



**PRPD**

**UN**

# Strategic and Operational Framework

**April 2012**



# **UNPRPD Strategic and Operational Framework**

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## List of acronyms and abbreviations

CoSP	Conference of States Parties to the CRPD
CRPD	Convention on the Rights of Persons with Disabilities
CSF	Civil Society Forum
DESA	United Nations Department of Economic and Social Affairs
DPOs	Disabled People's Organizations
EU	European Union
IASG	Inter-Agency Support Group
ICT	Information and Communication Technology
IDA	International Disability Alliance
ILO	International Labour Organization
JPs	Joint Programmes
MC	UNPRPD Management Committee
MPTF	Multi-Partner Trust Fund
MoU	Memorandum of Understanding
OHCHR	Office of the High Commissioner for Human Rights
PB	UNPRPD Policy Board
PO	Participating Organization
SOF	Strategic and Operational Framework
UN	United Nations
UNCT	United Nations Country Team
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
UNPRPD	United Nations Partnership to Promote the Rights of Persons with Disabilities
WHO	World Health Organization
WP	Work Plan



## Introduction: The UNPRPD and the UNPRPD Fund

### *A collaborative effort to promote the rights of persons with disabilities*

The UN Partnership to Promote the Rights of Persons with Disabilities (UNPRPD) is a unique collaborative effort that brings together UN organizations, governments, Disabled People's Organizations (DPOs) and other partners to promote the rights of persons with disabilities.

The UNPRPD Fund — a joint United Nations fund on disability rights is a Multi-Partner Trust Fund (MPTF) which has been established to generate and manage resources in support of the work of the UNPRPD starting on 8 June 2011 and ending on 31 May 2016.

Box 1 describes the membership of the UNPRPD as of May 2012.

#### ***Box 1. Membership of the UNPRPD***

The UNPRPD was launched by six UN entities with strong expertise in the promotion and protection of disability rights: the Office of the High Commissioner for Human Rights (OHCHR) and the United Nations Department of Economic and Social Affairs (DESA) as the normative and expert organizations on the main international instruments on the rights of persons with disabilities; the United Nations Development Programme (UNDP) as the lead agency on human development and United Nations coordination; the United Nations Children's Fund (UNICEF) as the lead agency on children, with specific technical expertise on children's disability issues; the International Labour Organization (ILO) as a normative and expert organization in the field of international labour standards; and the World Health Organization (WHO) as the lead agency on health, with specific expertise on disability data, health, rehabilitation and support services. ILO, UNDP, UNICEF and WHO have extensive operations at the field level. The UNPRPD is open to other interested UN entities active in the area of disability. Applications to join this initiative should be submitted to the UNPRPD Technical Secretariat which will transmit them to the UNPRPD Policy Board for a final decision after obtaining the approval of the other UN Participating Organizations.

### ***Content of this document***

This document sets the collaborative framework that will underpin the work of the UNPRPD, addressing in particular:

- The WHY of the UNPRPD — i.e. the context in which the Partnership is established and the rationale for its creation;
- The WHAT of the UNPRPD — i.e. the specific objectives and programmatic priorities that will be pursued by the Partnership; and
- The HOW of the UNPRPD — i.e. the governance structure and operating modalities of the Partnership and the Fund that will support its work.



## Part 1: The WHY of the UNPRPD

### 1.1 *Barriers to the full enjoyment of human rights by persons with disabilities*

According to the *World Report on Disability*, more than one billion people, or about 15 percent of the world's population, live with some form of disability. Of the billion people living with a disability, between 110 and 190 million (2.2 to 3.8 percent of the world's population) encounter very significant difficulties. This figure — higher than previous ones estimating the global disability prevalence to be approximately 10 percent — is projected to increase due to ageing populations, the growing incidence of chronic health conditions associated with disability, and other factors such as road traffic accidents, emergencies and disasters.<sup>1</sup> The *World Report on Disability* has found that disability disproportionately affects vulnerable populations, with a higher prevalence shown in lower income countries, people from the poorest wealth quintile, women, children and older people. At the same time, evidence shows that compared to non-disabled people, persons with disabilities experience widespread discrimination in society which results in poorer health outcomes, lower educational achievements, less economic, political and cultural participation, higher rates of poverty, increased dependency and less legal protection.<sup>2</sup>

Persons with disabilities are often 'invisible' in society, either segregated or simply treated as passive objects of charity. In many countries, they are denied the right to be included in the general school system, to be employed, to live independently in the community, to move freely, to vote, to participate in sport and cultural activities, to enjoy social protection, to live in accessibly built environments, to access justice, to enjoy the freedom to choose medical treatments and to enter freely into legal commitments such as buying and selling property. Multiple barriers continue to prevent persons with disabilities from the equal and effective enjoyment of all human rights and fundamental freedoms. These barriers have been grouped, for the purposes of the present document, into eight clusters briefly described below.

- **Inadequate legislation and policies.**

Frequently, the design of legislation and policy does not adequately take into account the rights and needs of people with disabilities. For example, with reference to inclusive education policies, a review of 28 countries participating in the Education for All Fast Track Initiative found that 18 countries either provided very little detail of their proposed strategies to include children with disabilities in schools

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1 Estimated prevalence rates vary widely between countries largely due to differences in definitions and methods of data collection. Most developing countries report disability prevalence rates below those reported in many developed countries and below the global prevalence data reported in the *World Report on Disability*. Countries reporting low disability prevalence rates tend to collect disability data through censuses, administrative records or use measures focused exclusively on a narrow choice of impairments. Countries reporting higher disability prevalence tend to collect their data through surveys and apply a measurement approach that records activity limitations and participation restrictions in addition to impairments. The prevalence figures from the *World Report on Disability* take these different aspects of disability into consideration.

