



**UNPRPD** 

Partnership on the Rights of Persons with Disabilities

# **Strategic Operational Framework**

## **2020–2025**



**July 2020**

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# Acronyms and abbreviations

<b>CCA</b>	Common Country Analysis
<b>CRPD</b>	The Convention on the Rights of Persons with Disabilities
<b>DCO</b>	[United Nations] Development Coordination Office
<b>DFAT</b>	[Australian] Department of Foreign Affairs and Trade
<b>IASG</b>	Inter-Agency Support Group
<b>IDA</b>	International Disability Alliance
<b>IDDC</b>	International Disability and Development Consortium
<b>ILO</b>	International Labour Organization
<b>JP</b>	Joint Programme
<b>MC</b>	[UNPRPD] Management Committee
<b>MoU</b>	Memorandum of Understanding
<b>MPTF</b>	Multi-Partner Trust Fund
<b>OHCHR</b>	Office of the High Commissioner for Human Rights
<b>OPD</b>	Organization of Persons with Disabilities
<b>PB</b>	[UNPRPD] Policy Board
<b>PUNO</b>	Participating UN Organization
<b>RC</b>	Resident Coordinator
<b>SDG</b>	Sustainable Development Goal
<b>TS</b>	[UNPRPD] Technical Secretariat
<b>UN Women</b>	United Nations Entity for Gender Equality and the Empowerment of Women
<b>UNCT</b>	United Nations Country Team
<b>UNDESA</b>	United Nations Department of Economic and Social Affairs
<b>UNDIS</b>	United Nations Disability Inclusion Strategy
<b>UNDP</b>	United Nations Development Programme
<b>UNESCO</b>	United Nations Educational, Scientific and Cultural Organization
<b>UNFPA</b>	United Nations Populations Fund
<b>UNICEF</b>	United Nations Children’s Fund
<b>UNPRPD</b>	UN Partnership on the Rights of Persons with Disabilities
<b>UNSDCF</b>	United Nations Sustainable Development Cooperation Framework
<b>WHO</b>	World Health Organization

# EXECUTIVE SUMMARY



Since the United Nations Partnership for the Rights of Persons with Disabilities (UNPRPD) Multi-Partner Trust Fund (MPTF) was first established in 2011, the context has evolved, and there have been several key developments in the disability inclusion landscape. The Convention on the Rights of Persons with Disabilities (CRPD) continues to drive the discourse on disability inclusive development, and despite progress in monitoring and reporting of the CRPD, countries struggle to transform the CRPD into concrete policies, systems and services that uphold the rights of persons with disabilities. New developments include the adoption of the 2030 Agenda for Sustainable Development and related Sustainable Development Goals (SDGs), which promises to ‘leave no one behind’ with only a decade left to go, and the United Nations Disability and Inclusion Strategy (UNDIS), which seeks to promote a ‘whole-of-system’ approach to disability inclusion within the UN.

The UNPRPD MPTF, through its joint programming approach, is responding to these contextual challenges and opportunities with a new Strategic Operational Framework and revised theory of change, marking a shift from reactive to more proactive, results-oriented programming to drive implementation of the CRPD and disability inclusive SDGs. The new Strategic Operational Framework focuses on UNPRPD as a catalyst, facilitating a multi-stakeholder approach to accelerate the implementation of the CRPD and disability inclusive SDGs with meaningful participation of organizations of persons with disabilities (OPDs). This will be achieved by encouraging and supporting countries to develop and reform policies, plans, budgets, programmes and services to comply with the CRPD and inclusive SDGs by applying both disability-specific and disability-mainstreamed interventions. In addition, UNPRPD provides an avenue for facilitating and contributing to a unified response at the country level by the UN, advancing the UN’s collective response.

The Strategic Operational Framework focuses on three intersecting strategic approaches designed to equip national stakeholders with the knowledge and practical tools for disability inclusive policies and services at national level in both development and humanitarian contexts, addresses the gaps in achieving the essential building blocks or preconditions to CRPD implementation,<sup>1</sup> and supports disability mainstreaming of national development plans, seizing political willingness and commitments including SDG implementation. These strategic approaches include:

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## 1 **Catalytic funding for national and multi-country joint programming on disability inclusion**, which can be further broken down into three workstreams:

- A** Country-level joint programmes to accelerate CRPD implementation: Nationally-owned joint programmes on national priorities to advance the essential building blocks for CRPD implementation
- B** Disability inclusive national development planning and monitoring: Dedicated resources to support SDG processes to increase disability inclusion through the UN’s collective response
- C** Multi-country joint programmes to pilot CRPD implementation tools: Multi-country joint programmes to pilot and test knowledge management tools that provide concrete guidance on workable solutions for CRPD implementation

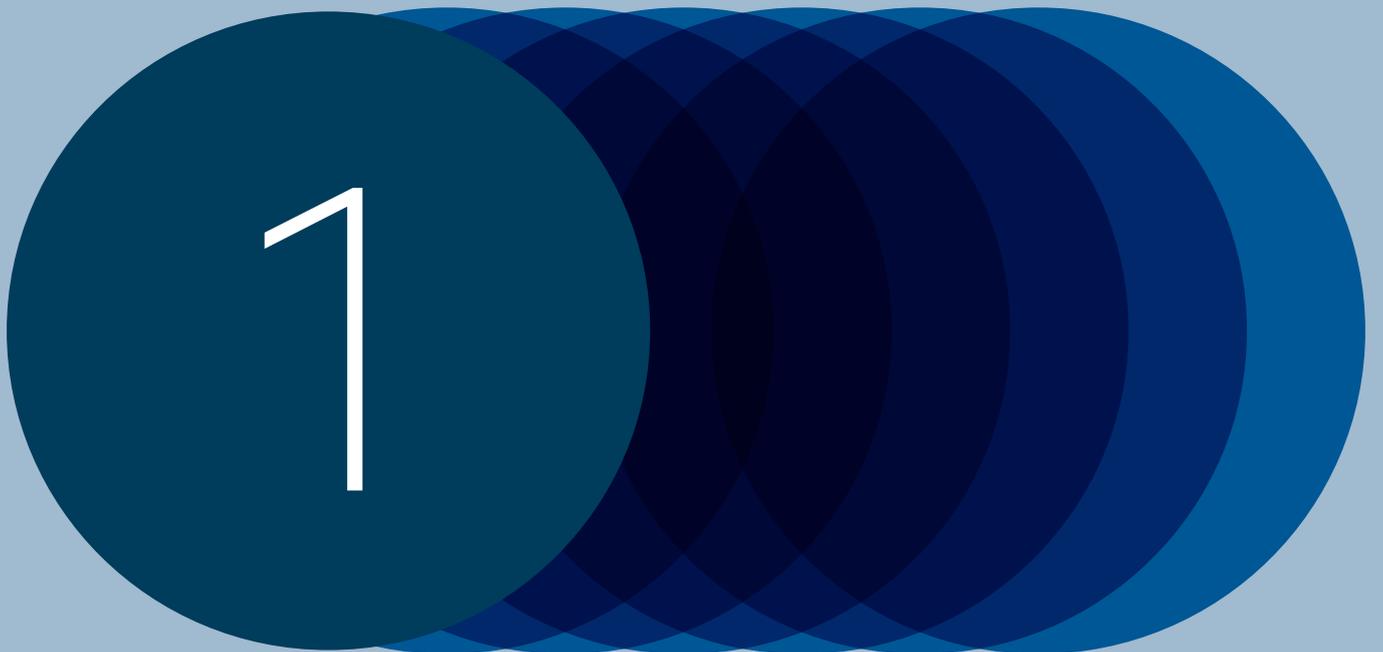
2 | **Knowledge management and lessons learned**, through members and others' partners, generating and sharing knowledge management tools and systems to address gaps in technical knowledge on the essential building blocks and preconditions for CRPD implementation and programme delivery

3 | **Context-relevant capacity building to support inclusive systems and policies**: The PRPD Secretariat identifies capacity building gaps through its implemented joint programmes and delivers targeted capacity building through its members, including IDA and IDDC as per their expertise along with other relevant actors to United Nations Country Teams (UNCTs), governments and OPDs to secure a unified understanding of the CRPD and how to translate it into practical implementation both in development and humanitarian contexts. Several cross-cutting approaches will be applied across UNPRPD's operations and strategic approaches, including a targeted push for increased inclusion of underrepresented groups of persons with disabilities, gender equality and fully integrated participation of OPDs.

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1 These include foundational aspects that are indispensable in addressing the requirements of persons with disabilities and should be considered in all public policy making and programming, such as accessibility, disability-specific support services, inclusive budgeting and more.

# CONTEXT



# Progress in implementing the Convention on the Rights of Persons with Disabilities

The Convention on the Rights of Persons with Disabilities (CRPD) was adopted by United Nations General Assembly resolution 61/106 of 13 December 2006 with the aim to “protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities, and to promote respect for their inherent dignity.” Since then, this landmark human rights treaty has been used to challenge discrimination, stereotypes, prejudices, harmful practices, stigma, and social, economic, and political exclusion of persons with disabilities worldwide.

To date, 181 States have ratified the CRPD, and 9 States have signed the treaty, leaving just 8 States who have not yet taken action. Yet despite the success in ratification, progress in implementing the CRPD has been slow for a number of reasons.

Firstly, there are enormous challenges in overcoming the long history of ableism, discrimination, stigma, exclusion and dehumanization of persons with disabilities. While this is experienced by all persons with disabilities, there are groups of persons with disabilities who experience even greater marginalization.<sup>2</sup> To overcome stigma and discrimination requires continuous awareness-raising and promotion of the rights of all persons with disabilities in addition to CRPD compliant laws, policies and service delivery systems. Furthermore, the awareness-raising and interventions to address discrimination and social exclusion must consider the marginalized groups as well as the multiple and intersecting forms of discrimination experienced by some marginalized groups of persons with disabilities, especially women and girls with disabilities.

Secondly, decision-makers and people responsible for implementing the rights of persons with disabilities on the ground often lack technical knowledge and may not have access to resources, tools and expertise to guide practical change. Therefore, governments have difficulties translating the CRPD into concrete action. Where expertise does exist, there may not be global or even national consensus on what works, which can create confusion for decision-makers.

Preconditions to CRPD implementation include non-discrimination frameworks that prohibit discrimination and guarantee access to reasonable accommodation, accessibility, participation of persons with disabilities, access to disability-specific support services, inclusive budgeting and more.

Thirdly, quality data on persons with disabilities and the evidence base on what works to practically implement the CRPD is still limited. This also includes a lack of learning between countries on successful ways to implement the CRPD. This lack of data and information contributes to the exclusion of persons with disabilities in official statistics, presenting obstacles in ensuring persons with disabilities are included in plans. Although there are global efforts to improve disability-disaggregated data, progress is slow.

Fourthly, OPDs are often underfunded and need additional capacity support to adequately hold governments to account. A strong civil society is necessary to inform policy and budgeting processes and to monitor the implementation of the CRPD and the SDGs. Where OPDs are engaged, it is often tokenistic or does not allow adequate time or space for meaningful engagement. Therefore, it is critical for stakeholders to increase partnerships, including funding and capacity building, between OPDs and governments, UN entities and civil society; this will help to fill this gap. Moreover, stakeholders must better understand how OPDs can meaningfully participate in decisions that affect them.

Finally, a lack of dedicated financial resources and political will continue to be significant barriers in many countries. National, regional and global pressure as well as targeted investment in countries where there is underinvestment and lack of attention to CRPD implementation is needed to overcome stoppages in CRPD compliance.

While there are challenges in implementing all of the provisions of the CRPD, there are some emerging trends on the gaps and barriers to implementation, evidenced in various CRPD implementation tools, such as CRPD General Comments and thematic reports of the UN Special Rapporteur of the Rights of Persons with Disabilities. Many of these tools demonstrate that States lack understanding of the General Principles of the CRPD in Article 3<sup>3</sup> and the essential building blocks or preconditions needed to ensure disability inclusive development. These preconditions relate to these principles and cut across all of the articles of the CRPD. They include foundational aspects that are indispensable in addressing the requirements of persons with disabilities and should be considered in all public policy making and programming. These include non-discrimination frameworks that prohibit discrimination and guarantee access to reasonable accommodation (including assistive technology), accessibility, participation of persons with disabilities, access to disability-specific support services, inclusive budgeting and more. They significantly improve the effectiveness and efficiency of policies and programmes for persons with disabilities.<sup>4</sup>

While discourse on CRPD implementation has been largely centered on the core principles and preconditions of the rights of persons with disabilities, this is starting to shift to increased discourse on implementation of employment, education, access to justice, and other key policy areas. It is therefore a critical moment to support this shift and the ongoing efforts to firmly establish the CRPD's core principles and preconditions, but also to work in collaboration to encourage and support the translation of the CRPD into concrete policies and programmes through a cohesive approach.

