-to-Face Interview
Mr. Masiga Sam	Principal Rehabilitation Officer, Ministry of Gender, Labour and Social Development	Face-to-Face Interview
Ms. Beatriz Guzu	National Council for Disability	Face-to-Face Interview
Other		
Mr. Christopher Mbazira	Professor of Human Rights at Makerere University	Face-to-Face Interview

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Appendix V   Evaluation Matrix

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
Relevance	To what extent are DRF's objectives relevant to its key stakeholders?	To what extent are DRF's objectives aligned with the needs and priorities of DRF's key stakeholders in the sampled countries?[102]	Degree of alignment between DRF's objectives and DRF stakeholders' needs and priorities in the sampled countries		DRF's country-level informants in the sampled countries DRF's country strategies for the sampled countries	Interviews with country-level informants Document review
		To what extent is DRF's grant-making harmonized with other main donor agencies' work on the promotion of human rights (in the sampled countries)?	Perceptions of main donor agencies working on human rights issues (including disability rights related issues) on the level of harmonization of DRF's grant-making with their work in the sampled countries		Main donor agencies working on human rights issues (including disability rights related issues) in the sampled countries	Interviews with country-level informants
		To what extent is DRF's grant-making strategic?	• Existence of selection criteria that look at whether potential grantees have conducted disability rights environmental scans, needs assessments, or other type of research/		DRF's selection criteria for grants Grantees' proposals for sampled countries DRF Grant-Making Committee DRF Program Officers Grantees in sampled	Document review Interviews with global and country-level informants

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[101] While the M&E Team will provide an answer to the main evaluation questions, sub-questions will be answered depending on availability of data.

[102] This sub-question will be asked only for those countries in the selected sample that were not covered by DRF's first evaluation.

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
			assessment • Existence of assessments/scans made by grantees to develop their project proposals, in sampled countries		countries	
Effectiveness	What progress has been made towards the achievement of the 2014 milestone targets at the output level as identified in DRF's logical framework?	What is the progress made towards the achievement of Output 4 "Grantees have capacity to advocate on the rights of persons with disabilities"?	• Variation between the actual and planned percentage increase in knowledge of the rights of PWDs (as outlined in the CRPD) among grantees • Variation between the actual and planned ability of grantees to plan, implement and evaluate advocacy activities • Variation between the actual and planned number of partnerships and/or strategic alliances between grantees and with other DPOs and key stakeholders • Type of factors affecting selected grantees' capacity to advocate, in	• Perceived changes in the visibility of the DPO movement by government representatives, human rights experts, and media representatives, in sampled countries • Changes in the support base of selected grantees in sampled countries (e.g. changes in membership, donor base) • Trend in number of appearances in national or local media of disability-related issues as documented by selected grantees, in sampled countries	DRF reports to donors DRF's Excel file including the grantee list updated as of August 2014 Grantee self-assessment surveys Grantees in sampled countries Umbrella organizations of DPOs DRF Program Officers	Document review Interviews with global and country-level informants

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
			sampled countries	• Number of new champions (celebrities, local leaders, etc.) for disability rights supporting grantees' work		
		What progress has DRF made towards the achievement of Output 3 "DPO movement in target countries is inclusive reflecting the diverse needs and views of the disability community"?	• Variation between the actual and planned number of grants awarded to organizations representing marginalized groups in target countries • Variation between the actual and planned number of grants awarded to new organizations representing groups of PWDs not previously active in the public realm • Variation between the actual and planned number of alternative reports which reflect the interests of marginalized and	• Perceived changes in the openness/ inclusiveness of umbrella organizations, in sampled countries • Changes in the quality (in terms of frequency, quality, modality) of exchanges between grantees and their partner organizations,[103] as reported by grantees • Grantees' perceptions with regard to the usefulness of DRF's grantee convening events for partnership	DRF reports to donors DRF's Excel file including the grantee list updated as of August 2014 DRF Country Research for sampled countries Alternative reports to CRPD Committee Global and country-level informants	Document review Interviews with global and country-level informants

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[103] These would include either organizations that are part of the grantee's network or that are part of the umbrella organization to which the grantee belongs.

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
			grassroots grantees in target countries • Grantees' views on the effectiveness of DRF's types of support in strengthening the inclusiveness of the DPO movement, in sampled countries • Type of factors affecting the inclusiveness of the DPO movement, in sampled countries	purposes • Perceived strength of type of activities that have led to the increase in DPO visibility (particularly those representing marginalised groups) • Types of grantees by geographic area (capital/other urban/rural); type of disability; ethnicity; religion		
		What is the progress made towards the achievement of Output 2 "Representative organizations of persons with disabilities participate in international and national human rights monitoring processes of target countries"?	• Variation between the actual and planned number and type of CRPD reports submitted to the UN Committee on the Rights of Persons with Disabilities and proportion which reflect grantee input • Variation between the actual and planned number and type of reports including grantee input submitted to other UN human rights (HR)	• (in sampled countries) Perceptions of organizations leading/participating in the writing of the CRPD reports and of reports submitted to other UN human rights (HR) on the importance of DRF grantees' contributions to the monitoring process • Selected grantees' level of satisfaction with	DRF reports to donors DRF Country Research CRPD Reports Grantees in sampled countries Organizations leading/participating in the writing of the CRPD reports and of reports submitted to other UN human rights (HR), in sampled countries DRF Program Officers	Document review Interviews with global and country-level informants

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
			mechanisms • Type of factors affecting DPOs' capacity to participate in monitoring processes	the support provided by DRF or other human rights experts on UN human rights mechanism reporting, in sampled countries		
		What is the progress made towards the achievement of Output 1 "Legislation, policy and programs in target countries are undergoing harmonization in accordance with the CRPD through the participation and influence of representative organizations of persons with disabilities"?	• Variation between the actual and planned number of national level changes in legislation, policies and programs in accordance with the CRPD reflecting grantee input underway • Variation between the actual and planned number of local level changes in legislation, policies and programs (including those addressing climate change) in accordance with the CRPD reflecting grantee input underway	• Number of policy proposals related to disability issues developed by (or with the contribution of) grantees in sampled countries • Number of consultations held by key stakeholders with grantees to discuss policy changes related to disability rights, in sampled countries	DRF reports to donors Grantee reports for sampled countries DRF Country Research for sampled countries	Document review Interviews with global and country-level informants