2 See World Health Organization and World Bank, *World Report on Disability*. Geneva, World Health Organization, 2011; but also the Thematic study by the Office of the United Nations High Commissioner for Human Rights on participation in political and public life by persons with disabilities (A/HRC/19/36) as well as the Background Paper for Round Table 2 of the Fourth Conference of States Parties of the CRPD on 'Participation in Political and Civil Life', Note by the Secretariat.



or did not refer to disability or inclusion at all.<sup>3</sup> Even when disability-specific legislation and policies exist, they are often not effectively enforced.

- **Harmful prejudices and cultural norms.**

Beliefs and prejudices constitute barriers to education, employment, health care and social, political and cultural participation, among other things. For example, the attitudes of teachers, school administrators, other children, and even family members affect the inclusion of children with disabilities in the educational system. Misconceptions by employers that people with disabilities are less productive than their nondisabled counterparts and ignorance about available adjustments to work arrangements limit employment opportunities. In many contexts, the stigmatization of disability — particularly intellectual and mental — is a powerful driver of rejection and segregation.

- **Inadequate governance mechanisms and limited participation of persons with disabilities in decision-making.**

National Disability Councils and other similar institutions serving as national focal points for disability often lack the capacity, mandate and multi-sectoral outreach mechanisms necessary to effectively perform their coordination and policy guidance function. In a number of countries, dialogue between national authorities, broader civil society, social partners and representative organizations of persons with disabilities is limited. Additionally, organizations of persons with disabilities often lack the capacity to effectively engage in policy dialogue and implementation. Therefore, people with disabilities remain excluded from the design, implementation and evaluation of policies and programmes which affect their lives.

- **Inadequate access to services.**

In many countries, people with disabilities experience significant obstacles that prevent or limit their access — on an equal basis with others — to services and facilities intended for the general public. Often, it is challenging for them to obtain targeted services whenever those are required, including critical personal assistance services. Furthermore, persons with disabilities are particularly vulnerable to service deficiencies. For example, World Health Survey data from 51 countries reveals that people with disabilities are more than twice as likely to find health care providers' skills inadequate to meet their needs, nearly three times more likely to be denied needed health care and four times more likely to be treated poorly.<sup>4</sup>

- **Inadequate access to justice.**

People with disabilities face very specific challenges when they try to access or become otherwise involved with the justice sector. These challenges arise from a multiplicity of legal, physical, communicational and attitudinal barriers. As a result of these barriers, people with disabilities are less likely to obtain legal protection than other people in comparable socio-economic situations. This not only affects the enforceability of legal provisions related to persons with disabilities and their ability to seek adequate remedy, but also negatively impacts their interaction with the justice sector in other capacities, for instance as witnesses or convicts.

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<sup>3</sup> *World Report on Disability*, 2011, p. 214.

<sup>4</sup> *Ibid*, Summary, p. 9.





- **Inadequate design of products, environments and processes.**

There has been limited progress to date in promoting the application of accessibility standards and the universal design of products, environments and processes as an enabler of inclusion and participation for persons with disabilities. Only few development partners have fully adopted safeguards to prevent development assistance activities from creating or perpetuating legal, institutional, attitudinal, physical, and Information and Communication Technology (ICT) barriers to the inclusion and participation of persons with disabilities. Some initiatives have been undertaken, but the absence of stronger disability-related safeguards is weakening a number of development and post-crisis interventions.

- **Inadequate access to rehabilitation, habilitation and assistive technology.**

Rehabilitation, habilitation and assistive devices are often preconditions for participation. However, issues of availability, affordability and appropriateness continue to limit access to these services and technologies. A global survey of 114 countries found that 42 percent had not adopted rehabilitation policies, 50 percent had not passed legislation on rehabilitation, and only 40 percent had established rehabilitation programmes.<sup>5</sup> National surveys revealed large gaps in the provision of medical rehabilitation and assistive devices.<sup>6</sup> Governments in 41 out of the 114 countries did not provide funding for assistive devices.<sup>7</sup> Even in the 79 countries where insurance schemes fully or partially covered assistive devices, 16 did not cover poor people with disabilities, and 28 did not cover all geographical locations. In some cases existing programmes did not cover maintenance and repairs for assistive devices, which can leave individuals with defective equipment and limit its use.<sup>8</sup> Much remains to be done to build country capacity to provide rehabilitation and habilitation including assistive technology.

- **Lack of data and evidence.**

Existing guidelines and recommendations to collect basic disability statistics can help countries include disability in national census.<sup>9</sup> However, these instruments are not widely used due to the lack support available to national statistical offices. At the same time, more sophisticated instruments and tools need to be developed to collect information specifically related to barriers faced by persons with disabilities in order to provide effective guidance to the development of appropriate policies and programmes. Lack of knowledge also translates into lack of guidelines, good-practice databases, training and tools in critical areas of work.

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5 South-North Centre for Dialogue and Development. *Global survey of government actions on the implementation of the standard rules of the equalisation of opportunities for persons with disabilities*. Amman, Office of the UN Special Rapporteur on Disabilities, 2006:141.

6 Loeb, M.E., and Eide, A.H., eds., 2004, *Living conditions among people with activity limitations in Malawi: a national representative study*. Oslo, SINFE. Eide, A.H. and Yusman, K., 2009, *Living conditions among people with disabilities in Mozambique: a national representative study*. Oslo, SINTEF. Eide, A.H. et al., 2003, *Living conditions among people with activity limitations in Zimbabwe: a representative regional survey*. Oslo, SINTEF. Eide A.H. and Loeb M.E., eds., 2006, *Living conditions among people with activity limitations in Zambia: a national representative study*. Oslo, SINTEF. Eide, A.H, van Rooy G., and Loeb, M.E., 2003. *Living conditions among people with activity limitations in Namibia: a representative national survey*. Oslo, SINTEF.