## SDGs and persons with disabilities

Persons with disabilities have been historically excluded from most international development initiatives and were not referenced in the Millennium Development Goals. In September 2015, UN Member States adopted the 2030 Agenda for Sustainable Development and its Sustainable Development Goals (SDGs). The SDGs contain 11 explicit references to persons with disabilities, are broader in scope, and explicitly underscore the importance of ‘leave no one behind’ as a foundational element. In addition, significant progress was made in promoting the use of the Washington Group Questions as a means of collecting disability-disaggregated data on the progression of SDG targets and indicators.

This provides significant space for the inclusion of persons with disabilities in international development initiatives and more broadly across society. However, to turn these political commitments into meaningful action, persons with disabilities must be included in the design and delivery of national initiatives to implement the SDGs; data collection efforts by National Statistical Offices; and the national, regional and global monitoring and review processes to hold decision-makers to account in alignment with the relevant internationally agreed guidelines and standards adopted by the UN Statistical Commission and in line with the UN inter-agency group on the issue of data and statistics, monitoring and evaluation.<sup>5</sup>

Despite considerable efforts across international development actors, persons with disabilities remain left behind in many areas; they are often not included in national planning or data collection efforts and therefore are not mainstreamed into national development plans and budgets.<sup>6</sup> In addition, the overall progress in achieving the SDGs by 2030 has been insufficient, and there is increasing acknowledgement that the pace needs to quicken. With 10 years to go, the UN has ushered in a Decade of Action to ambitiously step up

efforts to deliver the SDGs by 2030. Therefore, the next five years are critical for ensuring that persons with disabilities are not left behind as development actors enhance efforts to achieve the SDGs.

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# Disability inclusion in the UN system

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## **UN Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities (IASG-CRPD)**

In 2006, the UN Chief Executives Board (CEB) established the IASG-CRPD, and the first meeting was convened in 2007, following the adoption of the CRPD. The group is tasked with promoting compliance with the principles of the CRPD and increasing the scale and effectiveness of the UN's involvement in disability issues. The UN General Assembly urged the UN system to make a concerted effort to integrate disability into its work and encouraged the IASG to continue working to ensure that development programmes—including internationally agreed development goals, policies, processes and mechanisms—are inclusive of and accessible to persons with disabilities. The co-Secretariat, the United Nations Department for Economic and Social Affairs (UNDESA) and Office of the High Commissioner for Human Rights (OHCHR), as well as a rotating chair, convened meetings to discuss the UN system collaboration. A working group was established to develop a system-wide action plan on disability inclusion, which provided the basis for establishing the United Nations Disability Inclusion Strategy. Currently, the IASG-CRPD addresses mainstreaming in the global policy agenda and seeks to complement work of the UN and other networks.

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## **UN Disability Inclusion Strategy**

In June 2019, the UN Secretary-General launched the United Nations Disability Inclusion Strategy (UNDIS) to achieve transformative and lasting change on disability inclusion. UNDIS is a cohesive, system-wide policy and accountability framework promoting disability inclusion through a 'whole-of-system' approach throughout the UN. The policy establishes the UN's vision for disability inclusion and reaffirms a common commitment at the highest levels. It was developed through a system-wide effort that included an extensive consultation process.<sup>7</sup>

The UNDIS sets forth a policy and accountability framework. The policy includes the UN vision on disability inclusion and reaffirms a common commitment at the highest levels of the UN, focusing on leadership, strategic planning and management; inclusiveness; programming; and organizational culture. The accountability framework includes common-system indicators against which progress of UNDIS is measured, 15 at entity level and 14 at UNCT level. Some 60 UN entities, 130 UNCTs, and 5 inter-agency mechanisms, including UN-PRPD, are responsible for implementing UNDIS.

## UN reform and disability inclusion

A number of recent UN reform processes and strategy documents provide opportunities to contribute to disability inclusion at the country level, whether through mainstreaming disability in system-wide approaches or through UNPRPD's joint programming.

The 2017 UN Secretary-General report on the UN Development System noted that "...the United Nations development system needs to be much more cohesive and integrated at the country level to expand the offer of 'whole-of-system' expertise to countries."<sup>8</sup>

The newly developed United Nations Sustainable Development Cooperation Framework (UNSDCF) in 2019 is the central instrument for planning and advancing UN activities at country level to support the implementation of the SDGs, guiding the country-level programming cycle, including planning, implementation, monitoring, reporting and evaluation of UN activities to support SDG implementation. Planning under the Cooperation Framework involves a Common Country Analysis (CCA) of the national development situation and SDG priorities, resulting in a more coordinated effort to progress the SDGs. The SDG targets and indicators are the default monitoring framework of the Cooperation Framework, informed by country-defined disaggregated baselines. There is a growing imperative to integrate disability inclusion into the Cooperation Framework to ensure greater mainstreaming and inclusion of persons with disabilities in national development plans and policies and for UNPRPD-funded programmes to contribute to UNSDCF, SDGs and national development plan outcomes. In countries where the UNPRPD has been operating, it has positively influenced the mainstreaming of disability within the development cooperation frameworks.

Finally, global commitments have been made to ensure the needs and rights of persons with disabilities are taken into account in humanitarian action. During the World Humanitarian Summit in 2016, governments, UN entities, non-governmental organizations (NGOs) and other actors recognized that humanitarian policies, procedures and programmes that seek to include persons with disabilities must be strengthened and systematized. Following this formal commitment, the Inter-Agency Standing Committee (IASC) issued system-wide guidelines on how to include persons with disabilities in humanitarian action. These guidelines have been designed to provide practical information for humanitarian actors and other relevant stakeholders in humanitarian programming and coordination and are meant to inform humanitarian processes and planning.

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- 2 This marginalized group of persons with disabilities can vary between countries, but often includes persons with intellectual disabilities, persons with psychosocial disabilities, persons with deaf blindness, persons with multiple disabilities, as well as persons with disabilities with intersecting identities or characteristics, such as indigenous people, refugees, migrants, ethnic minorities, women, older persons, persons living in rural settings, LGBTQI and more.
- 3 The principles include respect for individual autonomy and decision-making, non-discrimination, full and effective participation and inclusion in society, equality of opportunity, accessibility, equality between men and women with disabilities and respect for the evolving capacities of children with disabilities.
- 4 UN Special Rapporteur on the Rights of Persons with Disabilities, Promotion and protection of human rights: human rights questions, including alternative approaches for improving the effective enjoyment of human rights and fundamental freedoms, A/71/314, 9 August 2016.
- 5 <https://www.un.org/development/desa/disabilities/resources/monitoring-and-evaluation-of-inclusive-development.html>
- 6 Lockwood, E. M. '2030 Agenda for Sustainable Development,' 2020.
- 7 In July 2018, the UN Special Rapporteur on the Rights of Persons with Disabilities led a baseline analysis of disability inclusion within the United Nations system. Key findings from this document, which highlighted lack of systematic disability inclusion mainstreaming and gaps around the capacity to adopt a coherent and comprehensive approach to disability inclusion, have influenced the development of the UNDIS.
- 8 Report of the Secretary-General, December 2017, 'Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet.'

# UNPRPD AS A CATALYST



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# History and progress of UNPRPD

The United Nations Partnership on the Rights of Persons with Disabilities (UNPRPD) is a unique partnership that brings together UN entities, governments, OPDs and broader civil society to advance the rights of persons with disabilities around the world. It was established by a subset of members of the IASG-CRPD in 2011. The Partnership was created to foster collaboration between its members and complement their work around disability inclusion through UN Joint programming. The Partnership operates through a Multi-Partner Trust Fund (MPTF) established to channel resources for Participating UN Organizations (PUNOs). Since its operationalization in 2012, UNPRPD has supported over 49 joint UN programmes in 39 countries across various regions, mobilizing over US\$40 million.<sup>9</sup>

The UN entities participating in UNPRPD are the International Labour Organization (ILO), OHCHR, UNDESA, the United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), the United Nations Children’s Fund (UNICEF), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the World Health Organization (WHO). Other UNPRPD members include the International Disability Alliance with a permanent seat in the governing bodies as well as the International Disability and Development Consortium (IDDC).

UNPRPD is an effective vehicle for joint programming to help countries assess the actions they should take to implement the CRPD and to help build the legal and institutional capacities needed to do so.

Evaluations completed in 2014 and 2016 gave positive assessments of UNPRPD’s achievements. In 2014, an assessment commissioned by the Australian Department of Foreign Affairs and Trade (DFAT) found that UNPRPD represented value for money in terms of economy, effectiveness, efficiency and equity.<sup>10</sup> In 2016, the UNDP Independent Evaluation Office (IEO) conducted a comprehensive evaluation of UNDP’s contribution to disability inclusive development, including a review of UNPRPD. It concluded that UNPRPD is an effective vehicle for joint programming to help countries assess the actions they should take to implement the CRPD and to help build the legal and institutional capacities needed to do so.<sup>11</sup>

## For 2012–2019, UNPRPD MPTF has achieved the following:

- Mobilized **US\$39 million** and funded **49 joint programmes** at country, regional and global levels to advance the implementation of the CRPD
- Reached over **60 million persons** with disabilities in more than **40 countries** across all regions<sup>12</sup>
- Influenced over **60 governmental laws**, policies and strategies
- Supported **179 outcome-level interventions** to improve the delivery of services (e.g., education, health, livelihoods, social protection and disability support) and interventions to enhance accountability mechanisms through improved disability inclusive data collection systems and strengthened coordination and monitoring mechanisms
- Trained **64,800 government officials, service providers, UN staff and representatives from OPDs** on a range of topics, including implementation of the CRPD and SDGs as well as on various sectoral issues

As UNPRPD embarks on its new five-year Strategic Operational Framework in 2020, there is significant progress on which to build, including strong partnerships, key advancements in CRPD implementation and increased capacities of stakeholders responsible for implementing the CRPD and SDGs.

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## UNPRPD's unique role in advancing disability inclusion at country level

UNPRPD has been recognized by a diverse set of stakeholders as a successful inter-agency mechanism within the UN system, implementing effective and sustainable disability inclusive initiatives through its joint programming and partnerships. Given the multi-sectoral nature of disability inclusion, effective platforms for joint programming are critical for coordination and for leveraging the comparative advantages of individual UN entities. As the only UN inter-agency funding mechanism dedicated to the implementation of the CRPD, UNPRPD plays a unique role in advancing the rights of persons with disabilities through joint programming initiatives at the country level, bringing different UN entities together along with government, persons with disabilities and civil society. Furthermore, by bringing together multiple areas of expertise, the UNPRPD MPTF operating model provides fertile ground for innovation as well as shared learning across the UN.

UNPRPD's added value to advancing the rights of persons with disabilities and disability inclusive development includes:

## **1 | A multi-stakeholder approach to CRPD implementation and disability inclusive SDGs through a partnership model with meaningful participation of persons with disabilities**

UNPRPD is a collaborative partnership, working with a wide range of actors, including UN entities, UNCTs, governments, OPDs,<sup>13</sup> civil society and donors to facilitate policy and system change at country level, leveraging the UN's convening power. Through UNPRPD country-level joint programmes, meaningful engagement of OPDs is ensured through representation of OPDs in the UNPRPD programmes' governance mechanisms at country level. OPDs play a central role in programme design, implementation, learning, monitoring and evaluation. UNPRPD is fully committed to the value of national ownership, including meaningful participation of OPDs, and appreciates that its work in support of the CRPD must be demand-driven (i.e., reinforcing progressive local dynamics) and country-specific (i.e., responding to the particular circumstances and needs of each national context). The work of UNPRPD occurs at the intersection between the operating space defined by internationally agreed human rights standards of the CRPD and the priority interventions identified by national stakeholders.

## **2 | A wide network of joint programming across regions, themes and contexts that can be synthesized for knowledge sharing and capacity building**

UNPRPD's structures, approaches and programmes are designed to strengthen collaboration and learning across its diverse set of stakeholders in order to inform and promote CRPD implementation through innovation. Building on the experiences of its joint programmes and expertise of its members, the UNPRPD is well positioned to extract learning, facilitate the exchange of ideas and practices, and promote this shared learning through its wide network of programmes, supported by systems for managing knowledge, resources, tools and learning.

## **3 | Ability to influence disability mainstreaming at the country level in the UN system**

The UN system review on disability inclusive development by the UN Special Rapporteur on the Rights of Persons with Disabilities recognized the role and added value of the UNPRPD MPTF in disability mainstreaming<sup>14</sup> within the UN system. Data collected in the study indicated that the UNCTs that received funding from UNPRPD were more likely to substantially integrate persons with disabilities into the UN Development Assistance Framework (UNDAF), now the UN Sustainable Development Cooperation Framework (UNSDCF).