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
			• Type of factors affecting the participation of DPOs in legislative, policy, and/or program reforms	• Grantees' satisfaction with the support provided by DRF on legislative, policy, and programmatic reforms, in sampled countries		
	In the sampled countries, what progress has been made towards the achievement of the 2014 milestone targets at the outcome level as identified in DRF's logical framework?	What is the progress made towards the achievement of DRF's Outcome "Rights of persons with disabilities, as outlined in the CRPD, are advanced in DRF target countries by the enhanced participation of the disability movement"?	• Variation between the actual and planned number of target countries[104] which have ratified the CRPD and Optional Protocol (OP) with minimal declarations or reservations, as reported in DRF's 2014 report to DFID • Variation between the actual and planned number of countries having formal DPO participation in government CRPD mechanisms, as reported in DRF's 2014 report to DFID	• Changes in the quality (modality, frequency) of participation of DRF grantees in existing or new spaces of dialogue between government's authorities and the disability movement for CRPD implementation and monitoring • Commitments (as shown by type of actions, budget allocated, or intentions expressed to allocate a budget) made by relevant	DRF reports to donors DRF Country Research for sampled countries Grantee reports for sampled countries UN tracking of ratifications and RUDs State and alternative reports to the CRPD Committee DRF's reports of the focus group discussions and interviews with key informants Grantees in sampled countries Government	Document review Interviews with global and country-level informants

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[104] Target countries: As of March 2013, the countries included in the M&E system are in Africa: Ghana, Rwanda and Uganda; in Asia Pacific: Bangladesh, India, Indonesia, and 14 Pacific Island Countries; in EE/fSU: Ukraine; in Latin America & the Caribbean: Haiti, Mexico, Nicaragua, and Peru; and in the Middle East: Lebanon.

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
			• Variation between the actual and planned number of target countries which have made national legislative changes to address rights of persons with disabilities, as reported in DRF's 2014 report to DFID • Types of factors identified by respondents as potentially affecting the achievement of the outcome	government representatives to include the disability movement in the implementation of the CRPD, in sampled countries • (in sampled countries) Interviewed government representatives' views on the importance of the participation of the disability movement in the CRPD implementation and monitoring	representatives responsible for the implementation and monitoring of CRPD in sampled countries	
Impact	In the sampled countries, what progress has been made towards the achievement of the 2014 milestone targets at the impact level as identified in DRF's logical framework?	What is the progress made towards the achievement of DRF's Impact "Persons with disabilities participate fully in society and enjoy equal rights and opportunities"?	• Variation between the actual and planned changes in data collection regarding PWDs at national level in target countries • Variation between the actual and planned number of target countries where PWDs are mentioned in national and local poverty reduction	• Types of commitments (actions taken, budget allocated, or intentions expressed) made by relevant government representatives to gather and report data on PWDs, in sampled countries • Changes in government representatives' perceptions on the	DRF reports to donors PRSP for sampled countries Ministry of Education's annual data collection on school access of different populations for sampled countries Representatives from the Ministry of Education in sampled countries	Document review Interviews with global and country-level informants

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
			strategies • Stakeholders' perceptions of the factors that may either facilitate or inhibit the achievement of the impact as measured by DRF's proxy indicators	importance of gathering and reporting data on PWDs, as reported by government representatives interviewed in the sampled countries	Other relevant government representatives in sampled countries Grantees in sampled countries	
	To what extent has DRF reached the most vulnerable groups?	To what extent has DRF targeted the most vulnerable groups in its grant-making operations?	• Percentage of grant amount allocated to the least developed countries • Average percentage of grant amount disbursed by grantees • Type of strategies developed by DRF to target the most vulnerable groups • Presence of equity-related performance indicators in DRF's logframe • Stakeholders' perceptions of factors that may either support or inhibit successful targeting of the most vulnerable groups	• Existence and types of requirements in DRF's proposal guidelines related to the targeting of the most vulnerable groups • Existence of data on the most vulnerable groups in DRF's results-related reports • Inclusion, in grantees' reports, of results related to the most vulnerable groups	DRF's financial data on allocations by country DRF's proposal guidelines DRF's selection criteria for grants DRF Grant-making Committee DRF staff DRF's logframe Grantees' proposals and reports to DRF for sampled countries	Interviews with global and country-level informants Document review

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
`Sustainability	To what extent are the results achieved likely to be sustained in the sampled countries?	Has DRF developed sound exit strategies at the country level?	• Existence of a sound (i.e. clear and plausible) exit strategy in DRF's country strategies, for sampled countries • Existence of a sound monitoring system to track DRF's exit from current countries of operation		DRF staff and POs GMC's meeting minutes DRF's country strategies, for sampled countries DRF monitoring system	Document review Interviews with global-level informants
		Have grantees in sampled countries developed sound sustainability strategies?	Existence of a sound (i.e. clear and plausible) sustainability strategies in grantees' proposals, for sampled grantees		Grantees' proposals, for sampled countries Grantees in sampled countries GMC's meeting minutes DRF POs	Document review Interviews with global and country-level informants
Economy	To what extent has DRF maintained low the cost of its inputs while ensuring the same level of quality of its services and products?	To what extent has DRF managed to keep its administrative and program costs low while maintaining the same quality of its products and services?	• Trend in the ratio between administrative/ program costs versus amount to grant-making in relation to quality, 2008-2013 • Trend in costs of DRF products (e.g., grants) and services (e.g. annual		DRF reports to donors DRF Budget expenditure reports Grantee convening reports Site visit reports DRF staff DRF staff CVs Grantee Capacity	Document review Interviews with global and country-level informants

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
			meetings, grantee convening, site visit, etc.) over the years at the same quality (as defined by DRF)[105] • Perceived changes by stakeholders (grantees, staff, Board, donors) in the quality of DRF's products and services over the years • Actions taken by DRF staff that demonstrate concerns for economy • Perceived level of adequacy of DRF's skills-set to manage, monitor and report on grant by stakeholders (grantees, staff, Board, donors) • Existence of a sound procurement system		Survey Grantees in sampled countries DRF's procurement manual Trail of documents for a sample of procurement processes	

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[105] The M&E Team will work with DRF to establish, for each product and service provided the desired level of quality. Based on discussions held with DRF so far, it is clear that a key dimension of the desired quality of services and products is their access to PwDs.

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
Efficiency	To what extent has DRF managed inputs in an efficient way?	To what extent has DRF demonstrated efficient practices in: • Delivering grants?	• Average timeframe between the proposal submission and grant approval • Average cost associated to deliver a grant • Stakeholders' perceptions on the length, quality and cost of the process to deliver grants • Actual versus planned percentage of the DRF total 2013-2016 DfID grant amount disbursed, as of July 2014		DRF financial data DRF's records on the dates of submission and approval of proposals DRF staff DRF Grant-Making Committee Grantees in sampled countries	Document review Interviews with global and country-level informants
`		• Supporting grantees (through grantee convening and technical assistance to write CRPD reports)	• Cost of grantee convening events per participant, by country • Stakeholders' perceptions on the cost and results of grantee convening events • Cost of technical assistance to write CRPD reports per grantee, by country		DRF grantee convening reports DRF financial data DRF staff Grantees in sampled countries	Document review Interviews with global and country-level informants

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
			• Stakeholders' perceptions on the cost and results of the technical assistance to write CRPD reports			
		• Monitoring grants?	• Cost associated to the monitoring of grantees, by country • Stakeholders' perceptions on the cost and quality of DRF monitoring		DRF grantee convening reports DRF financial data DRF staff Grantees in sampled countries	Document review Interviews with global and country-level informants
		What factors have affected DRF's capacity to manage its inputs in an efficient way?	• Results of DRF's audits for 2012 and 2013 • DRF staff's level of satisfaction with DRF's human resources management practices (professional development, incentives, salaries, etc.) • Types of factors affecting DRF's efficiency, as identified by stakeholders		DRF's external audits (2012 and 2013) KMPG Due Diligence Assessment of DRF DRF staff DRF Board DRF's donors	Document review Interviews with global-level informants