7 South-North Centre for Dialogue and Development, 2006.

8 *World Report on Disability*, 2011, p. 107.

9 [www.un.org/disabilities/default.asp?id=1515](http://www.un.org/disabilities/default.asp?id=1515)



It is important to understand that the categories described above do not represent neatly separated groups of issues. To the contrary, they overlap and interact in multiple and complex ways. For instance, cultural norms inform the development of legislation, which regulates, through institutional mechanisms, the provision of services. The transformation of social relations effected by increasing access to services and access to justice for key populations can, in turn, transform cultural norms. For example, legislation on inclusive education presupposes recognition of the inherent dignity and individual autonomy of persons with disabilities; at the same time, higher levels of education among persons with disabilities can change negative stereotypes about helplessness and lack of capacity. Rehabilitation, habilitation and the application of accessibility standards are preconditions for access to services. Ensuring access to services, however, requires more than design and assistance features. Education services may be designed in way that is highly sensitive to disability, but this will not generate significant breakthroughs unless feelings of shame that lead families to keep children away from school are addressed. At the same time, rehabilitation, habilitation and the application of accessibility standards are not only ways to improve access to service; they enhance participation and autonomy in many other domains of life. Availability of data and the issue of knowledge cut across all the other areas.

## ***1.2 The Convention on the Rights of Persons with Disabilities — towards a “society for all”***

Acknowledging the widespread discrimination, exclusion and marginalization faced by persons with disabilities, the United Nations General Assembly adopted in 2006 the Convention on the Rights of Persons with Disabilities (CRPD)<sup>10</sup> — a legally binding framework which recognizes the duty of States Parties to take all appropriate measures to promote, protect and ensure the full and equal enjoyment of all human rights and fundamental freedoms by all persons with disabilities. The adoption and entry into force of the CRPD represents the culmination of decades of dedicated advocacy efforts carried out by persons with disabilities and their representative organizations. It articulates a global commitment to the complete realization of the principle of non-discrimination enshrined in the Universal Declaration of Human Rights, thus moving away from a charity-oriented approach to disability.

Marking a paradigm shift towards a human rights-based approach, the CRPD has opened a new horizon for the disability rights movement, and created an environment much more conducive to addressing the challenges described in section 1.1. By way of example and without trying to be exhaustive: Article 5 on equality and non-discrimination and 4.1 (b) under “General obligations” contain provisions very relevant to the issue of inadequate legislation and policies; Article 30 (which addresses participation in cultural life among other things) emphasizes the right of persons with disabilities to shape the public discourse on the meaning and implications of disability; Article 29 on participation in political and public life, but also 4.3 (which addresses the issue of consultation with DPOs as a general obligation under the Convention) speak powerfully to the issue of participation; Articles 24 on education and 25 on health, among others, relate to critical areas of service delivery; Article 13 stresses the importance of access to justice; Article 26 focuses on habilitation and rehabilitation, while 4.1 (h) highlights assistive technology; Articles 9 and 4.1 (f) address accessibility and universal design; Article 31 (statistics and data collection) addresses the lack of evidence on different aspects of disability.

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<sup>10</sup> [www.un.org/disabilities/documents/convention/convoptprot-e.pdf](http://www.un.org/disabilities/documents/convention/convoptprot-e.pdf).



The CRPD is a very ambitious instrument that covers the full spectrum of civil, cultural, economic, political and social rights. As such, it represents not only a remarkably ground-breaking human rights treaty, but also an extremely powerful development tool. As noted in UN General Assembly Resolution A/65/186,<sup>11</sup> “the entry into force of the CRPD, which is both a human rights treaty and a development tool, provides an opportunity to strengthen the policies related to and the implementation of the Millennium Development Goals, thereby contributing to the realization of a society for all in the twenty first century.”<sup>12</sup>

Today, the CRPD represents the overarching international normative framework on disability. As of April 2012, it has drawn 153 signatures and 112 ratifications. This includes the ratification by the European Union (EU), which made the CRPD the first human rights treaty to be ratified by a regional organization. The Optional Protocol to the CRPD has been signed by 90 States and ratified by 64.<sup>13</sup>

### **1.3 Leveraging the strength of the UN system in the area of disability**

While the CRPD holds the potential to generate major break-throughs for people with disabilities around the world, much remains to be done to translate this potential into reality. In particular, a collective effort of national and international partners will be needed to reinforce and sustain political momentum, remove bottlenecks hindering implementation, and significantly strengthen the capacity of key stakeholders within and outside government.

Moving the disability rights agenda forward requires a strong international cooperation system, as recognized by article 32 of the CRPD that specifically addresses “the importance of international cooperation and its promotion, in support of national efforts for the realization of the purpose and objectives of the present Convention [...]”<sup>14</sup> While considerable ground has been covered, further work is needed in order to establish a global partnership framework capable of meeting the implementation challenges of the CRPD. The UNPRPD was created to contribute to progress in this direction.

A number of joint initiatives have already been undertaken by the UN system to support the CRPD. For example:

- An Inter-Agency Support Group (IASG) for the CRPD has been established to serve as a broad network for exchange of information and coordination of disability-related activities within the UN System. The IASG developed a Joint Strategy and Plan of Action which serves as an overarching programmatic framework for UN work on disability rights in addition to the individual agencies’ own mandates.

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11 GA resolution A/RES/65/186, [www.un.org/disabilities/documents/gadocs/a\\_res\\_65\\_186.doc](http://www.un.org/disabilities/documents/gadocs/a_res_65_186.doc).