## 4 | **Unique role in supporting the implementation of UNDIS**

UNPRPD has played a vital role in advancing the CRPD at country level through joint programming, capacity building and knowledge management, serving as a convener within the UN system at country level as a partnership. Going forward, the UNDIS implementation will generate greater momentum and buy-in on disability inclusion across UN entities and UN country teams, making their systems and procedures more inclusive of persons with disabilities, thereby creating an enabling environment for the work of the UNPRPD. Similarly, the UNPRPD's direct support to disability inclusion at country level has the potential to directly and indirectly contribute towards several of the UNDIS indicators at both UN-entity and UNCT levels.<sup>15</sup>

Specific synergies between UNDIS implementation and UNPRPD efforts will be ensured. Additionally, UNPRPD will establish an earmarked funding window for UNDIS to channel resources to support costs related to UNDIS implementation. The UNDIS Unit will lead and manage the initiatives supported through this earmarked window and implement the UNDIS resource mobilization strategy.

## 5 | **Results-based experience of promoting a 'One UN' approach to disability inclusion**

The UNPRPD joint programming approach responds to the complexity of disability by integrating the different competencies of several UN organizations into a common programmatic platform. This process is expected to produce a number of benefits, including reducing overlaps and maximizing synergies within the UN system and facilitating common learning across multiple organizations. UNPRPD is committed to this process, which is aimed at a more effective, efficient, coherent, coordinated and better performing UN country presence.

## 6 | **Flexibility and cost-effective pooled funding**

By operating through a pooled funding mechanism, UNPRPD significantly reduces overhead and transaction costs for all partners, including donors, fund recipients and national counterparts. UNPRPD uses a comprehensive financial management system, which ensures transparency and access to real-time information on donors' contributions, expenditures and annual delivery rates. In addition, annual narrative and financial reporting ensures that value-for-money data supports decision-making processes.

Moreover, as a UN trust fund with dedicated financing and expertise on CRPD implementation, UNPRPD is well placed to engage with other trust funds that have a broader development focus, such as the SDG Joint Action Fund, the Spotlight Initiative and the Covid-19 MPTF, to support them in improving disability inclusion.

There is a need to scale up inclusive programming, knowledge and capacity building activities of national stakeholder groups, technical expertise and guidance, and joint initiatives that seek to build collaborative approaches. Therefore, effective platforms for joint programming and promoting disability inclusion, such as UNPRPD, will be critical for coordination and to leverage the comparative advantages of individual UN entities.<sup>16</sup>

## The 2020–2025 Strategic Operational Framework

UNPRPD is responding to the changing context within and outside the UN through a new Strategic Operational Framework. Implementation of the CRPD will continue to serve as UNPRPD’s central focus, concentrating attention on the essential building blocks and pre-conditions for disability inclusion. In addition, the UNPRPD MPTF will support the translation of UN’s collective promise to leave no one behind into tangible action for persons with disabilities, especially those left furthest behind. This Strategic Operational Framework marks a shift in focus from reactive to more proactive, results-based programming, by which UNPRPD seeks to play a catalytic role in the progressive realization of disability rights.

The new Strategic Operational Framework has been developed through a highly consultative process, including a survey of UNCTs, key informant interviews, workshops with donors, the Regional Economic Commissions, OPDs and the UNPRPD Management Committee (MC), as well as consultations with high-level decision-makers within the EOSG, UNDP and the Development Coordination Office (DCO).

More details can be found in Appendix B.

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9 Donors of the PRPD in order of contributions have been the following: Finland, Australia, DFID, Norway, Sweden, Mexico, Israel, Spain and Cyprus.  
10 Value for Money Assessment, DFAT, December 2014.  
11 Conclusion 2, Executive Summary, page xv, Evaluation of Disability-Inclusive Development at UNDP, Independent Evaluation Office, 2016.  
12 Number of persons with disabilities was recorded using sources from <https://unstats.un.org/unsd/demographic-social/sconcerns/disability/statistics/#/countries>; <https://datacatalog.worldbank.org/dataset/world-report-disability>. Prevalence % x Population (Year of Statistical Survey) was used to compute disability figures from the World Bank meta data on disability.  
13 UNPRPD is fully committed to consulting and actively involving all persons with disabilities, including women and children with disabilities and those most marginalized, through their representative organizations at all levels of UNPRPD’s work. Such efforts will advance the principle of full and effective participation enshrined in the CRPD—‘Nothing about us without us.’  
14 Strengthening the System: Foundations for a Disability Inclusive United Nations, Catalina Devandas, Special Rapporteur on the Rights of Persons with Disabilities, 2018  
15 UNPRPD will contribute towards progress on Indicators 2, 3, 4, 5, 8, 9, 10 and 13 of the UNDIS UNCT Accountability draft Scorecard and Indicators 5, 12 and 14 of the UNDIS Entity Accountability Framework.  
16 United Nations (2019). United Nations Disability Inclusion Strategy.

# **GUIDING PRINCIPLES & CROSS- CUTTING APPROACHES**



**3**

# Guiding principles

The UNPRPD's work during this strategic programming period will be guided by several cross-cutting principles<sup>17</sup> that reflect its vision and that align with the underlying principles of the CRPD and the normative and operational standards of the UN system:

- Promote **all human rights of all persons with disabilities** with the CRPD serving as the foundation of UNPRPD's work
- Promote respect for inherent **dignity, individual autonomy** and **independence** of persons with disabilities
- Promote **non-discrimination, accessibility** and **equality of opportunity** for persons with disabilities
- Promote full and effective **participation** and **inclusion in society** of persons with disabilities, including the most marginalized groups of persons with disabilities
- Promote **respect for difference** and acceptance of persons with disabilities as part of human diversity and humanity
- Promote **gender equality**, including between women and men with disabilities
- Promote respect for the evolving **capacities of children** with disabilities and respect for the right of children with disabilities to preserve their identities
- Commit to a multi-stakeholder and the One UN approach
- Address systemic attitudinal and environmental barriers to **social inclusion**

# Cross-cutting approaches

A number of cross-cutting approaches will be intrinsically considered and applied across UNPRPD structures, processes and programmes to ensure full and meaningful participation of all persons with disabilities.

## Ensuring the inclusion of marginalized and underrepresented groups of persons with disabilities

UNPRPD recognizes that all persons with disabilities face barriers to full and equal enjoyment of human rights, but persons with certain types of disabilities<sup>18</sup> may experience even greater marginalization and exclusion. Moreover, the barriers that persons with disabilities face are often exacerbated when multiple grounds of discrimination such as gender, age, race, ethnic origin, and other identities or characteristics intersect.<sup>19</sup> The views and requirements of these groups are often not well represented in policies, programmes and services, as well as in civil society engagement, including OPDs.

The UNPRPD MPTF will promote and support the inclusion of marginalized and underrepresented groups of persons with disabilities through the following steps:

- Create **guides for UNCTs** on identifying and including underrepresented groups in programme analysis, design and delivery and policy briefs for governments on ways to ensure underrepresented groups are included in policies, reforms and systems
- Generate **learning** on what works to support the inclusion of underrepresented groups, engaging with IDA and its relevant members, to establish best practices
- Develop **knowledge management** and **capacity building** tools to support the inclusion of underrepresented groups
- Adopt a **twin-track approach** to support targeted programmes to address the specific requirements of underrepresented groups, as well as mainstreamed efforts to include them in all programmes
- Adopt **measures to ensure proposals for joint programmes** assess the inclusion of underrepresented groups
- Ensure **reasonable accommodations** for the inclusion of representatives of underrepresented groups in UNPRPD-funded activities
- Encourage the **inclusion of underrepresented groups** in UNPRPD programme and governance structures
- Develop **systems to monitor** the inclusion of underrepresented groups in UNPRPD programmes

## Addressing gender inequality and advancing the rights of women and girls with disabilities

The UNPRPD MPTF recognizes the intersectional nature of disability and Article 6 of the CRPD. UNPRPD will seek to promote gender equality and advance the rights of women and girls with disabilities. To do so, UNPRPD will take a multi-pronged transformative approach to address intersectional discrimination faced by women with disabilities through gender mainstreaming, gender-specific targeted interventions, and the empowerment and participation of women and girls with disabilities.

### **A** Gender mainstreaming

UNPRPD joint programmes will systematically include a gender perspective, building on the UN system experience in gender mainstreaming at programme level. Below are examples of measures to be taken:

- Gender analysis to inform the design, implementation and monitoring of UNPRPD joint programmes
- A gender-responsive results framework that includes specific, measurable outcomes and indicators of gender equality and empowerment of women and girls with disabilities
- Collection of sex- and disability-disaggregated data and statistics to inform programme development, implementation and monitoring
- A training module on intersectionality, including on gender and disability, which will be available for UN staff and UN partners to inform gender responsive and disability inclusive programming
- Inclusion of gender considerations in knowledge management tools and systems

### **B** Targeted interventions

The UNPRPD MPTF will support initiatives specifically targeted to advance the rights of women and girls with disabilities, e.g., programmes and tools to address access to gender-based violence response services, access to sexual and reproductive health, women's decision-making autonomy and economic empowerment and independence.

## **C Participation**

UNPRPD governance structures are arranged to ensure that women with disabilities are represented in consultations and decision-making and are enabled to participate equally throughout the design, implementation and monitoring of UNPRPD initiatives. Support will be provided to ensure women with disabilities, including the most marginalized, are represented in decision-making platforms to influence policy and systemic reform, planning, and budgeting processes. Moreover, participation will be supported through the design of a gender-responsive budget with reporting from programme teams. In UNPRPD-funded programmes, efforts will be made to build bridges between women's organizations and organizations of women with disabilities to support joint advocacy and capacity building. Organizations of women with disabilities and women leaders with disabilities will be supported through capacity building to promote their participation in broader gender and disability policy processes and SDG and CRPD monitoring beyond the UNPRPD programme.

### **Enabling full and effective participation of persons with disabilities**

The UNPRPD MPTF recognizes the full and effective participation of persons with disabilities and OPDs in the implementation and monitoring of the CRPD at country level, including the national coordination and implementation infrastructure around CRPD implementation. In accordance with CRPD Articles 4.3 and 33.3 as well as the CRPD Committee General Comment 7, the UNPRPD MPTF will place the meaningful engagement of OPDs at all levels across its operations and programmes, including the most underrepresented groups of persons with disabilities.

The International Disability Alliance (IDA) plays an important role in the UNPRPD's governance structure as a full member of UNPRPD's Policy Board (PB) and Management Committee and will continue to do so. Additionally, through joint programming UNPRPD aims to achieve the following:

- **Build stronger working relationships between OPDs, UN entities and governments** on legislative and policy change and service delivery reform processes at the national level
- **Support the development of accountability mechanisms** at national, regional and global levels to monitor CRPD and SDGs. This will be done in UNPRPD countries by building OPD capacity to use disability inclusive development indicators and by convening and strengthening multi-stakeholder monitoring platforms (OPDs, governments, UN) to advance CRPD and SDG monitoring
- **Facilitate coordinated and cohesive training**, especially multi-stakeholder training, and technical assistance to build OPD capacity in reforming national and sub-national processes to advance the implementation of CRPD and SDGs

- **Build capacities of governments and UN agencies** by sharing lessons learned from UNPRPD joint programmes to encourage further engagement with the disability movement in the implementation and monitoring of CRPD compliant policies and programmes, including effective budgeting for meaningful OPD engagement
- **Ensure accessibility and reasonable accommodations** to facilitate full and effective participation of persons with disabilities in UNPRPD joint programmes, including timely consultation processes
- **Ensure OPD participation in UNPRPD programme governance structures**, including representation of women with disabilities and underrepresented groups of persons with disabilities to inform planning, implementation and monitoring of UNPRPD initiatives
- **Establish systems for tapping into OPD technical expertise**, e.g., linking with Bridge alumni, to contribute advice on programme activities, including reviewing programme proposals, as well as knowledge management and capacity building tools and outputs

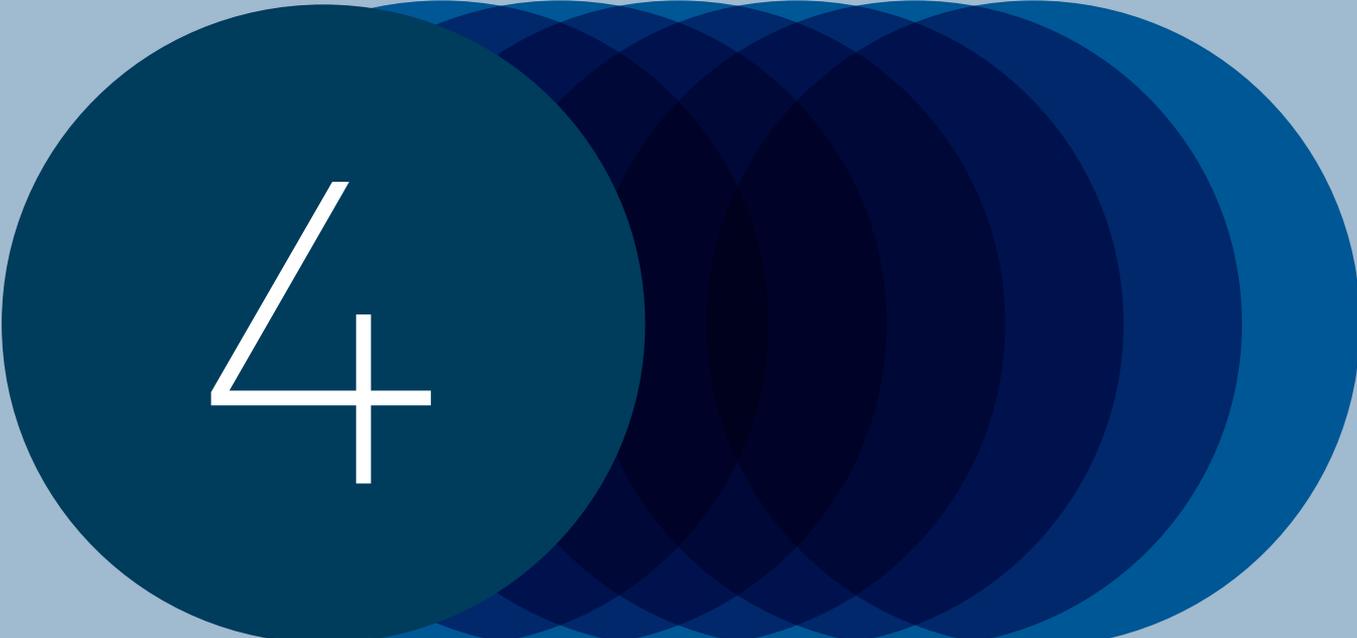
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17 Internal guidance on how these cross-cutting principles will be applied to UNPRPD JPs will be developed.