Evaluation criteria	Evaluation questions	Evaluation sub-questions[101]	Illustrative indicators	Other possible indicators	Data sources	Data collection methods
Value for Money	To what extent has DRF demonstrated that it is developing systems to provide value for money?	To what extent has DRF been an efficient and effective organization, supporting the sustainability of results, and minimizing costs where feasible?	• Extent to which DRF has developed systems to be effective, efficient, economic, equitable, and ensure results' sustainability in its operations		See above	See above
Areas for recommendation	What measures should DRF take in order to achieve its targeted results as set in its logframe? What changes, if any, should DRF make to its operations in order to maximize its potential to strengthen DPOs and movements over time?					

Appendix VI DRF's Logical Framework

PROJECT TITLE	Enhancing Participation of Disabled Persons Organizations in the Achievement of Rights					
IMPACT (Goal)	Indicator	Baseline	Milestone 2014	Milestone 2018	Target 2022	Assumptions
Persons with disabilities participate fully in society and enjoy equal rights and opportunities[106]	Proportion of persons with disabilities living in poverty in target countries	An estimated 80% of persons with disabilities in target countries are living in poverty[107]	Accurate data available about the number of PWDs in target countries who are living in poverty	10% reduction in number of persons with disabilities in target countries who are living in poverty[108]	15% reduction in number of persons with disabilities in target countries who are living in poverty	Reduced poverty and improved access to education and employment will reflect and promote equal rights and opportunities for persons with disabilities, as well as enable their full participation in society

National (and accurate) statistics on poverty, education and employment will be available and disaggregated for persons with disabilities

State parties will submit reports to the Committee on the Rights of Persons with Disabilities on time |
| | | Source | | | | |
| | | State and alternative reports to the Committee on the Rights of Persons with Disabilities
National level population statistics from States or other sources | | | | |
| | Proportion of persons with disabilities with access to education and/or employment in target countries | An estimated 20% of persons with disabilities in target countries are employed and/or 10% of children with disabilities receive basic education[109] | Accurate data available about the number of PWDs in target countries who are employed and/or receiving basic education | 10% increase in number of persons with disabilities in target countries who are employed and/or receiving basic education[110] | 15% increase in number of persons with disabilities in target countries who are employed and/or receiving basic education | |
| | | Source | | | | |
| | | State and alternative reports to the Committee on the Rights of Persons with Disabilities
National level population statistics from States or other sources | | | | |

[106] **IMPACT:** higher-level situation towards which this project will contribute. In human rights advocacy projects, this is a long-term goal and one that will take longer than three years to demonstrate change or progression. Hence, milestones and targets for evaluation are being proposed over a longer time frame and one that mirrors the timeframe for periodic reporting to the Committee on the Rights of Persons with Disabilities. To enable measurement of progress toward longer-term impact, two proxy indicators – which can be measured at 2016 - have been inserted.

[107] This figure is based on global estimates quoted by the World Bank, UN and other agencies. Poverty is defined as living on less than US$1.25 per day. Baselines and milestones will be reviewed following the first periodic reporting to the Committee on the Rights of Persons with Disabilities.

[108] The achievement of the milestone in 2018 and 2022 depends on the achievement of the milestone in 2014.

[109] These figures are based on global estimates quoted by ILO and UNESCO respectively and cited by other agencies. Baselines and milestones will be reviewed following the first periodic CRPD reporting.

[110] The achievement of the milestone in 2018 and 2022 depends on the achievement of the milestone in 2014.

PROJECT TITLE	Enhancing Participation of Disabled Persons Organizations in the Achievement of Rights				
IMPACT (Goal)	Indicator	Baseline	Milestone 2014	Milestone 2018	Target 2022	Assumptions
	Changes in civil and political participation (as measured by increased access to voting) of persons with disabilities in target countries	No target countries currently have equal access to voting of all PWDs (as measured by standards of electoral access[111])	2 target countries with enhanced measures to ensure access to voting for all PWDs	3 target countries with enhanced measures to ensure access to voting for all PWDs	5 target countries with enhanced measures to ensure access to voting for all PWDs	States Parties are obligated to collect appropriate information, including statistical and research data, in order to effectively implement the CRPD as detailed in Article 31
		Source				
		State and alternative reports to the Committee on the Rights of Persons with Disabilities and the IFES[112] Focus groups discussions and interviews with key informants				
	Changes in data collection regarding PWDs at national level in target countries Proxy Indicator	Mention[113] of PWDs in national data collection in 30% of DRF countries Definitions of disability vary significantly; none meet CRPD standards DPOs consulted re: data collection in 19% of DRF countries	No change	Mention of PWDs in 35% of DRF countries Definitions for data collection on PWDs meet CRPD standards in at least 2 target countries DPOs consulted in 22% of DRF countries	Mention of PWDs in 40% of DRF countries Definitions for data collection on PWDs meet CRPD standards in at least 3 target countries DPOs consulted in 25% of DRF countries	
		Source				
		National census + Annual household surveys MDG data collection Ministry of Education annual data collection on school access of different populations				
	Inclusion of PWDs in country development processes, strategies, plans, programs (at national and/or local levels) in target countries	Disability mentioned in national poverty reduction strategies – where available – in 23% (6) of DRF countries Data not coordinated with national data or international standards	At least in 2 target countries, PWDs are concretely included in national and local poverty reduction strategies	At least in 3 target countries, PWDs are concretely included in national and local poverty reduction strategies	At least in 4 target countries, PWDs are concretely included in national and local poverty reduction strategies	
		Source				
		PRSPs or other similar documents National or local poverty reduction strategies deriving from above Group-specific poverty reduction strategies deriving from above				

[111] Standards of Electoral Access for Citizens with Disabilities http://electionaccess.org/subpages/Laws_Regulations.htm

[112] IFES is the International Foundation for Electoral Systems http://www.ifes.org/.

[113] **MENTION:** recognition of PWDs as a population of persons to track, whether or not this is done, done to standard, or done with input from DPOs.