12 See also WHA Resolution 58.23 (2005)—Disability prevention, management and rehabilitation and ILO Conventions concerning Discrimination in Employment and Occupation (No. 111) of 1958 and concerning Vocational Rehabilitation and Employment (Disabled Persons) No. 159 as well as the associated Recommendation No. 168 of 1983.

13 [www.un.org/disabilities/countries.asp?id=166](http://www.un.org/disabilities/countries.asp?id=166).

14 On the issue of international cooperation, see the Thematic study by the Office of the United Nations High Commissioner for Human Rights on the role of international cooperation in support of national efforts for the realization of the rights of persons with disabilities (A/HRC/16/38). See also General Assembly resolutions A/62/170, A/64/131 and A/65/186 provide further guidance on the role of international development initiatives as a tool to promote disability rights.



- A *Guidance note on including the rights of persons with disabilities in UN programming at country level*<sup>15</sup> has been developed by the IASG in partnership with the UN Development Group (UNDG) to assist the UN system in mainstreaming and integrating the rights of persons with disabilities in country-level programmes.

The UNPRPD, which was established by a subset of the IASG, is comprised of organizations that have made an explicit commitment to working together at the country level in order to advance national capacity for the implementation of the CRPD through joint programmes and other common initiatives. As such, the UNPRPD will build on the existing UN infrastructure on disability and advance it through a process with four distinctive features:

- A “One UN” approach to disability
- A focus on partnership building
- A focus on joint learning and knowledge creation
- A catalytic approach aimed at leveraging existing UN funds as well as domestic resources

A detailed description of these features is provided under section 3.1.

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<sup>15</sup> UNDG Guidance Note for UNCTs on Integrating the Rights of persons with Disabilities in United Nations Programming at Country Level, 2011, [www.undg.org/index.cfm?P=16](http://www.undg.org/index.cfm?P=16).

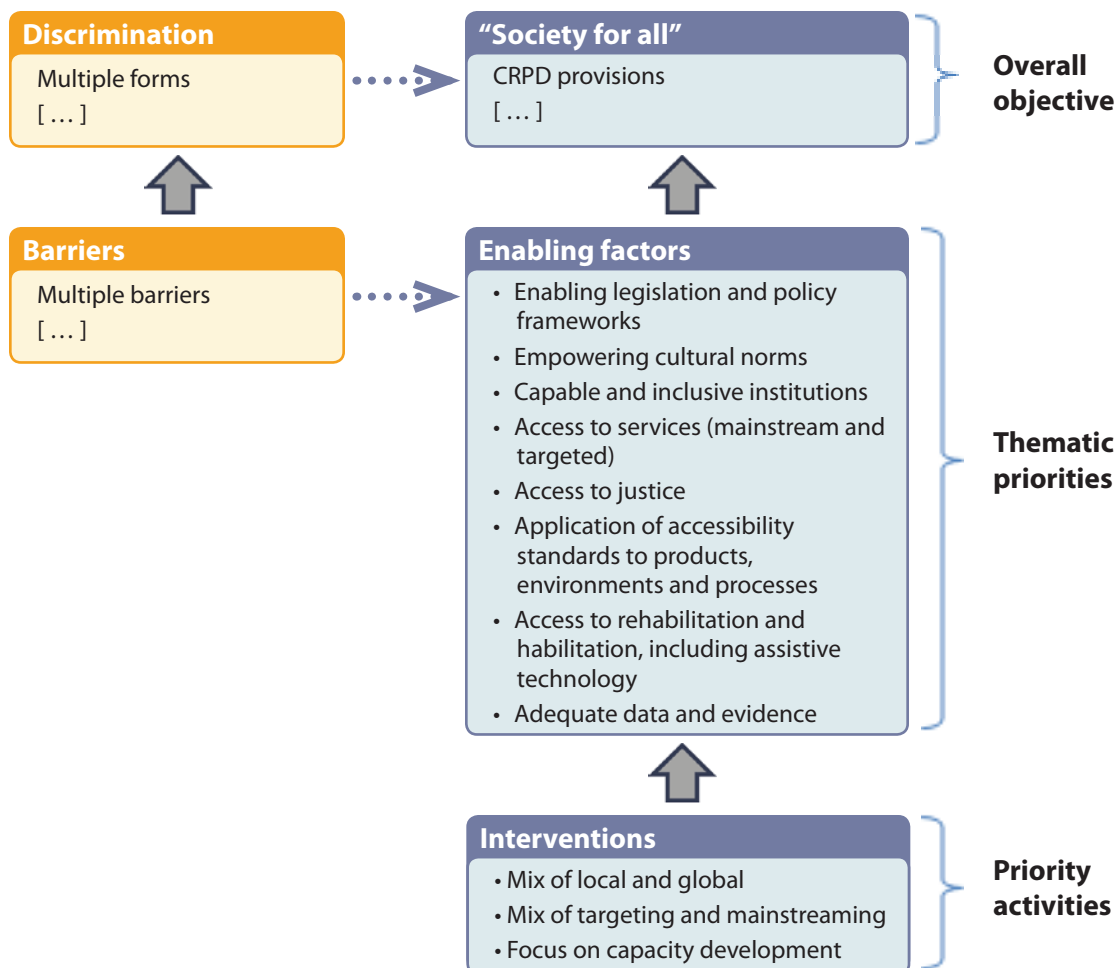


## Part 2: The WHAT of the UNPRPD

### 2.1 The intervention logic of the UNPRPD

The UNPRPD will work with a range of partners towards realizing the vision of a “society for all” articulated in the CRPD. It intends to reach this goal by resorting to various levers — or enabling factors — that have been identified on the basis of the barrier analysis described in section 1.1. These levers are: enabling legislation and policy frameworks; empowering cultural norms; capable and inclusive institutions; access to services (mainstream as well as targeted); access to justice; application of accessibility standards to products, environments and processes; access to rehabilitation and habilitation, including assistive technology; and adequate data and evidence on different aspects of disability. The UNPRPD will strengthen these enablers through a mix of capacity development interventions, which may be of local or global nature and involve targeted as well as mainstreaming approaches. Figure 1 illustrates the UNPRPD intervention logic that is translated into a formal objective and thematic priorities under section 2.2.