18 These may include persons with intellectual and/or psychosocial disabilities, persons with deafblindness, persons with multiple disabilities and a number of other groups, depending on the context.

19 These may include indigenous people, migrants, refugees, older persons, children and youth, persons living in rural settings, LGBTQI, ethnic minorities and more.

# IMPACT GOAL & THEORY OF CHANGE



4

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# Vision, mission and impact goal

At the core of this strategic framework is UNPRPD MPTF's vision, mission and impact goal. They collectively summarize UNPRPD MPTF's values and the change we want to see in the world. They form the basis for all activities under the new Strategic Operational Framework.

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## UNPRPD MPTF's Vision

The rights of all persons with disabilities are fully respected, protected and fulfilled, and all persons with disabilities fully and equitably participate in society.

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## UNPRPD MPTF's Mission

To support countries to accelerate the implementation of the CRPD and disability inclusive SDGs for all persons with disabilities with the full involvement of OPDs.

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## UNPRPD MPTF's Impact Goal

Reduce the inequality and exclusion for all persons with disabilities within and across countries.

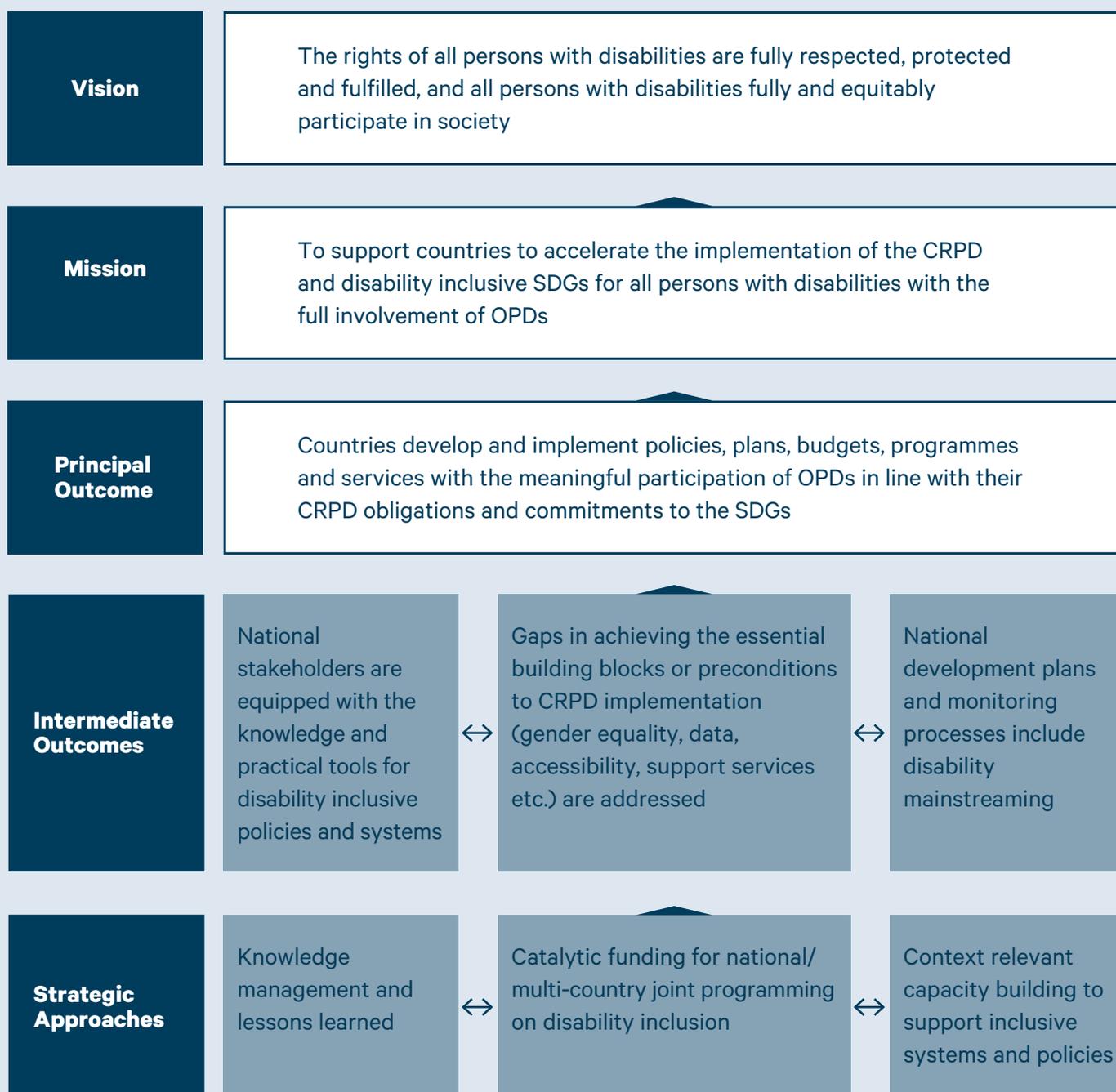
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# Theory of Change

UNPRPD’s Theory of Change reflects its catalytic role and collaborative approach in advancing CRPD implementation and disability inclusive SDGs at country level. The Theory of Change is guided by UNPRPD’s vision and mission outlined above and draws upon UNPRPD’s unique value propositions.

Figure 1

## Visual depiction of UNPRPD’s Theory of Change



The UNPRPD MPTF's overarching vision is for the rights of persons with disabilities to be respected, protected and fulfilled and for all persons with disabilities to fully participate in society. To contribute to this, UNPRPD MPTF's mission for the strategic period is to support countries to accelerate the implementation of the CRPD and disability inclusive SDGs for all persons with disabilities with the full involvement of OPDs. The UNPRPD MPTF supports reforms of structures and systems in order to advance CRPD implementation, prioritizing low- and middle-income countries.

The UNPRPD MPTF will achieve its mission by supporting countries to design, implement and reform national policies, plans, budgets, programmes and services with the meaningful participation of OPDs so that they comply with the CRPD and disability inclusive SDGs. This represents UNPRPD MPTF's Principal Outcome, which is applied through a twin-track approach, i.e., a combination of targeted disability-specific and disability-mainstreaming interventions. In addition, UNPRPD applies its cross-cutting approaches across all of its work to ensure the inclusion of marginalized and underrepresented groups of persons with disabilities, address gender inequality and enable the full and effective participation of persons with disabilities and their representative organizations through its joint programmes, knowledge management and capacity building efforts.

UNPRPD's Principal Outcome can be further broken down into three key interventions or Intermediate Outcomes:

- **National stakeholders are equipped with the knowledge and practical tools for disability inclusive policies and systems** –This Intermediate Outcome involves equipping national stakeholders—including governments, OPDs, civil society and UNCTs—with knowledge about how systems and policy development work with tools to implement the CRPD and promoting disability inclusion in SDG implementation in their respective countries. Evidence will be produced through the generation and exchange of lessons learned deriving from implemented programmes on what works for disability inclusion.
  
- **Gaps in achieving the essential building blocks or preconditions of CRPD implementation (gender equality, data, accessibility, support services, etc.) are addressed** –To achieve UNPRPD's Principal Outcome, this core Intermediate Outcome is focused on supporting countries to develop CRPD compliant laws, policies and service delivery systems to address gaps in the building blocks or preconditions of disability inclusion. This must be grounded in the meaningful participation of OPDs. These preconditions include, for example, CRPD compliant laws and policies developed through a multi-sectoral approach, strengthened and integrated disability data systems, multi-sectoral disability assessment processes, inclusive planning and budgeting processes, standards for accessibility and universal design, assistive technology systems, development of disability-specific support services and more. Addressing gaps in achieving these preconditions will ensure greater success in achieving implementation across the entire CRPD.

→ **National development plans and monitoring processes include disability mainstreaming** – This Intermediate Outcome involves countries actively taking into account the requirements and rights of persons with disabilities across their planning and monitoring processes in order to achieve disability inclusive SDGs. The most effective entry point for ensuring SDGs are disability inclusive is the multi-stakeholder planning processes at the country level. When disability is mainstreamed into national development plans, disability inclusive SDGs can be realized, and mainstreamed policies and programmes on the ground will increase.

In order to operationalize the three Intermediate Outcomes, UNPRPD will put into effect the following three strategic approaches over the next five years.

## 1 | **Catalytic funding for national and multi-country joint programming on disability inclusion**

This is UNPRPD's principal strategic approach and core activity. Joint programming will be delivered across three funding streams to support a) national and sub-national level development and reform of policies, services and systems to address gaps in achieving the preconditions and essential building blocks to achieve disability inclusive development and implementation of the CRPD; b) national development planning and monitoring to advance disability inclusive SDGs; and c) multi-country piloting of practical tools for CRPD implementation for deeper analysis of the building blocks and preconditions to disability inclusive policies and systems with a view to refining and scaling up. The primary focus will be on lower- and middle-income countries, fragile and humanitarian contexts, least-developed countries and countries within the bottom 50 of the Human Development Index.

## 2 | **Knowledge management and lessons learned**

A key strategic approach to ensuring effective delivery of joint programmes is the development and use of knowledge management tools and systems on the essential building blocks or preconditions for disability inclusive development informed by country programme needs. This will involve capturing learning across UNPRPD programmes, sharing and exchanging learning, and producing knowledge management products by UNPRPD members and other relevant actors. Knowledge sharing and generation of evidence from country-level practices will be closely tied to the production of global knowledge on disability inclusion to further influence implementation on the ground.

# 3

## **Context-relevant capacity building to support inclusive systems and policies**

This strategic approach will target national multi-stakeholder groups to ensure the success of UNPRPD programmes, comprising UNCTs, OPDs, civil society and governments to ensure a unified understanding of the CRPD and disability inclusive approaches along with solutions to challenges in progressing inclusive systems and policies. It will be provided through face-to-face trainings, online or remote seminars, and technical assistance from experts. In addition, UNPRPD will deliver capacity building at the global, regional and country level to respond to evolving needs while focusing on learning from UNPRPD programmes.

# STRATEGIC APPROACHES



5

Country-level joint programming is UNPRPD’s core focus and unique value proposition. It is the top strategic priority to achieve desired impact and will comprise the majority of UNPRPD funds. Under the Strategic Operational Framework 2020–2025, country-level joint programming will be supported by two additional strategic approaches ensuring that activities will be mutually supportive.

Figure 2

## Conceptual integration of the three strategic approaches



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# Strategic Approach One

Catalytic funding for national and multi-country joint programming on disability inclusion

## Rationale

With the implementation of the Sustainable Development Agenda 2030 underway, it is important that Member States and their implementation partners deliver on their CRPD commitments and implementation of CRPD compliant SDGs quickly. Given the multi-sectoral nature of disability inclusion, effective platforms for joint programming are critical for coordinating and leveraging the comparative advantages of multiple stakeholder groups.

UNPRPD MPTF is fully committed to the value of national ownership. Hence, all programming under this strategic approach will be both demand-driven (i.e., reinforcing progressive local dynamics) and country-specific (i.e., responding to the particular strategic opportunities, priorities and needs of each national context). In addition, meaningful participation of OPDs in the planning, implementation and monitoring of UNPRPD joint programming remains a cornerstone. Emerging trends at country level influence the thematic focus of UNPRPD programmes, e.g., a thematic call for proposals to respond to challenges as a result of the COVID-19 pandemic. This approach enables UNPRPD to respond to a changing environment.