OUTCOME (Purpose)	Indicator	Baseline March 2013	Milestone March 2014	Milestone March 2015	Target March 2016	Assumptions
Rights of persons with disabilities, as outlined in the CRPD, are advanced in DRF target countries by the enhanced participation of the disability movement	Number of target countries[114] which have ratified the CRPD and Optional Protocol (OP) with minimal declarations or reservations[115]	14 target countries have ratified the CRPD (with minimal declarations and reservations) and 10 have ratified the OP	15 target countries have ratified the CRPD (with minimal declarations and reservations) and 10 have ratified the OP	16 target countries have ratified the CRPD (with minimal declarations and reservations) and 11 have ratified the OP	17 target countries have ratified the CRPD (with minimal declarations and reservations) and 11 have ratified the OP	A diverse and empowered disability movement is the best vehicle for holding duty bearers to account
		Achieved	Met	Met	Met	Target country governments who have ratified the CRPD will be obligated to respect, fulfil and protect the rights of persons with disabilities by the international human rights system as well as via national CRPD implementation & monitoring mechanisms
		Source				
		UN tracking of ratifications and RUDs				
	Extent of participation of representative organizations of persons with disabilities in government mechanisms for CRPD implementation and monitoring in target countries	6 target countries have formal DPO participation in government CRPD mechanisms	No change	7 target countries have formal DPO participation in government CRPD mechanisms	8 target countries have formal DPO participation in government CRPD mechanisms	
		Achieved	Met	Met	Met	
		Source				Target country governments who have ratified the CRPD will be motivated to implement their obligations
		DRF Country Research[116]				
		State and alternative reports to the Committee on the Rights of Persons with Disabilities				
		Focus group discussions and interviews with key informants				
	Number of target countries which have made national legislative changes to address rights of persons with	7 target countries[117] have made national legislative changes	8 target countries have made national legislative changes	9 target countries have made national legislative changes	11 countries have made national legislative changes	
		Achieved	Met	Met		Grantee work will not be
		Source				

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[114] **TARGET COUNTRIES:** As of March 2013, the countries included in the M&E system are in Africa: Ghana, Rwanda and Uganda; in Asia Pacific: Bangladesh, India, Indonesia, and 14 Pacific Island Countries; in EE/fSU: Ukraine; in Latin America & the Caribbean: Haiti, Mexico, Nicaragua, and Peru; and in the Middle East: Lebanon.

[115] **CPRD/OP RATIFICATION:** Number of target countries which have ratified the CRPD and/or Optional Protocol with minimal declarations or reservations (RUDs) by March of 2013:

CRPD (14): Bangladesh (2007), Nicaragua (2008), Peru (2008), Rwanda (2008), Uganda (2008), Vanuatu (2008), Haiti (2009), Mexico (2009), India (2009), Cook Islands (2009), Ukraine (2010), Indonesia (2011), Ghana (2012), Nauru (2012) (Note that Haiti and Rwanda are new target countries for DRF as of 2013.)

OP (10): Bangladesh (2008), Peru (2008), Rwanda (2008), Haiti (2009), Mexico (2009), India (2009), Cook Islands (2009), Nicaragua (2010), Ukraine (2010), Ghana (2012)

[116] **COUNTRY RESEARCH:** DRF conducts extensive country research before making target country selection as well as throughout operations in target countries. The research is documented in a Country Report before the onset of grantmaking, and a Country Strategy at end of second year of grantmaking. Information is gathered through multiple sources, including: site visits to grantees; grantee convenings; review of progress and final reports; interviews with government officials, DPO leaders, and other key stakeholders; consultations with resource persons; and literature / website review.

[117] Ghana, Haiti, Indonesia, Mexico, Nicaragua, Peru, Ukraine (details in attachment).

OUTCOME (Purpose)	Indicator	Baseline March 2013	Milestone March 2014	Milestone March 2015	Target March 2016	Assumptions
	disabilities	DRF Country Research Grantee Reports				hampered by disaster, security issues, political upheaval, and/or economic downturns

INPUTS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	

INPUTS (HR)	DFID (FTEs)					

OUTPUT 1	Indicator	Baseline March 2013[118]	Milestone March 2014[119]	Milestone March 2015	Target March 2016	Assumptions
Legislation, policy and programs in target countries are undergoing harmonization in accordance with the CRPD through the participation and influence of representative organizations of persons with disabilities	National level changes in legislation, policies and programs in accordance with the CRPD reflecting grantee input[120] underway	52 national level changes[121] reflecting grantee input secured or underway	60 national level changes reflecting grantee input secured or underway	No change	62 national level changes reflecting grantee input secured or underway	DRF grantees will be representative organizations of persons with disabilities
		Achieved	Met:	Met:	Met:	DRF grantees will influence the broader disability movement in target countries
		Source				There are processes for legislative, policy and programmatic reform in target countries, which civil society can influence
		Grantee reports[122] DRF Country Research				DRF is able to draw on resources/partnerships to provide technical support on legislative,

IMPACT WEIGHTING	Indicator	Baseline March 2013	Milestone March 2014	Milestone March 2015	Target March 2016	

[118] **BASELINE:** Baseline represents the situation as of March 2010 and incorporates changes between November 2008 (DRF's inception) and March 2010. Base year 1 is the first year in which DRF started grantmaking in a specific country. 2008 is Base Year 1 for: Ghana, Uganda, Bangladesh, Nicaragua, and Peru; 2009 is Base Year 1 for: India, Ukraine, Mexico, Pacific Island Countries; 2010 is Base Year 1 for: Indonesia; 2011 is Base Year 1 for: Lebanon. The data will be tracked by years in country, by country, and compared to a global profile of all DRF countries.

[119] **MILESTONE**: Milestones represent increase from baseline and are cumulative.

[120] **INPUT**: explicit recommendations or tangible work of the grantees

[121] National and local level changes are disaggregated by legislation, policies, and programs, as well as by target country and stage of development – see national / local legislation attachment. Note that due to new target countries added in 2013-14, and exit from Latin America, number of changes remain fairly stable between 2014 and 2016.

[122] Grantees are required to submit a progress report and final narrative and financial reports. Reports are substantiated through site visits, phone interviews, and grantee convenings.

30%	Local level[123] changes in legislation, policies and programs (including those addressing climate change) in accordance with the CRPD reflecting grantee input underway	43 local level changes reflecting grantee input secured or underway, including 2 addressing climate change	50 local level changes reflecting grantee input secured or underway, including 3 addressing climate change	No change	55 local level changes reflecting grantee input secured or underway, including 8 addressing climate change	policy, and programmatic reforms There will be less change in between 2014-16 due to exit from LA & entry into new countries
		Achieved	Met	Met	Met	
		Source				RISK RATING
		Grantee reports DRF Country Research				

INPUTS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	
INPUTS (HR)	DFID (FTEs)					