Figure 1. From problems to solutions: the intervention logic of the UNPRPD





## 2.2 Objective and thematic priorities of the UNPRPD

The organizations participating in the UNPRPD have agreed on the following overarching objective for the Partnership and its Fund:

“To develop the capacities of national stakeholders, particularly governments and organizations of persons with disabilities, for the effective implementation of the CRPD, including through promoting disability-inclusive internationally agreed development goals.”

Within this broad overall objective, the UNPRPD and its Fund will consider the following areas as thematic priorities:

**Table 1. Enabling factors and thematic priorities**

Enabling factor	Thematic priority
Enabling legislation and policy frameworks	A. Promote the ratification of the CRPD, whenever relevant, and the development (or reform) of legislation and policies (disability-specific and not) as well relevant strategies and plans of actions
Empowering cultural norms	B. Reverse stigma, prejudices and negative stereotypes, while promoting supportive and empowering attitudes
Capable and inclusive institutions	C. Strengthen national disability architecture by developing the capacity of national authorities on disability as well as that of disabled people’s organizations, and by enhancing dialogue between the representative organizations of persons with disabilities and key actors
Access to services (mainstream and targeted)	D. Improve access to mainstream as well as targeted services by strengthening their design and delivery modalities, and by promoting measures that will increase availability and affordability
Access to justice	E. Increase access to justice for persons with disabilities and the capacity of the justice sector to appropriately respond to circumstances specific to persons with disabilities
Application of accessibility standards to products, environments and processes	F. Promote the application of accessibility standards to products, environments and processes, including non disability-specific interventions undertaken by development partners
Access to rehabilitation and habilitation including assistive technology	G. Improve access to rehabilitation and habilitation — including assistive technology — by strengthening the availability and affordability of services and the identification of appropriate designs of assistive technologies
Adequate data and evidence	H. Improve disability-specific data and support research on different aspects of disability as well as the codification of evidence

As the above thematic priorities are quite broad and far-reaching, particular attention will need to be devoted to the effective scoping of specific interventions. This issue is specifically addressed in section 2.3.

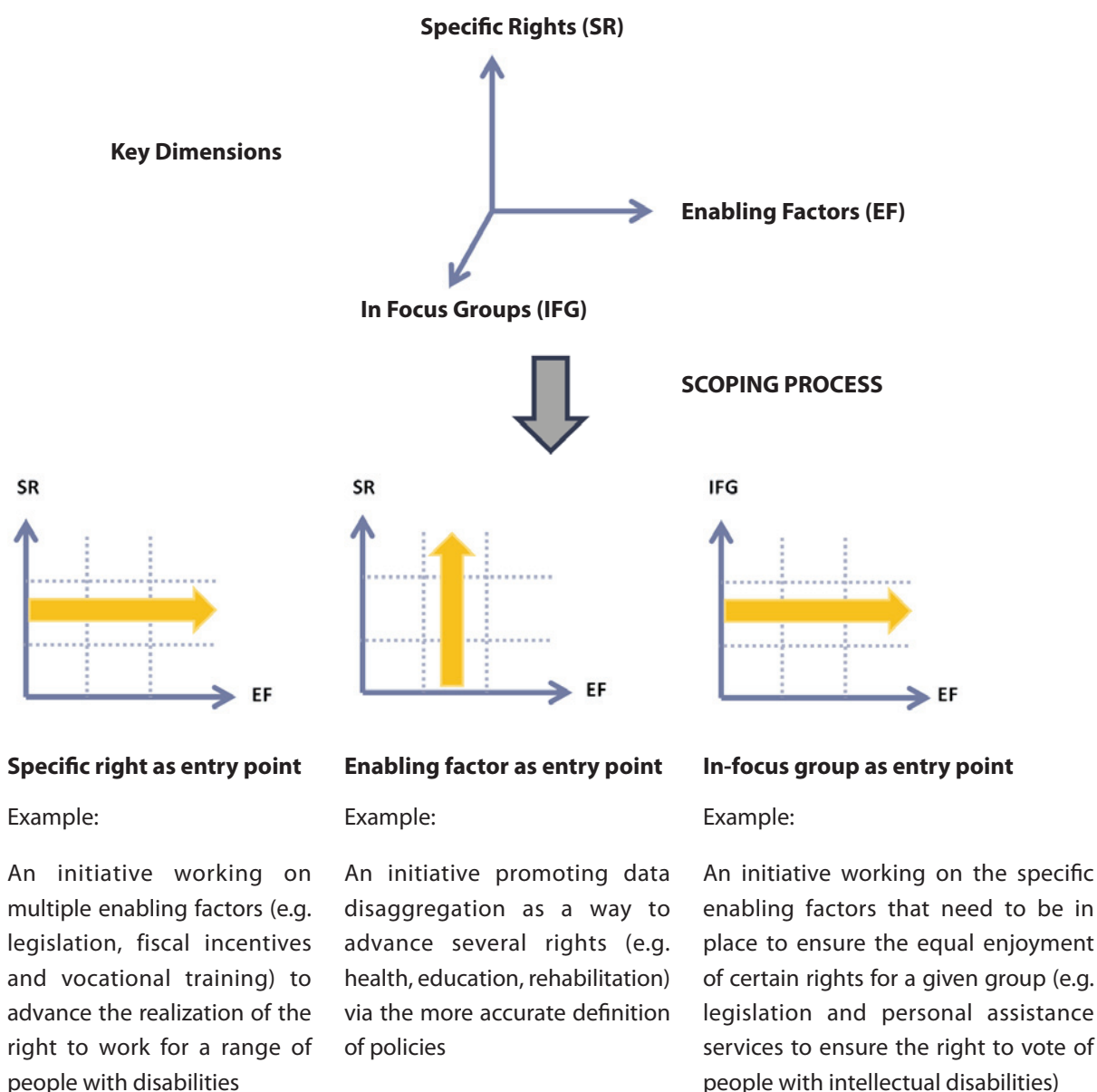


## 2.3 Defining the scope of interventions

The objective of a specific intervention to be undertaken by the UNPRPD or supported by the UNPRPD Fund can be defined with reference to three dimensions:

- The specific rights the intervention aims to advance
- The enabling factors the intervention intends to leverage
- The specific groups the intervention expects to address

**Figure 2. Defining the scope of UNPRPD interventions**







Each of these dimensions can be used as an entry point to determine the scope of initiatives to be implemented. For instance: a project may concentrate on data disaggregation as an enabling factor that will advance a multiplicity of rights; another may take the promotion of the right to work as its starting point and work back from there to identify enabling factors requiring specific attention (e.g. normative frameworks and fiscal incentives on the demand side and vocational training services on the supply side); yet another project may focus on a specific group — such as children with disabilities — and then address the various enabling factors that are needed to ensure the equal enjoyment of a certain set of rights on the part of that group. Some projects may be very broad in scope. For instance an initiative on the right to health may choose to address health care services as a key enabling factor, as well social determinants of health (e.g. education, access to livelihoods and social capital). Others may be very narrow, such as an initiative targeting legislative norms that prevent people with intellectual disabilities from participating in public life.

Figure 2 provides a graphic illustration of the analytical framework that will be used to define the scope of UNPRPD interventions.

Recommendations emerging from the Universal Periodic Review process or the review of reports submitted to the Committee on the Rights of Persons with Disabilities and other human rights treaty bodies are an important source of guidance on priority action to be undertaken in relation to the first dimension of the above scoping framework (Specific Rights). Specific guidance on priority areas of focus related to the second dimension (Enabling Factors) is provided in Table 1. Regarding in-focus groups, particular attention will be given to women with disabilities and children with disabilities in line with Articles 6 and 7 of the CRPD. Other in-focus groups will be identified on a case-by-case basis in relation to the context of the planned initiatives.

## 2.4 *Defining the mix of activities*

The UNPRPD will undertake a broad range of activities to realize its overall objective in keeping with three general directions, briefly described below.

- **Local action with a global perspective.**

In order to have a lasting impact on the advancement of the rights of persons with disabilities, the UNPRPD aims to contribute directly to the implementation of the CRPD at the national and local levels. Thus, the UNPRPD Fund will primarily support country-level joint programmes in which Participating UN Organizations collaborate around common capacity development goals. Country-level programmes, however, will be supplemented by global and regional activities that also serve to strengthen the implementation of the CRPD at the country level. Such efforts will be designed to maximize country benefits in the delivery of UNPRPD funds by ensuring consistency in approaches and economies of scale in the development of knowledge and capacities. Key global and regional activities may include: research on thematic issues; technical, policy and legal advisory services; knowledge management (including collection and dissemination of good practices, development of training curricula, guidelines and tools); networking and exchange of experiences.

- **A twin-track approach to promoting disability rights.**

The UNPRPD will pursue its objective of developing national capacity for the implementation of the CRPD through a twin-track approach involving targeted as well as mainstreaming interventions. Therefore, it will engage in two kinds of activities: i) interventions aimed at benefiting persons with disability





directly by providing them and their organizations with relevant capabilities; and ii) interventions aimed at benefiting persons with disabilities indirectly by influencing the nature of broader systems with which persons with disabilities may be interacting in different capacities. A more detailed description of UNPRPD's understanding of the twin-track approach to disability rights and an analysis of how mainstreaming and targeted interventions can be mutually reinforcing are provided in Annex 1.

- **A strong focus on capacity development.**

The above formulation of UNPRPD's overall goal is based on a broad understanding of capacity. This understanding recognizes that capacity involves a multiplicity of assets — material such as human and financial resources as well as immaterial, such as knowledge, social capital and political clout. Furthermore, this understanding emphasizes that capacity is related not only to the skills possessed by individuals, but also to the organizational set-ups in which they function and to the normative, political and cultural contexts in which they are situated. A more detailed analytical framework of capacity is provided in Annex 2. This framework is consistent with the common undg position on capacity development as well as with the most recent UN General Assembly Triennial and Quadrennial Reviews of the UN system's operational activities for development.

### 2.5 *Priority activities at country level*

Boxes 2 to 9 provide an indicative list of activities that the UNPRPD considers particularly critical at country level, in relation to different thematic priorities.

#### ***Box 2. Enabling legislation and policy frameworks (Thematic priority A)***

- Develop a national disability strategy for the ratification and implementation of the CRPD.
- Review legislation for CRPD compliance and support subsequent legislative reforms.
- Support States in the drafting of reports to the CRPD Committee.
- Support States in implementing the recommendations of the CRPD Committee.
- Support disability rights audit of relevant policies and strategies.
- Support disability rights budgeting initiatives.

#### ***Box 3. Empowering cultural norms (Thematic priority B)***

- Collect information on knowledge, beliefs and attitudes that cause stigma towards people with disabilities.
- Support social marketing campaigns aimed at promoting supportive and empowering attitudes.
- Promote dialogue on disability with key opinion makers, such as religious and political leaders, educators and others.
- Promote dialogue with the media on the social construction of the image of disability.
- Support initiatives aimed at giving persons with disabilities a greater voice in the public arena and a greater role in shaping discursive constructions of disability, also by documenting and disseminating positive stories about people with disabilities and their families.