UNPRPD is uniquely placed to deliver joint programming since it is the only UN inter-agency funding mechanism dedicated to the implementation of the CRPD. It is therefore well positioned to further advance UN systemwide coherence in promoting disability inclusion at the country level through a joint programming approach.

**This strategic approach will comprise around 80–85 percent of the annual budget and is further divided into three inter-related workstreams that advance country-level implementation of the CRPD through a combination of targeted disability-specific and disability-mainstreamed interventions.**

The three workstreams include:

## Workstream A

### Country-level joint programmes to accelerate CRPD implementation

#### Overview

This workstream will form the main pillar of work under Strategic Approach One and UN-PRPD's Strategic Operational Framework overall.

Implementation of the CRPD and disability inclusive SDGs has been slow, and countries do not fully grasp the barriers that block the enjoyment of rights by persons with disabilities. To advance CRPD implementation at the country level, the CRPD's core principles and the essential building blocks or preconditions for disability inclusive development must be translated into concrete inclusive policies, programmes and services and delivered through a cohesive, inter-sectoral approach.

Countries and other development actors must have the willingness and ability to accelerate implementation of the CRPD. Hence, this funding stream will be at the country-level, nationally-owned, and anchored in national priorities, responding to gaps in CRPD implementation based on analysis of the country's progress in producing CRPD-compliant results. More specifically, programmes will aim to address the essential building blocks or preconditions needed to achieve disability inclusive development and CRPD implementation.

Given the multi-sectoral nature of disability inclusion, this funding stream will support collaborative, unified action, leading to a collective, multi-sectoral response and leveraging the comparative advantages of individual UN entities. Programmes will be co-implemented by at least two UN entities jointly with government, OPDs, broader civil society and other relevant stakeholders.

**85–90 percent  
of the budget  
for Strategic  
Approach One**

This funding stream seeks to influence and step up systemic and normative national reforms to improve compliance with the CRPD and disability inclusive SDG implementation. Potential processes and structures to be targeted in joint programmes may include legislative and policy frameworks, the monitoring and accountability systems of governmental or non-governmental bodies, administrative systems, protection systems, data and evidence gathering systems, service delivery systems, and opportunities and processes for consulting and coordinating with persons with disabilities.

A core aspect will include the use and scale-up of UNPRPD knowledge management tools outlined in Strategic Approach Two. In addition, capacity building will also be a central component to ensure the success of joint programmes, as detailed in Strategic Approach Three.

## Activities

While proposals will need to be tailored to national contexts, examples of potential activities under this workstream include:

- Legislative or policy reviews
- Reform of national disability-specific legislation, policies and strategies
- Analysis of the impact of existing services on persons with disabilities
- Participatory design of inclusive and inter-sectoral service delivery
- Accessibility audit of the governmental ministries or national bodies or services
- Alignment of integrated data collection mechanisms with international recommendations

## Funding process and cycle

This funding stream will be administered through an annual call for proposals, and technical support to develop and implement proposals will be provided by the UNPRPD Technical Secretariat. Programme budget envelopes for each funding round will be decided depending on availability of funds. The UNPRPD Funding cycle for this approach will be based on three phases: 1) preparation and approval of a concept note, 2) development and quality assurance of the full joint programme, and 3) implementation and monitoring of the joint programme.

## Resources

This workstream will account for 85–90 percent of the budget for Strategic Approach One.<sup>20</sup> The UNPRPD MPTF seeks to target as many countries as possible and to proactively accelerate CRPD implementation. UNPRPD aims to direct an increasing amount of funding towards country-level joint programming over the 2020–2025 period with the proportion of annual budget devoted to this workstream increasing each year, based on available resources.



## Workstream B

### Disability inclusive national development planning and monitoring

#### Overview

Disability inclusion has been a silo in international development, often leading to separate programmes, systems and processes. The leave-no-one-behind principle at the core of the SDGs is at risk, and persons with disabilities are a significant constituent group that requires dedicated and targeted attention if this principle is to be realized. As development stakeholders step up efforts to achieve the SDGs in the Decade of Action, they require additional funding, knowledge and tools to ensure that persons with disabilities are not left behind in national development plans.

This funding stream, which will follow the open call approach as per Workstream A, focuses on improving and increasing the implementation of disability inclusive SDGs at country level by offering a core package of fundamental support to the UN's collective response to SDGs. This will help the collective efforts of UNCTs, governments, OPDs and broader civil society organizations to address national priorities and gaps concerning persons with disabilities in their national planning to advance the SDGs. Furthermore, this will contribute to turning the collective promise to leave no one behind into tangible action, specifically for persons with disabilities.

UNPRPD MPTF recognizes that UNCTs can play a pivotal role supporting countries to accelerate progress towards their CRPD obligations, and it is therefore crucial that UNCTs are themselves equipped with the willingness and ability to adopt a disability-inclusion lens across their activities.

Some of the processes that may be targeted under this funding stream include the CCA; the UNSDCF (UN Sustainable Development Cooperation Framework), including planning, monitoring and resource mobilization; Humanitarian Response Plans (HRPs) and Humanitarian Needs Overviews (HNOs); SDG monitoring mechanisms; and targeted policy reforms to accelerate SDG implementation.

## Activities

Examples of potential activities include:

- Conducting disability inclusive situational analysis
- Supporting disability mainstreaming within the CCA and UNCSD (e.g., results framework, inclusive budgeting, consultations with OPDs)
- Supporting UNCTs to generate data and evidence on disability at country level to inform planning
- Strengthening national disability planning by developing the capacity of national disability authorities and OPDs
- Supporting UNCTs to engage with OPDs in planning processes and monitoring mechanisms
- Supporting cross-country learning and mentorship between UNCTs to exchange and share learning with each other
- Supporting the design and implementation of a country's multi-sectoral disability inclusive humanitarian-development nexus plan

## Funding process and cycle

This funding stream will be administered annually through a call for proposals in line with UNCTs' planning timeframes. The elements of support outlined above are conceived as catalytic funding, and therefore are smaller amounts of funding designed to reach across more UNCTs. Because of the limited budget of these joint programmes, the selection process will be shorter and simpler.<sup>21</sup>

## Resources

This workstream is designed to be small and catalytic and will therefore account for 5–8 percent of the budget allocated for joint programming (Strategic Approach One).

## Workstream C

### Multi-country joint programmes to pilot CRPD implementation tools

#### Overview

Although most countries have ratified the CRPD, many continue to fall short of realizing their obligations. There are a growing number of CRPD legal tools, such as CRPD Committee General Comments and thematic reports produced by OHCHR and the UN Special Rapporteur on the Rights of Persons with Disabilities, that provide interpretation of norms and standards and useful guidance to governments to inform policy and practice. There are gaps, however, in translating this guidance into concrete, workable solutions and practices on the ground. In addition, governments lack understanding of the building blocks or preconditions of the rights of persons with disabilities, which are needed across all policy areas in order to ensure inclusive services, systems and policies.

This workstream focuses on programmes that engage in deeper analysis of the building blocks and preconditions to disability inclusive policies and systems, translating existing CRPD guidance into practical tools and models for implementation, and piloting these tools across multiple countries simultaneously. A core feature will be the piloting of select knowledge tools and guidance, outlined in Strategic Approach Two, with a view to refining these tools in order to scale up for country-level joint programmes in Workstream A. In addition, capacity building detailed in Strategic Approach Three will help to build understanding of knowledge management tools and technical policy areas of programmes.

Because CRPD implementation strategies and approaches need to adapt to the context, programmes will seek to test and pilot approaches across multiple countries, gather learning and evidence, and revise approaches and guidance to countries based on lessons learned. This enables UNPRPD to provide targeted funding to address common gaps and barriers in CRPD implementation, focusing on national implementation with the added benefit of multi-country learning. Multi-country joint programmes can be regionally focused or distributed across regions, depending on need, and will be delivered in at least two countries. These programmes will be implemented through the collaborative efforts of UNPRPD members, depending on their relevant expertise. In addition, programmes will involve both national and regional OPDs to ensure cross-fertilization of input and learning.

## Activities

Examples of activities include:

- Methods for making national budgeting processes disability inclusive
- Developing and testing accessibility standards across sectors
- Translating General Comments, OHCHR indicators, or other guidance on the CRPD into practical implementation or monitoring tools
- Developing modalities for disability-specific support services across sectors
- Piloting gender responsive service delivery models in cross-sectoral areas with a specific focus on the rights and requirements of the most marginalized

## Funding process and cycle

Multi-country initiatives will be designed and delivered by at least two global offices of the PUNOs in close collaboration with their regional offices and/or UN and non-UN regional bodies and regional OPDs. Programmes must be implemented in at least two countries.

## Resources

This workstream will account for 5–8 percent of the budget allocated for Strategic Approach One.

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# Strategic Approach Two

## Knowledge management and lessons learned

### Rationale

There are still significant challenges in bridging the gap between CRPD standards and the actual experiences of persons with disabilities, particularly in low- and middle-income countries. Decision-makers lack the technical knowledge, tools and resources to design and deliver CRPD-compliant measures to realize the rights of persons with disabilities. Where guidance exists on practical implementation of the CRPD, there may not be evidence or consensus on what works. However, as UNPRPD's programmatic experience at country level deepens, it increases its ability to capture and share knowledge and evidence across countries on CRPD implementation methods, approaches and promising practices particularly on systemic structural interventions.

The central aim of this strategic approach is to reduce the technical knowledge gap through knowledge management<sup>22</sup> and the development of tools and systems on the essential building blocks or preconditions for disability inclusive development and to further strengthen UNPRPD quality assurance processes both at country and global level. In order

to leverage synergies and promote collaboration, this strategic approach will facilitate joint, inter-agency policy and programmatic guidance, knowledge sharing and evidence generation on topics that cut across UNPRPD's participating organizations, including IDA, to ensure coordination with the disability rights movement knowledge management strategy and avoid duplication.

Under this strategic approach, the UNPRPD MPTF will facilitate and share learning emerging from implemented programmes, create global knowledge management products and tools, conduct research and generate evidence, and provide access to new and existing tools and resources through knowledge sharing mechanisms in order to support UNCTs and governments to implement the CRPD and disability inclusive SDGs with the active involvement of OPDs. Consultation with IDA about this component will take place to ensure close collaboration with the disability rights movement knowledge management strategy, avoid duplication and create opportunities for joint tool development. This may include, for example, consulting with OPDs to identify evidence gaps, facilitating access to existing resources, and linking with OPD communities of practice, technical groups, regional platforms, disability rights observatories, etc.

This strategic approach will strengthen the quality of joint programming and will be based on emerging needs and gaps from implemented programmes. Under Strategic Approach One, some knowledge management tools will be piloted in multi-country joint programmes (in Workstream C) and scaled up in use through the country-level joint programmes to address gaps in CRPD implementation (in Workstream A). Knowledge management tools and systems will also help to support and facilitate national development plans to implement inclusive SDGs (in Workstream B). In addition, knowledge management links to Strategic Approach Three through the delivery of capacity building of knowledge management tools.

### **Activities**

Examples of activities include:

- Generating evidence on effectiveness of best practices and proven approaches to promote changes
- Creating a platform for sharing technical resources with development, humanitarian, human rights, peace and security, and climate change actors
- Conducting a stocktaking exercise of existing disability inclusion and CRPD resources to compile a directory of existing tools and resources
- Facilitating a space for communities of practice and peer exchanges on technical topics and learning from disability inclusive programme implementation led by UNPRPD members and others
- Documenting and highlighting good practices in OPDs engagement within UNPRPD-funded programmes to share with UNCTs

### **Funding process**

The UNPRPD Technical Secretariat will monitor and synthesize insights from regional- and country-level programming on an ongoing basis to identify cross-cutting gaps in preconditions for disability inclusion. The CRPD Committee and the Special Rapporteur on the Rights of Persons with Disabilities may also contribute their insights and suggestions.

The Technical Secretariat will submit a list of priorities and areas of work to the MC on an annual basis for review.

The Technical Secretariat will liaise with organizations within and outside UNPRPD to commission the design and development of tools and resources that address the identified gaps and facilitate knowledge sharing. Expected implementation partners include UN entities, OPDs, universities, and think tanks.

### **Resources**

This strategic approach will utilize 5–8 percent of UNPRPD MPTF’s annual budget.

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## **Strategic Approach Three**

### Context-relevant capacity building to support inclusive systems and policies

#### **Rationale**

Realizing the rights of persons with disabilities requires the joint efforts of governments, OPDs, civil society, UN entities, and a range of other actors. Gaps in knowledge and skills of key stakeholders continue to be one of the key barriers to CRPD implementation and disability inclusive SDGs. Despite the success in CRPD ratifications, development actors lack understanding of its core principles and obligations as well as practical ways to implement them. Therefore, to ensure the success of UNPRPD joint programmes and wider understanding of the CRPD and disability inclusive SDGs, national development stakeholders require targeted capacity building tailored to the context and the learning needs of all actors.