OUTPUT 2	Indicator	Baseline March 2013	Milestone March 2014	Milestone March 2015	Target March 2016	Assumptions
Representative organizations of persons with disabilities participate in international and national human rights monitoring processes of target countries	Number and type of CRPD reports submitted to the UN Committee on the Rights of Persons with Disabilities and proportion which reflect grantee input	4 State reports 0 Independent reports 3 civil society Alternative reports	6 State reports 1 Independent report 4 civil society Alternative reports	8 State reports 1 Independent report 5 civil society Alternative reports	10 State reports 2 Independent reports 8 civil society Alternative reports	International human rights monitoring processes are operational UN periodic reporting processes commence in 2010 with follow-up reports due in 2014 States, DPOs, and human rights institutes will submit reports to the Committee on the Rights of Persons with Disabilities on time
			Met:	Met:	Met:	
		Source				
		Grantee reports DRF Country Research State, Independent and Alternative Reports to CRPD Committee				
IMPACT WEIGHTING	Indicator	Baseline March 2013	Milestone March 2014	Milestone March 2015	Target March 2016	DRF is able to draw on resources/partnerships to provide technical support to grantees on UN human rights mechanism reporting DPOs have sufficient technical support and collaborative partnerships to enable reporting
20%	Number and type of reports including grantee input submitted to other UN human rights (HR) mechanisms	4 reports submitted to other UN HR mechanisms including grantee input	5 reports submitted to other UN HR mechanisms including grantee input	6 reports submitted to other UN HR mechanisms including grantee input	7 reports submitted to other UN HR mechanisms including grantee input	
			Met:	Met	Met:	
		Source				RISK RATING
		Grantee reports – Disaggregated by type of human rights treaty				

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[123] **LOCAL LEVEL**: provincial, district or village level of governance

		DRF Country Research				
INPUTS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	
INPUTS (HR)	DFID (FTEs)					

OUTPUT 3	Indicator	Baseline March 2013	Milestone March 2014	Milestone March 2015	Target March 2016	Assumptions
DPO movement in target countries is inclusive reflecting the diverse needs and views of the disability community	Number of grants awarded to organizations representing marginalized groups[124] in target countries	223 grants out of 435 (51%) grants[125] 52 out of 435 (12%) grants to organizations of women with disabilities	52% of grants No change for women	53% of grants 14% of grants to women	55% of grants 15% of grants to women	A diversity of DPOs exist in DRF target countries Growth of grantees representing marginalized can be a proxy indicator for greater inclusion within the disability movement in any one country The existence of new groups of PWDs illustrates deepening of the disability movement and growth of civic participation among PWDs
			Met:	Met:	Met:	
		Source				
		Grantee lists[126]				
	Number of grants awarded to new[127] organizations representing groups of PWDs not previously active in the public realm	84 out of 435 (19%) grants	20% of grants	21% of grants	22% of grants	
			Met:	Met:	Met:	
		Source				
		Grantee lists				
IMPACT WEIGHTING	Indicator	Baseline March 2013	Milestone March 2014	Milestone March 2015	Target March 2016	
15%	Number of alternative reports which reflect the interests of marginalized and grassroots grantees in target	3 CRPD alternative reports reflect the interests of marginalized and grassroots grantees	4 reports reflect the interests of marginalized and grassroots grantees	5 reports reflect the interests of marginalized and grassroots grantees	8 reports reflect the interests of marginalized and grassroots grantees	
			Met:	Met:	Met:	
		Source				RISK RATING

[124] **MARGINALIZED GROUPS:** Refers to women with disabilities, children and young people with disabilities, people with psychosocial disabilities, people with intellectual disabilities, albinos, little people, Deafblind and other specific impairment groups identified as marginalized in a target country. Marginalized groups to be disaggregated by group and country and aggregated globally for comparison.

[125] This number represents the number of grants awarded since 2008 (DRF's first round) to the end of 2012 (2012 round 2). Most grants are for one year and for a specific project. An organization may receive multiple grants. This number may be disaggregated by stream (Small Grants / National Coalition), country, and year.

[126] Grantee lists are compiled from a grantee database, which holds data and information from grantee applications, reports, references, and Program Officer reviews.

[127] **NEW ORGANIZATIONS:** An organization that is younger than two years old (from date of legal incorporation) and which brings the voice of a new population of persons with disabilities into the public realm.

	countries	Grantee reports DRF Country Research Alternative reports to CRPD Committee				
INPUTS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	
INPUTS (HR)	DFID (FTEs)					

OUTPUT 4	Indicator	Baseline March 2013	Milestone March 2014	Milestone March 2015	Target March 2016	Assumptions
Grantees have capacity to advocate on the rights of persons with disabilities	Number of partnerships[128] and/or strategic alliances between grantees and with other DPOs and key stakeholders	141 out of 435 (32%) partnerships	35% partnerships	38% partnerships	40% partnerships	Eligible DPOs exist in DRF target countries and apply for funding
			Met:	Met:	Met:	Grantees are willing to engage with other DPOs and stakeholders
		Source				There are other DPOs and stakeholder groups interested in disability rights in target countries
		Grantee lists Participatory methods at Grantee Convening				
	Ability of grantees to plan, implement and evaluate advocacy activities	Grantees indicate a 25% increase in their advocacy skills from previous year	30% increase	32% increase	35% increase	DRF is sufficiently resourced to provide technical support to grantees
			Met:	Met:	Met:	
		Source				
		Grantee self assessment tool				
IMPACT WEIGHTING	Indicator	Baseline March 2013	Milestone March 2014	Milestone March 2015	Target March 2016	Working with key stakeholders in DRF target countries will enhance participation of DPOs in decision making processes on rights of persons with disabilities
35%	Percentage increase in knowledge of the rights of PWDs (as outlined in the CRPD) among grantees	Grantees indicate a 23% increase in their overall CRPD knowledge from the previous year	25% increase	28% increase	30% increase	
			Met:	Met:	Met:	
		Source				**RISK RATING**
		Grantee self-assessment tool				
INPUTS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	
INPUTS (HR)	DFID (FTEs)					

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[128] **PARTNERSHIPS:** A significant relationship (partnership) with another stakeholder to achieve project goals. The partnership may be with another DPO, a human rights organization or other civil society organization, a government entity (such as a ministry or a local government agency), the judiciary, or the media. A fiscal sponsor is considered a partner when the sponsor is also providing technical assistance and other support. The type of partnerships will be disaggregated in the monitoring.

[1] These figures are based on global estimates quoted by ILO and UNESCO respectively and cited by other agencies. Baselines and milestones will be reviewed following the first periodic CRPD reporting.

[1] The achievement of the milestone in 2018 and 2022 depends on the achievement of the milestone in 2014.

[1] Standards of Electoral Access for Citizens with Disabilities
http://electionaccess.org/subpages/Laws_Regulations.htm

[1] IFES is the International Foundation for Electoral Systems http://www.ifes.org/.

[1] **MENTION:** recognition of PWDs as a population of persons to track, whether or not this is done, done to standard, or done with input from DPOs.

[1] **TARGET COUNTRIES:** As of March 2013, the countries included in the M&E system are in Africa: Ghana, Rwanda and Uganda; in Asia Pacific: Bangladesh, India, Indonesia, and 14 Pacific Island Countries; in EE/fSU: Ukraine; in Latin America & the Caribbean: Haiti, Mexico, Nicaragua, and Peru; and in the Middle East: Lebanon.

[1] **CPRD/OP RATIFICATION:** Number of target countries which have ratified the CRPD and/or Optional Protocol with minimal declarations or reservations (RUDs) by March of 2013:

CRPD (14): Bangladesh (2007), Nicaragua (2008), Peru (2008), Rwanda (2008), Uganda (2008), Vanuatu (2008), Haiti (2009), Mexico (2009), India (2009), Cook Islands (2009), Ukraine (2010), Indonesia (2011), Ghana (2012), Nauru (2012) (Note that Haiti and Rwanda are new target countries for DRF as of 2013.)