### ***Box 4. Capable and inclusive institutions (Thematic priority C)***

- Support the establishment of national authorities on disability or alternative focal point institutions as well as appropriate coordination mechanisms within government in line with CRPD Article 33.
- Undertake specific activities to strengthen the capacity of national authorities on disability or alternative focal point institutions, including national human rights institutions.
- Support activities promoting networking and increased collaboration of disability focal points within different parts of governments.
- Undertake specific activities to strengthen the capacity of representative organizations of persons with disabilities.
- Support the strengthening of national consultation mechanisms and other mechanisms promoting the involvement of organizations of persons with disabilities in line with CRPD Article 4.
- Support the establishment of independent monitoring bodies in line with CRPD article 33 and the Paris Principles.
- Undertake specific activities to strengthen the capacity of independent monitoring bodies.

### ***Box 5. Access to services (mainstream and targeted) (Thematic priority D)***

- Conduct reviews of the performance of existing programmes and services in light of the CRPD.
- Support design interventions aimed at increasing accessibility of critical mainstream services.
- Support the establishment of relevant targeted services.
- Undertake specific interventions aimed at strengthening the capacity of service delivery institutions.
- Support interventions aimed at increasing coordination and integration of services.
- Support interventions aimed at increasing availability and affordability of services through measures such as cost reduction, increased funding and income support for service users.

### ***Box 6. Access to justice (Thematic priority E)***

- Promote policy dialogue and relevant reforms addressing the barriers that limit access to justice for persons with disabilities, including relevant aspect of legislation on legal capacity.
- Promote the application of accessibility standards to the design of relevant justice sector procedures.
- Develop the capacity of key actors in the justice sector (e.g. judges, lawyers, legal aid providers, law enforcement authorities and social service providers) to understand and appropriately respond to circumstances specific to persons with disabilities.
- Strengthen legal literacy and the capacity to interact with the justice sector of disabled persons' organizations.
- Strengthen the capacity of informal and traditional justice institutions to understand and appropriately respond to circumstances specific to persons with disabilities.



### ***Box 7. Application of accessibility standards to products, environments and processes (Thematic priority F)***

- Support the development of accessibility standards in critical areas such as the built environment, transportation and ICT.
- Support the establishment of mechanisms to monitor the implementation of accessibility standards.
- Collaborate with professional bodies and educational institutions to include accessibility standards in relevant training curricula.
- Promote the application of universal design to products, environments and processes.
- Support the development of mechanisms to prevent development funds from creating or perpetuating barriers to participation and inclusion.

### ***Box 8. Access to rehabilitation and habilitation, including assistive technology (Thematic priority G)***

- Support the development or revision of national plans on rehabilitation and habilitation including strategies for funding and human capacity development.
- Support the development of appropriate services (including assistive devices) that encourage multidisciplinary and client centered approaches in accordance with the national plan.
- Support the development of early identification and intervention strategies using community workers and health personnel, including through community-based rehabilitation.
- Support the dissemination of information on appropriate technology and initiatives aimed at promoting local production of assistive devices (including the establishment of centers of excellence for the R&D, production, and distribution).

### ***Box 9. Adequate data and evidence (Thematic priority H)***

- Support national stakeholders mainstreaming disability through collection of national statistics in cooperation with the UN statistical division, World Bank, World Health Organization, Washington Group on Disability Statistics, Budapest Initiative, and other data-gathering initiatives.
- Support national stakeholders and development partners in conducting surveys on barriers to participation of persons with disabilities.
- Support the inclusion of a disability rights perspective in National Human Development Reports and other national and UN statistical publications.
- Support the development of guidelines, toolkits and good practice databases on different aspects of disability.



## Part 3: The HOW of the UNPRPD

### 3.1 *Guiding principles*

In the pursuit of its objectives, the UNPRPD will be guided by four key principles:

- Centrality of human rights
- “Delivering as One” on disability rights
- Promotion of partnership-building and national ownership
- A catalytic approach to the scaling up of interventions

Sections 3.1.1 to 3.1.4 briefly describe each of these principles.

#### 3.1.1 *Centrality of human rights*

The realization of human rights and their full integration into development processes are at the heart of everything the UNPRPD does. Therefore, all of its activities will be inspired by the following CRPD principles, set out in Article 3 of the Convention:

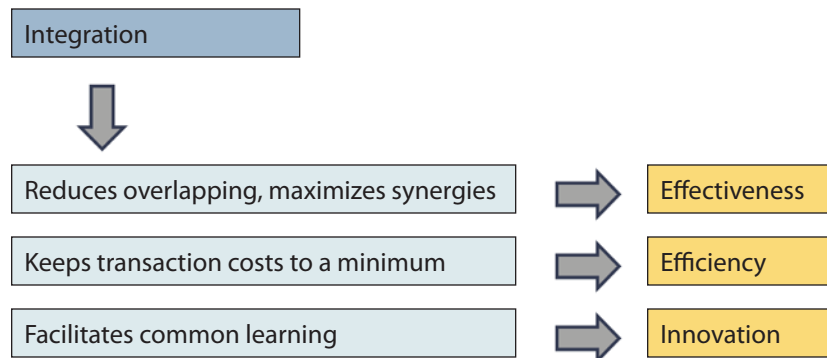
- Respect for inherent dignity, individual autonomy including the freedom to make one’s own choices, and independence of persons with disabilities.
- Non-discrimination.
- Full and effective participation and inclusion in society.
- Respect for difference and acceptance of persons with disabilities as part of human diversity and humanity.
- Equality of opportunity.
- Accessibility.
- Equality between men and women.
- Respect for the evolving capacities of children with disabilities and respect for the right of children with disabilities to preserve their identities.