A UNPRPD survey in 2019 showed that UNCTs currently have varying capacities to implement disability inclusive programming. Less than 20 percent of respondents reported having expertise in CRPD compliant programming while nearly half were only ‘somewhat familiar’ with the CRPD. Multiple respondents felt that awareness of disability among UN entities was still low and that introductory training on the rights of persons with disabilities for all UN staff was needed. Many respondents also felt that having access to experts, trainings, and one-to-one consultations on technical implementation issues while teams are working on disability inclusive programming would support stronger outcomes and longer-term learning. In addition, the survey highlighted the need to strengthen capacities of OPDs and governments, particularly around technical skills related to disability inclusive programming.<sup>23</sup>

Under this strategic approach, capacity building<sup>24</sup> will be provided in consultation with its members through face-to-face trainings, remote seminars or trainings, and technical assistance from subject-matter experts and will be available on demand to support implementing UNPRPD programmes in their planning and implementation of the CRPD and SDGs at the country level. The aim of capacity building is to support the delivery of UNPRPD joint programmes, secure a unified understanding of the CRPD and SDGs, translate the CRPD and SDGs into practical implementation, and address any challenges in programme implementation.<sup>25</sup> Capacity building activities will be tailored to the needs of the programme and the context; however, all UNPRPD country-level programmes at their inception will carry out capacity building activities to ensure knowledge around CRPD and disability inclusion is equally accessible to all implementing partners. In addition, there may be opportunities to combine capacity building initiatives across multiple programmes, where learning needs are comparable. UNPRPD will also deliver a range of capacity building initiatives at the global levels to respond to evolving needs and drawing on UNPRPD programmes, such as online seminars.

Capacity building will be delivered through a multi-stakeholder approach, targeting governments, UNCTs, OPDs and broader civil society, to empower and strengthen capacities, building on and enhancing existing knowledge and capacities. However, UNCTs responsible for designing and delivering UNPRPD programmes will require inception training on the CRPD and disability inclusive development prior to bringing in other national stakeholders. In addition, OPDs are critical partners in delivering capacity building to government, UNCTs and broader civil society, and UNPRPD will facilitate connections to support OPD-led capacity building linked to UNPRPD programmes.

The capacity building component represents an opportunity to mobilize OPD trainers and foster partnerships between OPDs and the UN, as well as opportunities for mutual learning.

### **Activities**

Examples of activities include:

- Developing and delivering an introductory training module on core CRPD concepts and the preconditions and building blocks for CRPD implementation for all UNPRPD programme coordinators and implementing agencies' focal points
- Supporting UNPRPD joint programmes to design capacity building training on substantive or sectoral issues related to UNPRPD programmes
- Supporting new programmes to develop tailored training based on knowledge generated from other UNPRPD programmes
- Organizing webinars on emerging topics, tapping into UNPRPD partners' expertise
- Organize regional workshops for UNPRPD implementing partners on identified gaps and trends at regional level
- Coordinating multi-stakeholder face-to-face sector-specific or thematic focused regional capacity building initiatives to unify understanding and generate learning

## Funding process

The UNPRPD Technical Secretariat will monitor and synthesize insights from multi-country and country-level programming on an ongoing basis to develop capacity building plans. The CRPD Committee and the Special Rapporteur on the Rights of Persons with Disabilities may also contribute their insights and suggestions.

The Technical Secretariat will include activities related to this workstream in the annual work plan submitted to the MC. The Technical Secretariat will tap into relevant PUNOs and UNPRPD members and other relevant external actors to commission the design and delivery of capacity development activities that address the identified gaps. Expected implementation partners include the UN system, OPDs, universities and think tanks.

## Resources

This strategic approach is expected to comprise 5–8 percent of UNPRPD MPTF’s annual budget.

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- 20 Strategic Approach One accounts for 80–85 percent of the total UNPRPD MPTF budget.
- 21 Consultation with relevant mechanisms such as DCO, the UNDIS, the Office for the Coordination of Humanitarian Affairs (OCHA) and MPTFs will be sought during the design and review of the call.
- 22 Knowledge management is a system that ensures knowledge is generated, captured, shared and applied systematically and strategically so there is continuous learning, effective engagement and organizational improvement.
- 23 UNPRPD global UNCT survey to better understand capacity building needs (78 countries; 233 respondents)
- 24 Capacity building is a process through which individuals, organizations and societies obtain, strengthen and maintain capabilities to set and achieve their own development objectives over time.
- 25 UNPRPD recognizes that there are numerous capacity building initiatives to ensure disability inclusion and to advance the rights of persons with disabilities beyond its work, such as the Bridge Initiative, and is committed to exploring ways to collaborate and/or support other initiatives.

# RESULTS FRAMEWORK



# Topline targets 2020–2025

- **Joint programmes in at least 50 countries** over the **five-year period** to accelerate CRPD implementation by addressing gaps in the essential building blocks and preconditions of disability inclusion
- **Catalytic funding to support at least 50 countries** on disability inclusive national development planning and monitoring to advance the SDGs
- **5 multi-country initiatives** to pilot UNPRPD global knowledge management tools for disability inclusion across 10 countries
- **15 knowledge management tools** and/or **systems** created and shared to enhance programme delivery
- **100 multi-stakeholder trainings** delivered to support UNPRPD joint programmes

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## Monitoring and evaluation

Monitoring and evaluation (M&E) systems for UNPRPD programmes are developed at country level, based on the UN Development Sustainable Group M&E guidelines as well as the internal guidance of each participating UN entity. For each programme, 5–7 percent of the total programme budget will be reserved to cover M&E costs.

UNPRPD-funded programmes report progress against agreed programme objectives twice per year. In addition, progress is verified independently, and case studies, photographs and testimonies are provided as well as an updated programme risk assessment. The monitoring reports are used to manage quality assurance of programmes, address programme delivery challenges, determine technical assistance needs of programme teams, and inform UNPRPD global knowledge management and capacity building tools as well as informing global reporting.

In addition to formal reporting, the UNPRPD Technical Secretariat meets and communicates remotely with programme teams to provide on-going monitoring and support. Technical support may also be provided through country missions, if required.

The UNPRPD Technical Secretariat and the Multi-Partner Trust Fund Office combine annual reports and develop an annual consolidated global narrative and financial report for UNPRPD. The MPTF Gateway makes it possible to access real-time information of resources received by UNPRPD and disbursements made to UNPRPD programmes. Expenditure data is also available as of the last date of reporting.

UNPRPD plans to conduct two evaluations during the strategic period, comprised of:

- **Process-focused evaluation in 2023** - This will focus on Workstream B under Strategic Approach Two and will examine the administration of the package of fundamental support for UNCTs and its effectiveness.
- **Impact-focused evaluation in 2025** - This will assess a small number of countries in greater depth to explore the UNPRPD MPTF's contribution to accelerating progress towards CRPD implementation.

# GOVERNANCE



7

The Governance of the UNPRPD MPTF is divided across two mechanisms—the Policy Board and the Management Committee. The Policy Board is a high-level body responsible for setting the strategic direction of the partnership and providing strategic programmatic and financial oversight. The Management Committee is a working-level, standing committee of the Policy Board responsible for resource allocation and programmatic oversight.

This section describes the composition, functions and leadership of the Policy Board and Management Committee, followed by a discussion on how their specific roles relate to those of the Technical Secretariat. Additional rules of procedure, including decision-making, frequency of meetings and admission of observers, can be found in Appendix A.

## The UNPRPD Policy Board

### Functions

The UNPRPD Policy Board will be responsible for the following functions:

<b>Strategic direction</b>	<ul style="list-style-type: none"> <li>– Provide overall policy guidance on the work of the UNPRPD</li> <li>– Provide guidance on the appropriate partnership building strategy for the UNPRPD</li> </ul>
<b>Strategic programmatic and financial oversight</b>	<ul style="list-style-type: none"> <li>– Provide strategic guidance on programmes and financial allocations</li> <li>– Provide feedback on the effectiveness, efficiency and continued relevance of UNPRPD’s work</li> </ul>

### Composition

The Policy Board is established as an inclusive, constituency-based body with the following membership:

<b>UN organizations</b>	– High-level representatives (Assistant Secretary-General Level) of all PUNOs
<b>UNPRPD donors</b>	– 3 UNPRPD MPTF Donors <sup>26</sup>
<b>OPDs/CSOs</b>	<ul style="list-style-type: none"> <li>– Chair of the International Disability Alliance (IDA)</li> <li>– Chair of the International Disability and Development Consortium (IDDC)</li> </ul>

The MPTF Office executive director and manager of the Technical Secretariat are ex officio members of the Policy Board.

In addition, a standing invitation is extended to the Chair of the Committee on the Rights of Persons with Disabilities, Special Envoy on Disability and Accessibility, and the Special Rapporteur on the Rights of Persons with Disabilities to participate as observers in annual meetings of the UNPRPD Policy Board.

## Chair

The role of chair of the Policy Board will rotate on a biennial basis among the participating UN entities in alphabetical order.

The Chair of the Policy Board should be a high-level representative (Assistant Secretary-General level) of the chairing organization. The Chair will represent the Partnership at high level meetings and support the strategic engagement of the Partnership with UN decision-makers and donors. The Chair also provides overall guidance and support to the Technical Secretariat Manager on pertinent challenges when required.

# The UNPRPD Management Committee

## Functions

The UNPRPD Management Committee will be responsible for the following functions:

<b>Resource allocation</b>	<ul style="list-style-type: none"><li>– Review and approve UNPRPD annual plan as well as proposals for the overall allocation of UNPRPD funds prepared by the Technical Secretariat</li><li>– Approve proposals based on the recommendations of the committee of technical experts.<sup>27</sup> This committee could include OPDs representatives</li></ul>
<b>Programmatic and management oversight</b>	<ul style="list-style-type: none"><li>– Review annual/final consolidated narratives and financial reports submitted by the Secretariat</li><li>– Regularly review the risk-monitoring matrix and ensure identified risks are addressed</li><li>– Review any joint programme revision of more than 25 percent of the value of the budget or programmatic revisions that significantly change the scope, objectives, strategy or priorities of an approved joint programme</li><li>– Review and approve No Cost Extensions of more than nine months</li><li>– Support M&amp;E activities as needed</li></ul>

Senior Portfolio manager of the MPTF Office and manager of the Technical Secretariat are ex officio members of the Management Committee.

## Composition

The Management Committee is established as a working-level mechanism with the following membership.

<b>UN organizations</b>	<ul style="list-style-type: none"><li>– Representatives of all PUNOs (disability focal points)</li></ul>
<b>UNPRPD donors</b>	<ul style="list-style-type: none"><li>– 3 UNPRPD MPTF donors</li></ul>
<b>OPDs/CSOs</b>	<ul style="list-style-type: none"><li>– Representative of the International Disability Alliance (IDA)</li><li>– Representative of the International Disability and Development Consortium (IDDC)</li></ul>

### **Chair**

The role of the Management Committee chair will rotate on a biennial basis in alphabetical order among PUNOs together with the chair of the Policy Board. The Chair of the Management Committee will support the work of the Technical Secretariat including resource mobilization efforts and engagement with UN stakeholders.

The Chair of the Management Committee will be responsible for signing off transfer requests approved by the Management Committee and programmes' no costs extensions. The Chair will support the Technical Secretariat Manager on progress of operational work plans.

### **Technical working groups**

The Management Committee may devise technical working groups as subsidiary bodies of the MC on UNPRPD's strategic approaches to enhance efficiency. Management Committee members may nominate a technical specialist from their organization or other organizations to serve on the technical working groups, and external experts may also be invited to join them. These individuals could include OPD members. The Technical Secretariat facilitates and coordinates the work of the technical working groups, e.g., developing work plans and scheduling meetings.

### **Donors group**

A donors group will be created with all donors to the UNPRPD MPTF. Facilitated by the Technical Secretariat Manager, the group will meet twice annually, possibly around one of the Global Action on Disability (GLAD) Network meetings and the CRPD Conference of State Parties (COSP) meeting. The purpose of this group is to provide guidance and support on implementation of the UNPRPD MPTF resource mobilization as well as to discuss donors' priorities and, in line with the strategy, coordination and alignment of UNPRPD's work with donor led initiatives on disability inclusion.

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## **Technical Secretariat**

### **Overview**

The UNPRPD Technical Secretariat will operate in accordance with the Strategic Operational Framework 2020–2025 and agreed annual work plan developed following strategic direction from the Policy Board and upon approval by the Management Committee. The Technical Secretariat works closely with the Administrative Agent as appropriate.