OP (10): Bangladesh (2008), Peru (2008), Rwanda (2008), Haiti (2009), Mexico (2009), India (2009), Cook Islands (2009), Nicaragua (2010), Ukraine (2010), Ghana (2012)

[1] **COUNTRY RESEARCH:** DRF conducts extensive country research before making target country selection as well as throughout operations in target countries. The research is documented in a Country Report before the onset of grantmaking, and a Country Strategy at end of second year of grantmaking. Information is gathered through multiple sources, including: site visits to grantees; grantee convenings; review of progress and final reports; interviews with government officials, DPO leaders, and other key stakeholders; consultations with resource persons; and literature / website review.

[1] Ghana, Haiti, Indonesia, Mexico, Nicaragua, Peru, Ukraine (details in attachment).

[1] **BASELINE:** Baseline represents the situation as of March 2010 and incorporates changes between November 2008 (DRF's inception) and March 2010. Base year 1 is the first year in which DRF started grantmaking in a specific country. 2008 is Base Year 1 for: Ghana, Uganda, Bangladesh, Nicaragua, and Peru; 2009 is Base Year 1 for: India, Ukraine, Mexico, Pacific Island Countries; 2010 is Base Year 1 for: Indonesia; 2011 is Base Year 1 for: Lebanon. The data will be tracked by years in country, by country, and compared to a global profile of all DRF countries.

[1] **MILESTONE**: Milestones represent increase from baseline and are cumulative.

[1] **INPUT**: explicit recommendations or tangible work of the grantees

[1] National and local level changes are disaggregated by legislation, policies, and programs, as well as by target country and stage of development – see national / local legislation attachment. Note that due to new target countries added in 2013-14, and exit from Latin America, number of changes remain fairly stable between 2014 and 2016.

[1] Grantees are required to submit a progress report and final narrative and financial reports. Reports are substantiated through site visits, phone interviews, and grantee convenings.

[1] **LOCAL LEVEL**: provincial, district or village level of governance

[1] **MARGINALIZED GROUPS:** Refers to women with disabilities, children and young people with disabilities, people with psychosocial disabilities, people with intellectual disabilities, albinos, little people, Deafblind and other specific impairment groups identified as marginalized in a target country. Marginalized groups to be disaggregated by group and country and aggregated globally for comparison.

[1] This number represents the number of grants awarded since 2008 (DRF's first round) to the end of 2012 (2012 round 2). Most grants are for one year and for a specific project. An organization may receive multiple grants. This number may be disaggregated by stream (Small Grants / National Coalition), country, and year.

[1] Grantee lists are compiled from a grantee database, which holds data and information from grantee applications, reports, references, and Program Officer reviews.

[1] **NEW ORGANIZATIONS:** An organization that is younger than two years old (from date of legal incorporation) and which brings the voice of a new population of persons with disabilities into the public realm.

[1] **PARTNERSHIPS:** A significant relationship (partnership) with another stakeholder to achieve project goals. The partnership may be with another DPO, a human rights organization or other civil society organization, a government entity (such as a ministry or a local government agency), the judiciary, or the media. A fiscal sponsor is considered a partner when the sponsor is also providing technical assistance and other support. The type of partnerships will be disaggregated in the monitoring.

Appendix VII Key Legislative Changes in the Five Countries since the 2012 Evaluation and DRF's Contribution to them

Country	Key National Legislative Changes (since 2012)	DRF's Contribution
Bangladesh	• Persons with Disability Rights and Protection Act (2013) • Rules formulation of Persons with Disabilities Rights and Protection Act 2013 (ongoing)	• DRF grantee Access Bangladesh Foundation (ABF), in consultation with other DPOs, submitted recommendations on the draft Disability Rights Act. Amendments were coordinated by ADD international and the Manusher Jono Foundation. Through DRF funding, ABF organized a dozen consultations (including national consultations with government officials and relevant policy-makers), workshops, and meetings to advocate for the review of the Act. Consultations were also held by other DPO members of the Bangladesh DRF Grantee Coordinating Committee (BDGCC), an informal network of DRF grantees in the country.[129] According to ABF, the recommendations provided are reflected in the final revised draft Act, which was passed by Parliament on October 3, 2013. The newly enacted law supersedes the 2001 "Bangladesh Persons with Disability Welfare Act" and ensures the dignity of PWDs, their educational, physical, and mental improvement, as well as participation in social and state activities without discrimination. The law stipulates 21 rights of PWDs, who must get national identity cards, must be included in the voter list, and have the right to contest the polls.[130] • At the time of this assessment, ABF, in association with other DPOs, was also involved (through DRF funding) in consultation processes aimed to favour the implementation of the Act. This included providing inputs/recommendations to the draft of the Rules formulation of Persons with Disabilities Rights and Protection Act 2013.[131]
	• National Trust for the Rights and Protection of Persons with Neuro-developmental Disability (NDD) Act (2013) • Formulation Neuro-developmental Disability (NDD) Protection Trust Act-2013 National Action Plan and Policy (ongoing)	• DRF grantee ABF was also consulted in the drafting of the National Trust for the Rights and Protection of Persons with Neuro-developmental Disability (NDD) Act, an Act that protects and ensures the rights and welfare of persons with autism, cerebral palsy, down syndrome, and intellectual disabilities. This law was passed by Parliament on November 4, 2013. • At the time of this assessment, another DRF grantee, the Society for Education and Inclusion of the Disabled (SEID), was also involved in processes aimed at implementing the 2013 Act. SEID (and ABF) were members of the National Action Plan and Policy Formulation Committee of the Bangladesh Ministry of Social Welfare, a body tasked with

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[129] Access Bangladesh Foundation (2014), No project title, Narrative and Financial Report. (2012 Round 2 Small Grant Final Report)

[130] Dhaka Tribune. (2013). *Acts of Parliament in 2013*. Retrieved from: http://www.dhakatribune.com/long-form/2013/dec/25/acts-parliament-2013

[131] Access Bangladesh Foundation (2014), No project title, Narrative and Financial Report. (2013 Round 2 MLC Progress Report)

Country	Key National Legislative Changes (since 2012)	DRF's Contribution
		providing recommendations on the formulation of the National Action Plan and Policy. Thanks to DRF funding, SEID organized two workshops (in collaboration with the government) that allowed several DPOs and self-help groups to provide comments and suggestions for policy and action plan formulation of the NDD Protection Trust Act.[132] Objectives included lobbying for the direct participation of persons with autism as well as intellectual and mental disabilities, since their participation was reportedly missing from the 2013 Act. Both organizations report providing inputs on laws related to inheritance, independent decision-making, gender-based violence, sexual harassment, and other broader issues like education, health, and employment.[133]
Ghana	• Ratification of the CRPD (2012) • 2006 Persons with Disability Act and its accompanying Legal Instrument (ongoing)	• DRF support in Ghana has focused on increasing DPOs' knowledge of the CRPD and their understanding of the country's legal environment for advanced ratification of the CRPD. Since the 2012 Universalia evaluation, the ratification of the CRPD (passed by Parliament in March 2012, but pending the President's signature) was completed and submitted to the United Nations, in July 2012. According to grantees and external stakeholders, the Ghana Federation for the Disabled (GFD) played a key role in advocacy activities for the ratification of the CRPD. • Since the 2012 evaluation and thanks to DRF funding, GFD and MindFreedom have played a key role in reviewing the 2006 Persons with Disability Act (also known as the Disability Act, 715) to ensure its alignment with the CRPD. In collaboration with a local lawyer's group – the Law and Development Associates (LADA) –, both grantees provided inputs on the draft review of the Act. DRF support was used to fund several consultative sessions with other DPOs in the country, advocacy activities with relevant government officials (including meetings with the President of the Republic of Ghana, representatives from the Ministry of Gender and Ministry of Children and Social Protection, and select parliamentarians to draw attention to the need for the review), and an analysis/legal review highlighting the lack of alignment between the Act and the CRPD.[134] DRF Program Officer and legal expert, Ms. Catalina Devandas, was also directly involved in this process, having contributed to the review of proposed amendments to the Act.[135] At the time of this

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[132] Society for Education and Inclusion of the Disabled (2014), No project title, Narrative and Financial Report. (2013 Round 2 MLC Progress Report)

[133] Society for Education & Inclusion of the Disabled (2014), *Project "To promote the rights to education, inherit property and sensitize on sexual harassment of children and youth with autism, ID and MD by the activities of SAG and PSG"*, Narrative Report 2014. (2012 Round 2 SG Final Report)

[134] Ghana Federation of the Disabled (2013), *Project "Ensuring that Ghana's Disability Law is congruent with the CRPD"*, Narrative Report Jan. – July 2013. (2012 Round 2 NC Progress Report)

[135] *Ibid.*

Country	Key National Legislative Changes (since 2012)	DRF's Contribution
		assessment, the amendment of the Persons with Disability Act (Law 715) was ongoing and being considered by government.
	• Mental Health Act (2012)	• As above, the Mental Health Act (which had been passed by Parliament, but was pending the President's signature in March 2012) was officially signed into law in May 2012.[136] The Mental Health Act was intended to replace the 1972 Mental Health Bill and ensure compliance with the CRPD. This Act was also revised with inputs from DRF grantee MindFreedom (in collaboration with LADA). Though the revised Act is reportedly an improvement from the 1972 Bill, it is not yet fully compliant with the CRPD, as it retains the practice of guardianship, as well as involuntary admission and treatment for people with mental disabilities.[137]
Indonesia	• Draft Bill on the Rights of Persons with Disabilities (ongoing)	• DPOs have focused on initiatives aimed to advocate for multiple legislative reforms and their alignment with the CRPD. Since 2012, this advocacy work has targeted numerous laws pending amendment to reflect the rights of PWDs, in areas related to employment, marriage, and transportation, among others.[138] The most important of these laws was the 2013 Bill on the Rights of Persons with Disabilities. The process for drafting the Bill started with the establishment of a working group of DPOs (Indonesian Disabled Peoples Association (PPDI), Indonesian Association of Women with Disabilities (HWPDI), Center of Citizens with Disabilities-Access for Election (PPUA Penca), Pertuni, Portadin, and Gerkatin Solo) to develop a draft bill, in collaboration with the National Human Rights Commission and law institutions, and in consultation with the National Legislation Body. DRF support, together with AIJP and TAF support to the working group, as well as working group members' own resources, allowed DPOs to hold a number of audiences with key stakeholders (including the General Secretary of the House of Representative, the Ministry of Social Affairs, the Ministry of Health, and the Ministry of Coordination for Citizens' Welfare), to disseminate the draft Bill to these stakeholders, and to have a public dialogue with the President Candidate Team. Grantees and other stakeholders (DRF staff, government representatives) reported that these initiatives greatly contributed to making the draft Bill priority n.57 on the 2014 National Legislation Program and, subsequently, an initiative of the Indonesian House of Representatives. Key success factors identified by grantees were: the full support of the National Human Rights Commission to validate the Bill; the support of the Ministry of Social Affairs, who is the sectoral lead on disability

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[136] DRF. (2014). *DRF-DfID Annual Report – Appendix 1: National and Local Changes in Legislation*.

[137] DRF. (2011). *Ghana CRPD Update.*

[138] DRF. (2014). *DRF-DfID Annual Report – Appendix 1: National and Local Changes in Legislation*.

Country	Key National Legislative Changes (since 2012)	DRF's Contribution
		issues; and collaboration with the National Legislation Body, who not only provided feedback to the working group on the contents of the Bill, but also provided suggestions on how to approach the House of Representatives to get members to pay more attention to the Bill.
Peru	• General Law on Persons with Disabilities/Law 29973 and its Regulatory Framework (2012 and 2014, respectively) • Law No. 30114 – Law on Public Sector Budget for Fiscal Year 2014 and Law No. 30281 – Law on Public Sector Budget for Fiscal Year 2015	• The most significant DPO collaboration in Peru has been the advocacy work done to replace the 2006 law on disability with a new law proposal. With DRF's financial support, DPOs launched a campaign to collect signatures to support passing the law as a citizens' initiative. During the campaign, 160,000 signatures were collected (far more than the 60,000 signatures required). The law proposal was therefore introduced to Congress as a citizens' initiative, and was subsequently approved as Ley Nº 29973, Ley General de la Persona con Discapacidad. DRF's financial support was considered fundamental in successfully collecting the required signatures. During the whole process, a strong leadership role was played by the congressman and disability champion Javier Diez Canseco, who was also DRF's Global Advisor. • After the approval of the law, DRF also supported DPOs' advocacy efforts for the adoption of the Regulatory Framework for the new General Law on Persons with Disabilities, which took place in 2014. Compared to the passage of Law 29973, DRF's contribution to the adoption of the Regulatory Framework was perceived by grantees as less decisive. Following the approval of the General Law and its Regulatory Framework, the Laws on the Public Sector Budget for Fiscal Years 2014 and 2015 include financial provisions for disability programs. • These legislative changes can also be seen as the cumulative result of DRF's support to DPOs in Peru, since 2008. Grantees recognized that information dissemination and awareness-raising on the CRPD in Peru was mostly made possible through DRF support, which included financial support as well as very effective training workshops on the CRPD.
	• Revised Civil Code (ongoing)	• A follow-up to the adoption of Law 29973 – General Law on Persons with Disabilities is the revision of the Civil Code. In its final additional provisions, the Law requests that a special committee be established to revise the Civil Code (regarding the legal capacity of PWDs) and to develop a bill to reform the Civil Code based on the provisions of the Law and the CRPD. The Law indicates that the committee must include three DPO representatives. DRF provided financial support for the participation of two DPOs (SODIS and SPSD) in the commission. This support was particularly instrumental for SODIS to connect with strategic allies like the Center for the Promotion of Mental Health (ALAMO), which is the only organization for psychosocial disabilities with the capacity to influence policy, and the Lima Bar Association (CAL), which provides legitimacy to the process and will facilitate the approval of the revised Civil Code. In addition, DRF financial support enables SODIS to