The Technical Secretariat will carry out the following responsibilities:

- Ensure strong and efficient coordination of partners, including liaison with global focal points within the UNPRPD MPTF's various constituencies
- Develop and implement a resource mobilization strategy
- Manage UNPRPD external relations and external communications and outreach strategy
- Develop and submit an annual work plan for MC approval and allocation of funds
- Update UNPRPD members on delivery of work plans including the drafting and dissemination of the Annual Narrative Report
- Coordinate relevant review and decision-making processes for the selection of UNPRPD-supported initiatives and allocation of UNPRPD funding
- Monitor and oversee joint programmes, including liaising with UNCTs on overall progress and challenges in UNPRPD-supported initiatives
- Monitor joint programmes to distil learning, devise annual plans to develop knowledge management tools and systems, and facilitate the development of these tools and systems in accordance with the Strategic Operational Framework
- Monitor joint programmes and catalytic funding to identify capacity building needs, support multi-stakeholder capacity building in joint programmes, design and deliver capacity building initiatives in partnership with UNPRPD members, and provide technical support to UNCTs for country programmes
- Develop internal management processes to ensure efficient operational delivery
- Manage UNPRPD MPTF resources directly entrusted to the Technical Secretariat in keeping with the provision of the Memorandum of Understanding (MoU) establishing the UNPRPD MPTF

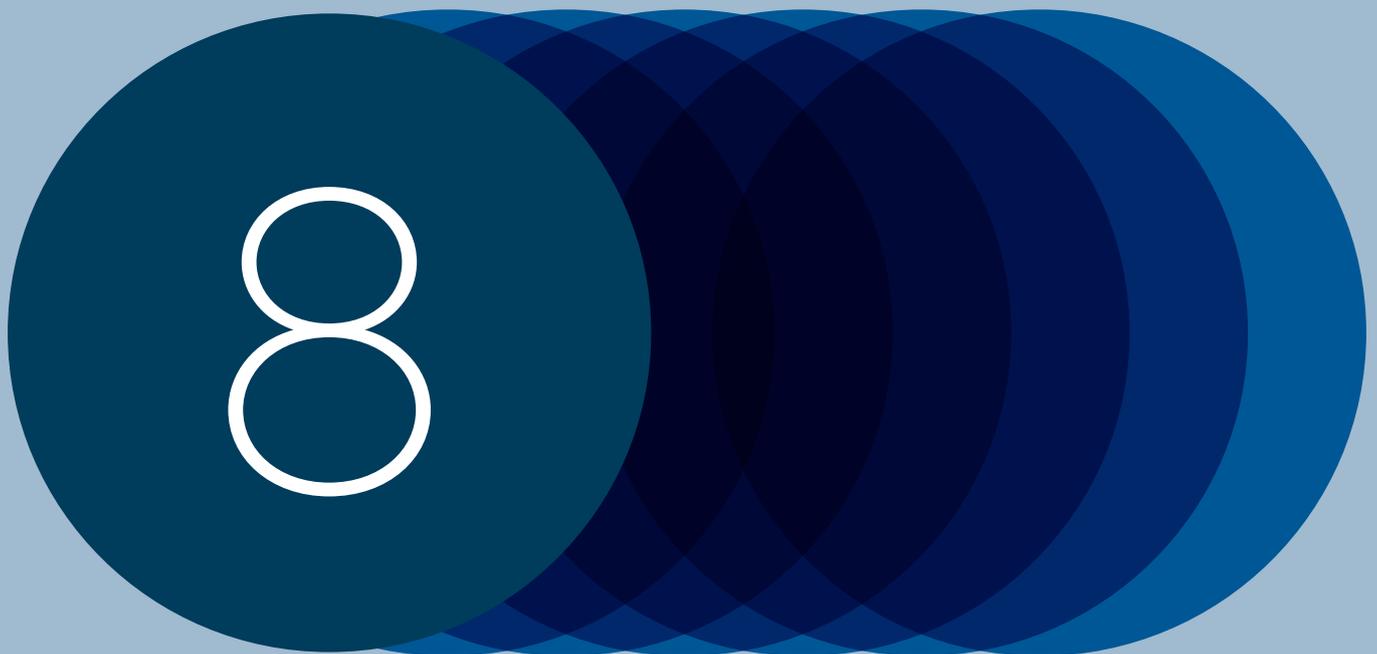
The Technical Secretariat will be hosted by UNDP. Adequate resources will be allocated by the Management Committee, following the Policy Board guidance, to ensure the Secretariat is equipped to deliver its tasks, which are also based on the hosting Agency performance assessment.

## Performance targets of the Technical Secretariat for 2020–2025

Themes	Action	Target <sup>28</sup>	Source
<b>Management</b>	Reinforce administrative and operations capacity of the Technical Secretariat	UNPRPD Technical Secretariat operates quickly and responsibly and delivers according to timelines	Internal assessment and evaluation
<b>Human resources capacity</b>	Align human resources to ensure delivery of activities under the Strategic Operational Framework, reinforcing if necessary	Equipped with adequate professional profiles and delivers to support an efficient and effective implementation of the Strategic Operational Framework 2020–2025	Internal assessment and evaluation
<b>Communication and visibility</b>	Revise communication strategy and tools	UNPRPD is present and followed in social media and has developed messages and tools that communicate results and relevance of the Partnership	Followers, mentions, website users, etc. Communication Strategy
<b>Quality assurance</b>	Ensure quality assurance and M&E guidance, systems and support are in place to inform UNPRPD joint programming Develop guidance and tools for strong quality assurance processes through capacity building and knowledge management	Joint programmes (JPs) and activities are aligned with guiding principles of the UNPRPD and benefit from a range of practical guidance and tools	Annual Reports, evaluations, guidance documents and tools
<b>UNPRPD MPTF level results tracking and impact</b>	Develop a partnership level M&E framework aligned to the Strategic Operational Framework 2020–2025 and linked to MPTF Gateway 2.0 indicators	UNPRPD tracks results and progress of the MPTF as a whole and is capable of showcasing changes achieved through its initiatives	Consolidated annual reports and evaluations
<b>Resource mobilization</b>	Carry out a donor mapping and develop a resource mobilization strategy	UNPRPD MPTF annually increases at least 10% of its resources, including non-traditional donors	MPTF Gateway
<b>Safeguarding</b>	Develop a technical note with safeguarding guidelines for UNPRPD PUNOs to consult	The UNPRPD joint programmes have access to relevant guidelines and are encouraged to follow due processes to ensure safeguarding	MPTF Gateway and UNPRPD webpage
<b>Accountability</b>	Reporting to MC in accordance to agreed annual targets and milestones set in the approved work plan	The MC is informed biannually through planned MC meetings and annual reporting	Annual report and meeting minutes or electronic record of discussion

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- 26 Donors will be self-selected by the donors group to represent the donors constituency at the Policy Board and Management Committee level for a two-year term, renewable for an additional term upon agreement between the donors group members. In the event a member cannot participate in both the PB and the MC, we propose the following options for consideration: a) the donor that cannot participate in the PB or the MC can be represented by one of the other two donors; and b) the donors group can select a fourth donor to fill in the vacant seat.
- 27 Criteria for selection of the technical experts will be agreed with the MC, along with rules of procedure to ensure transparency and avoid conflicts of interest.
- 28 Annual targets for the Technical Secretariat will be included in the work plan.

# RISK MANAGEMENT STRATEGY



The following risk matrix captures the level of severity of risks and identifies the most appropriate responses to the identified risks, particularly to those risks most likely to impede success (very high and high).

Likelihood of risk	Definition	Impact of risk	Definition
Low	May happen	Low	Insignificant or minimal damage or disruption to result targets
Medium	Likely to happen	Medium	Significant damage or disruption
High	Very likely to happen	High	Serious damage or disruption

Risk	Likelihood	Impact	Risk drivers	Risk outcomes	Risk treatment: mitigation and/or adaptation measures	Risk treatment owners
<b>Financial/Political/Strategic</b>						
<b>UNPRPD is not able to mobilize sufficient resources from contributors to meet targets</b>	Medium	Medium	<ul style="list-style-type: none"> <li>– Decreased consensus among stakeholders on UNPRPD relevance</li> <li>– Disbursement pressure</li> <li>– Insufficient funds</li> <li>– Limited support from PUNOs</li> </ul>	<ul style="list-style-type: none"> <li>– UNPRPD operates below full capacity</li> <li>– Lack of impact of Fund interventions relative to UNPRPD strategic approaches</li> <li>– Reputational damage, affecting donor relationships</li> </ul>	<ul style="list-style-type: none"> <li>– Build consensus among participating UN agencies and OPDs of the results and relevance of UNPRPD to present a strong Partnership message to potential donors</li> <li>– Maintain frequent and targeted communication with current and potential donors</li> <li>– Ensure key outcomes are presented to donors</li> <li>– Develop a resource mobilization and sustainability strategy</li> <li>– Adjust disbursement targets to reflect available resources</li> </ul>	<ul style="list-style-type: none"> <li>– Policy Board</li> <li>– Technical Secretariat</li> </ul>
<b>Operational</b>						
<b>Ineffective operations affect UNPRPD management efficiency</b>	Low	Medium	<ul style="list-style-type: none"> <li>– Insufficient administrative staff</li> <li>– Cumbersome operational procedures</li> </ul>	<ul style="list-style-type: none"> <li>– UNPRPD strategic objectives not met</li> <li>– Reduced satisfaction of partners</li> <li>– Reputational damage of UNPRPD</li> <li>– Delays in implementing programmes</li> </ul>	<ul style="list-style-type: none"> <li>– Feedback mechanisms for implementing partners</li> <li>– Regular meetings between the Administrative Agent and Secretariat</li> </ul>	<ul style="list-style-type: none"> <li>– Administrative Agent (MPTF Office)</li> <li>– Technical Secretariat</li> <li>– Implementing organizations for feedback</li> </ul>

Risk	Likelihood	Impact	Risk drivers	Risk outcomes	Risk treatment: mitigation and/or adaptation measures	Risk treatment owners
<b>Programmatic</b>						
<b>Poorly designed joint programmes</b>	Low	High	<ul style="list-style-type: none"> <li>– Insufficient capacity and knowledge of UN staff on disability inclusion</li> <li>– Insufficient collaboration with government and consultation with OPDs</li> <li>– Insufficient TS capacity</li> </ul>	<ul style="list-style-type: none"> <li>– Limited programmatic and strategic impact</li> <li>– Reputational risk to stakeholders and UNPRPD</li> </ul>	<ul style="list-style-type: none"> <li>– Rigorous quality assurance processes to assess proposals and to implement and monitor programmes</li> <li>– Continued knowledge generation and sharing of lessons learned among stakeholders</li> <li>– Capacity building for programme stakeholders on disability inclusion and programme delivery, including training to address programmatic challenges</li> <li>– Regular review of the selection criteria for programmes</li> <li>– Increased technical assistance/capacity building for programme design/implementation</li> </ul>	<ul style="list-style-type: none"> <li>– Management Committee</li> <li>– Technical Secretariat</li> </ul>
<b>Unsuccessful implementation of joint programmes</b>	Low	High	<ul style="list-style-type: none"> <li>– Lack of relevant expertise on disability inclusive development</li> <li>– Inadequate funding and staffing</li> <li>– Lack of meaningful OPD participation</li> <li>– Lack of communication/coordination between stakeholders</li> <li>– Lack of willingness of UN Agencies to collaborate</li> <li>– Weak RC leadership</li> </ul>	<ul style="list-style-type: none"> <li>– Poor utilization of funds in relation to approved budget/inefficient use of funds/duplication</li> <li>– Limited impact/results of UNPRPD interventions</li> <li>– Loss of stakeholder confidence in UNPRPD and decline in donor allocations</li> <li>– Lack of knowledge of UNPRPD administrative procedures</li> <li>– Misuse of funds</li> </ul>	<ul style="list-style-type: none"> <li>– Delivery of targeted and tailored capacity building to address programme implementation challenges</li> <li>– Application of UNGD guidelines for joint programming</li> <li>– Use of established quality assurance mechanisms</li> <li>– Increased TS capacity to support joint programme implementation</li> <li>– Design of robust M&amp;E framework to track impact and course correct</li> <li>– Joint programming management closely follows operational policies and procedures of participating agencies</li> <li>– Development of knowledge management tools to enhance joint programme delivery</li> <li>– Cross-country knowledge sharing, and lessons learned across joint programmes</li> <li>– System-wide safeguarding policies are put in place and members are required to report against their application</li> <li>– Involvement of DCO to ensure ownership of RCs system and alignment with timelines of development processes</li> </ul>	<ul style="list-style-type: none"> <li>– Management Committee</li> <li>– Technical Secretariat</li> <li>– Implementing Organizations</li> </ul>

<b>Risk</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk drivers</b>	<b>Risk outcomes</b>	<b>Risk treatment: mitigation and/or adaptation measures</b>	<b>Risk treatment owners</b>
<b>Contextual</b>						
<b>Political, economic, humanitarian or other instability in or across countries that causes delays or setbacks in delivering programmes</b>	Medium	Medium	<ul style="list-style-type: none"> <li>- Poor risk analysis</li> <li>- Reduced staff</li> <li>- Change of priorities in UNCTs</li> </ul>	<ul style="list-style-type: none"> <li>- Joint programmes are delayed</li> <li>- UNPRPD funds remain unspent</li> <li>- Results are not met</li> </ul>	<ul style="list-style-type: none"> <li>- Oversight of Technical Secretariat by Management Committee</li> <li>- Installment payments based on milestones achieved</li> <li>- Flexibility for repurposing</li> <li>- Monitoring and surveillance systems in place</li> <li>- Continuous analysis of political landscapes</li> <li>- High standards of due diligence for proposed programmes</li> <li>- Alignment of proposals with UNDCFs and SDGs</li> </ul>	<ul style="list-style-type: none"> <li>- Management Committee</li> <li>- Implementing Agencies</li> <li>- Technical Secretariat</li> </ul>
<b>COVID-19 pandemic impacts UNPRPD work at country and global level</b>	High	Medium	<ul style="list-style-type: none"> <li>- Change of PUNO priorities</li> <li>- Overwhelmed UNCTs</li> <li>- Change of donor priorities</li> <li>- Change of OPD and government priorities</li> <li>- Lack of accessible information and access to alternative solutions to in-person activities</li> </ul>	<ul style="list-style-type: none"> <li>- Joint programmes are delayed</li> <li>- OPDs are not able to continue to participate actively</li> <li>- PUNOs do not have guidance on disability inclusion in COVID-19 emergency and recovery</li> </ul>	<ul style="list-style-type: none"> <li>- Allow programmes to repurpose</li> <li>- Allocate additional funds to support programmes to mainstream disability in COVID-19 recovery and response plans and allow OPD participation</li> <li>- Promote collaboration between UNPRPD PUNOs thru joint global programmes on knowledge and guidance generation</li> <li>- Develop alternative resource mobilization strategy change and reach out to donors to seek earmarked COVID-19 funding</li> <li>- Inform donors and members of activities undertaken around COVID-19 emergency</li> <li>- Ensure alignment with other initiatives on COVID-19</li> </ul>	<ul style="list-style-type: none"> <li>- Technical Secretariat</li> <li>- PB</li> </ul>

# APPENDICES



8

# Appendix A

## Additional rules of procedure for the Policy Board & Management Committee

### Frequency of meetings

The UNPRPD Policy Board will meet once a year around the time of the annual meeting of the Conference of States Parties to the CRPD. The UNPRPD Management Committee will meet as needed, based on a periodic calendar of work to be prepared by the Technical Secretariat. Additional work of the Policy Board and Management Committee will be carried out during the course of the year by email, teleconferencing and videoconferencing, as necessary.

### Admission of observers

The Chair of the UNPRPD Policy Board may invite UN bodies and governmental, non-governmental and other organizations to participate, on an ad-hoc basis, in meetings of the Policy Board in view of their involvement with, or relevance to, the topics to be discussed by the Board. If and as appropriate, the Chair may also invite individuals, distinguished for their work in promoting the rights of persons with disabilities, to take part as observers in meetings of the Board. Special consideration should be given in this regard to individuals representing the voices of:

- Persons with disabilities from low- and middle-income countries
- Women with disabilities
- Young persons with disabilities
- Persons with disabilities from groups historically experiencing significant marginalization, including, among others, indigenous peoples, migrants and discriminated minorities

Similarly, observers may be invited to the meetings of the Management Committee by the Committee's Chair and the Technical Secretariat.

### Agenda

The agenda of Policy Board meetings, as well as draft decisions and supporting documentation, will be prepared and disseminated by the Technical Secretariat, in consultation with the Policy Board Chair. Policy Board members may make requests for items to be included on the agenda. The same process will apply to the Management Committee.

### Quorum

A quorum of the Policy Board will consist of 50 percent plus one of its members not including the Multi-Partner Trust Fund Office or the Technical Secretariat Manager. The same formula will apply to the Management Committee.

### Decisions

The Policy Board and the Management Committee will take decisions by consensus; if consensus is not reached, decisions will be taken by a qualified majority (50 percent of members plus 1).

# Appendix B

## Management arrangements

### **The Administrative Agent**

The UNPRPD MPTF uses the pass-through funding modality, where donors and Participating UN Organizations agree to channel funding through one Participating UN Organization, referred to as the Administrative Agent. The Administrative Agent is the appointed interface between the Participating UN Organizations and the donors as far as administrative matters are concerned.

The UNDP MPTF Office has been appointed by the UNPRPD Participating Organizations to act as the Administrative Agent for the UNPRPD MPTF. UNDP's accountability as the Administrative Agent is set out in the policy "UNDP's Accountability when acting as Administrative Agent in MPTFs and JPs using the pass-through fund management modality" (see <http://mptf.undp.org/factsheet/fund/RPD00>). UNDP performs the Administrative Agent functions in accordance with the United Nations Development Group (UNDG) 'Protocol on the Administrative Agent for MPTFs and JPs.'

The Administrative Agent administers UNPRPD MPTF resources in accordance with its financial regulations and rules. It is responsible, therefore, for the following activities:

- Sign an MoU with the Participating UN Organizations
- Negotiate and sign Standard Administrative Arrangements with donors that wish to provide contributions to the UNPRPD MPTF
- Receive, administer and manage contributions from donors
- Subject to availability of funds, disburse funds to Participating UN Organizations based on resource allocation decisions of the Management Committee as endorsed by the Chair of the Policy Board
- Consolidate annual and final financial reports from the Participating UN Organizations
- Transmit annual/final Consolidated Reports to donors through the UNPRPD Technical Secretariat and the UNPRPD Policy Board
- Subject to the availability of funds, disburse funds for direct costs to Participating UN Organizations as requested by the Policy Board to perform additional tasks in support of the UNPRPD

The Administrative Agent charges a 1-percent fee for each donor contribution for its fund administration services.

## **The Participating UN Organizations**

The UNPRPD Participating Organizations (ILO, OHCHR, UNDESA, UNDP, UNESCO, UNFPA, UNICEF, UN Women and WHO) lead on the programmatic aspects of the UNPRPD operations. Working with the Technical Secretariat as appropriate, they are responsible for the following main functions:

- Participate at the appropriate level in the work of the UNPRPD Policy Board and Management Committee.
- At the country level, participate in UNCT work to develop and implement UNPRPD joint programmes in keeping with the Strategic Operational Framework (SOF) stipulations and Quality Assurance Framework. Put in place appropriate monitoring mechanisms to collect evidence of the outcome and impact level changes resulting from the programme, including sex-disaggregation of data.
- At the level of global focal points, review and provide technical feedback as appropriate to proposals for country-level joint programmes developed by UNCTs. Regularly follow up with country-level joint programmes to ensure that their implementation is in line with the principles and standards outlined in the UNPRPD Strategic Operational Framework and provide direct technical assistance to joint programmes, if and as appropriate.
- Manage UNPRPD MPTF resources entrusted to participating organizations in keeping with the provision of the MoU establishing the UNPRPD MPTF.

Indirect costs of the Participating UN Organizations recovered through programme support costs will be 7 percent. In accordance with the UN General Assembly resolution 62/208 (2007 Triennial Comprehensive Policy Review principle of full cost recovery), all other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the UNPRPD MPTF will be recovered as direct costs.

# Appendix C

## Funding cycles

### Funding cycle for Workstream A

<b>Proposal review – concept notes</b>
All UNCTs will be invited through the Resident Coordinators (RCs) to prepare and submit a concept note
The Technical Secretariat will carry out an initial screening of proposals based on eligibility criteria
The technical review of the concept notes will be conducted by technical experts (which would include OPDs representatives) <sup>29</sup>
<b>Proposal review – full proposal</b>
RCs will be invited to develop a full proposal based on successful concept notes
The Technical Secretariat will work closely with RCs and UNCTs to develop a high-quality proposal
The Technical Secretariat will make recommendations to the MC as to whether the quality has been met
The MC will make final funding decisions
<b>Implementation and monitoring of joint programmes</b>
Funds will be transferred, and joint programmes will commence activities
The Technical Secretariat will provide support and quality assurance during implementation
Robust monitoring and evaluation systems will be put in place to track progress of UNPRPD-funded programmes



### Funding cycle for Workstream B

<b>Proposal review</b>
Technical Secretariat invites RCs to submit a proposal
The technical review will be conducted by a panel of technical experts (which could include OPDs representatives) <sup>30</sup>
The MC will approve proposals to be funded based on recommendations from technical experts
<b>Implementation and monitoring of joint programmes</b>
Funds will be transferred, and joint programme activities will commence
The Technical Secretariat will provide support and quality assurance during implementation
Robust monitoring and evaluation systems will be put in place to capture results and lessons learned

## Funding cycle for Workstream C

<b>Preparation of the call</b>
PRPD Technical Secretariat identifies knowledge gaps and opportunities for learning from country implementation <sup>31</sup>
MC allocates funds within the overall annual work plan budget approval process
<b>Proposal review – concept note</b>
Technical Secretariat invites PUNOs to submit a concept note
The Technical Secretariat will carry out an initial screening of proposals based on eligibility criteria
The technical review of the concept notes will be conducted by technical experts
The Technical Secretariat will propose options for funding to the MC following the outcome of the technical review
The MC will make preliminary funding decisions based on technical experts' recommendations <sup>32</sup>
<b>Proposal review – full proposal</b>
PUNOs will be invited to develop a full proposal based on successful concept notes
The Technical Secretariat will work closely with PUNOs global and regional focal points to develop a high-quality proposal
The Technical Secretariat will make recommendations to the MC as to whether the quality has been met
The MC will make final funding decisions
<b>Implementation and monitoring of joint programme</b>
Funds will be transferred, and joint programme activities will commence
The Technical Secretariat will provide support and quality assurance during implementation
Robust monitoring and evaluation systems will be put in place to track progress of UNPRPD-funded initiatives

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## Appendix D

### Safeguarding

Existing safeguards are in place to: prevent unethical behavior (including sexual exploitation and sexual abuse); protect victims and witnesses (including through appropriate protocols on reporting and cooperation with investigations); and ensure that corrective measures are taken without delay in order to end violations. Below are links to a number of UN system-wide policies addressing these specific aspects to which all our implementing Agencies are committed to:

- [Protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations](#)
- [Special measures for protection from sexual exploitation and sexual abuse](#)
- [Status, basic rights and duties of United Nations staff members](#)
- [Regulations Governing the Status, Basic Rights and Duties of Officials other than Secretariat Officials, and Experts on Mission](#)
- [Observance by United Nations forces of international humanitarian law](#)

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## Appendix E

### Consultations for the development of the Strategic Operational Framework

UNPRPD's Strategic Operational Framework was developed through a highly consultative process. Several key stakeholder groups were actively engaged, and their perspectives are reflected in the Strategic Operational Framework.

#### **Consultation process included the following:**

- Interviews and workshops with Donors, UN agencies, OPDs, UNDIS Unit
- Workshop with 18 UNCTs/UNPRPD countries
- In-country consultations with OPDs, governments, UNCTs (Zimbabwe and Tajikistan)
- Global UNCT survey to better understand capacity building needs (78 countries; 233 respondents)
- Consultations with Regional Economic Commissions (RECs) and key regional OPD forums
- Consultation with high-level decision-makers (DCO, EOSG, UNDP)

Stakeholder	Areas of discussion
→ CRPD Chair/Committee	→ Geographic focus (reach, context, depth)
→ DCO (Development Coordination Office)	→ Thematic focus (cross-cutting areas)
→ DESA (Department of Economic and Social Affairs)	→ Interlinkages and added value of programme streams (global, regional and country)
→ DFAT	→ Programme elements (design, financial envelope and duration)
→ DFID ([UK] Department for International Development)	→ Relevance to context and country ownership
→ EOSG (Executive Office of the Secretary-General)	→ Engagement with OPDs
→ Finland	→ Capacity building
→ IDA	→ Knowledge management
→ IDDC	→ Response to diversity and gender
→ ILO	→ Link to wider UN reform at country level (One UN approach in partnership with governments and OPDs)
→ MPTF Office	→ PB and MC roles
→ National OPDs	→ Technical Secretariat capacity/resources
→ Norway	
→ OHCHR	
→ Regional OPD forums	
→ SIDA (Swedish International Development Cooperation Agency)	
→ Special Rapporteur	
→ UN Regional Commissions	
→ UN Women	
→ UNCTs	
→ UNDIS	
→ UNDP	
→ UNESCO	
→ UNFPA	
→ UNICEF	
→ WHO	

- 29 Criteria for selection of the technical experts will be agreed with the MC, along with rules of procedure to ensure transparency and avoid conflict of interest.
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- 31 This prioritization process could draw on OPDs to bring their perspectives on the production of standards, training resources or validation of best practices.
- 32 Criteria for selection of the technical experts will be agreed with the MC, along with rules of procedure to ensure transparency and avoid conflict of interest.



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