Country	Key National Legislative Changes (since 2012)	DRF's Contribution
		conduct consultations with other DPOs and stakeholders to raise awareness on the revision process and, in doing so, start getting support to advocate for the adoption of the revised Civil Code.
Uganda	• Persons with Disabilities Act (2006) (ongoing)	• Since the 2012 Universalia evaluation and thanks to DRF funding, steady progress has been observed in specific legislative reforms (that were ongoing in 2012). For instance, at the time of this assessment, proposed amendments to the Persons with Disabilities Act (2006), which was revised to ensure alignment with the CRPD, was in Cabinet pending final discussions. DRF grantees, the Uganda National Association of the Deaf (UNAD) and Legal Action for Persons with Disabilities (LAPD), reportedly contributed to drafting proposed amendments to the Disability Act, in collaboration with Mental Health Uganda (MHU). This process involved working closely with relevant local departments (e.g. Ministry of Gender, Labour and Social Development; Ministry of Justice; Ministry of Finance, Planning and Economic Development) and conducting advocacy work alongside members of Parliament of Uganda and DPOs in country.
	• National Council on Disability Act 2003 (2013)	• An initiative undertaken by a DRF grantee to ensure inclusiveness of the DPO movement has proven fruitful. DRF reports that, as of March 2013, Uganda's National Council on Disability Act of 2003 was amended to include and recognize little people as a category of PWDs.[139] This amendment is reported to have been made as a result of LAPD's efforts (a DRF grantee).

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[139] DRF. (2014). *DRF-DfID Annual Report – Appendix 1: National and Local Changes in Legislation*.

Appendix VIII Operationalization – Value for Money Conceptual Framework

Evaluation Questions	Indicators	Data Sources
To what extent is DRF achieving or making progress towards the achievement of planned results?	Actual versus planned results as identified in DRF logframe Stakeholders' perceptions on DRF effectiveness and key contributions	Independent evaluation
To what extent are results achieved benefitting or likely to benefit the most vulnerable groups, thus supporting a more inclusive and equitable society?	Percentage of DRF's grantmaking allocated to Least Developed Countries Percentage of DRF's grantmaking allocated to DPOs reaching out to children Percentage of DRF's grantmaking allocated to women-led DPOs Percentage of DRF's grantmaking allocated to DPOs outside the capital city Percentage of DRF's grantmaking allocated to marginalized groups (as defined by DRF) Trend over years in the percentage of DRF's grantmaking allocated to vulnerable groups (i.e. Least Developed Countries, DPOs reaching out to children, women-led DPOs, DPOs outside the capital city, marginalized groups as defined by DRF)	DRF's grant database
To what extent have DRF's management practices been sound, in particular with regard to monitoring cost drivers that are inherent to managing its grantmaking? To what extent has DRF been successful in keeping these costs stable over the years? To what extent can these costs be justified on the basis of the results achieved?	Average time spent by POs on key tasks associated to grant oversight Grantees' perceptions of the quality of support provided by POs Ratio between administrative costs and program costs (given the number of grantees and countries), per year Percentage of DRF's total budget going directly to grantmaking, per year DRF average staff salary compared to average salary calculated in the Grants Managers Network's salary and job survey Evidence (e.g. monitoring, reporting) of DRF management practices keeping grantees accountable for the use of funds and achievement of results	DRF financial data on budget, expenses, salaries, cost implications of each strategy DRF grant list Evaluations of DRF grantee convening meetings Evaluation of GAP and GMC meetings Global-and country-level stakeholders (GCM and GAP members, DRF staff, grantees, government representatives, CSOs, donors)

Appendix IX   Follow-up on the Recommendations from the 2012 External Evaluation of DRF

Recommendation from the 2013 external evaluation	Status of implementation	Notes
Recommendation 1: DFID should continue to support DRF	Fully implemented	A new partnership agreement was signed between DRF and DFID covering the period April 2013 - March 2016
Recommendation 2: The DRF Board of Directors should appoint a committee or individual to support the fundraising efforts of the Executive Director	Partially implemented	Susan Kagan was hired for the position of Development Coordinator in June 2013 to support the Executive Director to coordinate fundraising diversification efforts. The Board also initiated individual giving from Board members in 2013, and is working towards expanded fundraising responsibilities. (A new roles document will be developed out of the November 2014 Board meeting.)
Recommendation 3: DRF should address the need for increased organisational capacities of grantees	Partially implemented	As a pilot on this issue, the Uganda Capacity Fund was established in August 2012, and gave out its first 6 grants in March 2013, as well as an additional 14 grants in August 2014. The UCF provides organizational capacity-building grants to Ugandan DPOs doing rights advocacy work. The effectiveness of this model will have to be evaluated. In addition, in 2013, an MoU was signed between the Pacific Disability Forum and DRF to coordinate capacity-building efforts for PICs DPOs. Development of an action plan around this is underway.
Recommendation 4: DRF should develop clear country exit strategies and emphasise their importance in grant agreements	Fully implemented (ignoring the grant agreement recommendation)	DRF finalized its general exit strategy in July 2013. The Exit Strategy specifies the criteria and steps towards determining exit from and exiting a country. In addition to the general exit strategy, specific exit steps are created for each country. The RfP was expanded to include specific questions asking grantees to provide information on: i) how they plan to sustain the project beyond the grant period; ii) what other funding options there are for the project; and iii) whether the grantees would be able to carry out the project if funding is reduced. It was determined that exits should not be mentioned in grant agreements as this is not standard donor practice.

Recommendation from the 2013 external evaluation	Status of implementation	Notes
Recommendation 5: DRF Program Officers should collect and share knowledge across countries to leverage successful advocacy interventions or initiatives	Partially implemented	DRF Program Officers are a small team (only 4 people) who often share information. Formal sharing mechanisms have included regular program team meetings (under the Senior Program Officer in 2011-12), as well as sharing during Boston team meetings in June every year. In 2013, the PO for Strategic Partnerships created a PO rights training, which included sharing lessons learned on rights implementation and also, accompaniment of POs on some Grantee Convenings, for the purpose of provision of technical assistance to grantees. This accompaniment enabled sharing of knowledge across regions. In 2014, a Program Director was hired in July to provide a more directed way to build the team, standardize PO approach to grantee oversight, and share information.
Recommendation 6: DRF Program Officers should develop and incorporate a gender strategy in DRF's strategic planning and work	Not implemented	While no strategy has been developed, DRF has incorporated ways to assess the inclusion of women in grantee organizations, and has worked hard to identify potential grantees of WWDs. In addition, in 2014, DRF has worked with a new VAW initiative at Harvard to ensure that WWDs from around the world are included and a disability perspective is ensured in this global initiative.