#### 3.1.2 *“Delivering as One” on disability rights*

The UNPRPD responds to the complexity of disability by integrating the different competencies of several UN organizations into a common programmatic platform. This integration is expected to produce a number of benefits, including: reducing overlapping and maximizing synergies within the UN system; keeping transaction costs to a minimum for donors and partners alike; and facilitating common learning across multiple organizations. When the process works as expected, effectiveness, efficiency and innovation are generated as a result (see Figure 3).



**Figure 3. Generating effectiveness, efficiency and innovation through integration**



In keeping with the above-described principle of integration, all UNPRPD country-level projects will have to be approved by the UN Country Team and the UN Resident Coordinator will be expected to retain the ultimate programmatic oversight of UNPRPD-funded initiatives (although the actual project development and implementation is likely to be delegated to one or more specialized lead agencies selected from among the UNPRPD Participating Organizations). Detailed management arrangements will be defined on a case-by-case basis for each of the initiatives supported by the UNPRPD Fund, but two of the possible arrangements are described in Figure 4.

### 3.1.3 Promoting national ownership, participation and partnership-building

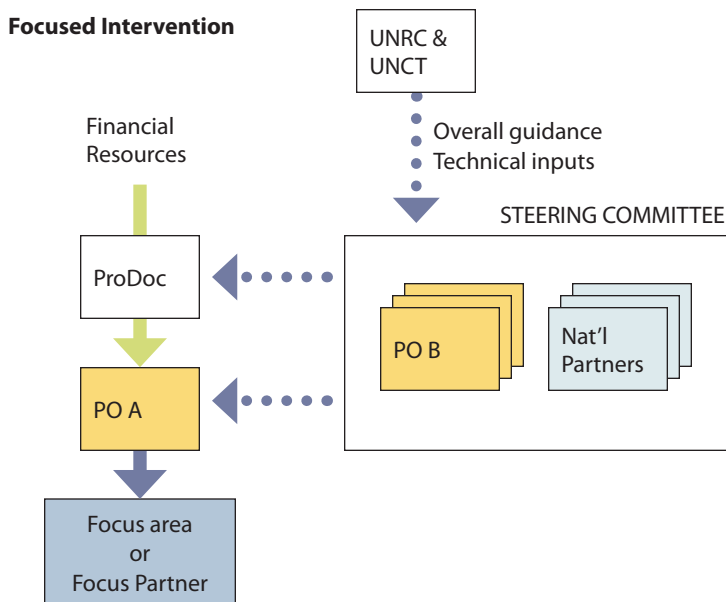
The UNPRPD is fully committed to the value of national ownership. Hence, it appreciates that its work in support of the CRPD must be demand-driven (i.e. reinforcing local autonomous dynamics) and country-specific (i.e. responding to the particular circumstances and needs of each given national context).

At the same time, there are several instruments guiding the work of the UNPRPD: the CRPD and the concluding observations and recommendations of the CRPD Committee; the concluding observations and recommendations on disability issues of other United Nations human rights treaty bodies; the guidance emanating from the Conference of States of Parties to the CRPD and other inter-governmental bodies with a mandate relevant to disability (e.g. the Commission on Social Development); the undg Guidance Note on Including the Rights of Persons with Disabilities in UN Programming at Country Level; the *World Report on Disability* and this Strategic Framework with the programmatic priorities and operating principles it spells out.

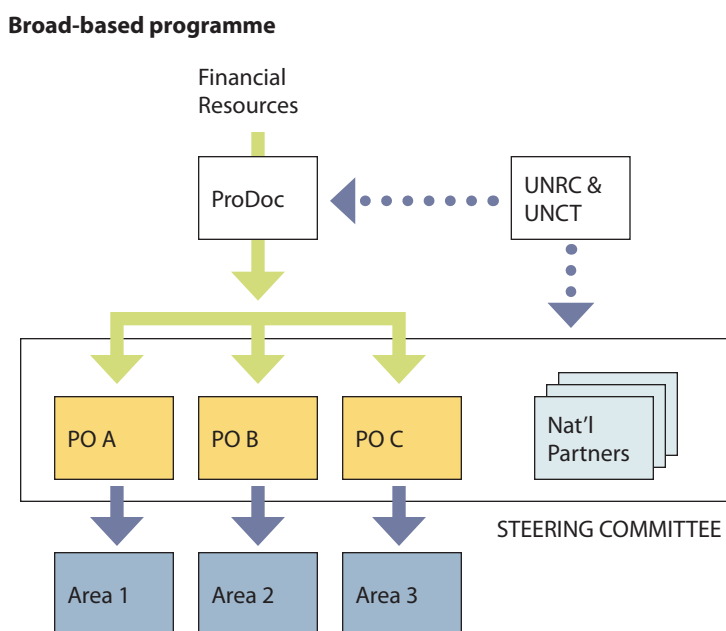
The work of the UNPRPD happens, therefore, at the intersection between the operating space delimited by the above-mentioned instruments and the areas of intervention which are identified as relevant by national stakeholders. This intersection may be further restricted to a few priority issues, depending on the availability of resources and other considerations such as the differential impact of alternative interventions, their cost-effectiveness and the comparative advantage of the UNPRPD and its Participating Organizations in a given context.



**Figure 4. Possible management arrangements for UNPRPD country-level projects**



In this scenario, the UNCT decides to focus on a single priority issue (e.g. promoting the ratification of the CRPD) or partner (e.g. National Disability Council.) One UNPRPD Participating Organization (PO) A is identified to lead implementation. PO A receives resources from the UNPRPD Fund on the basis of an agreed project document and then programmes them under the overall guidance of a Steering Committee that includes the other UNPRPD POs and relevant national partners.

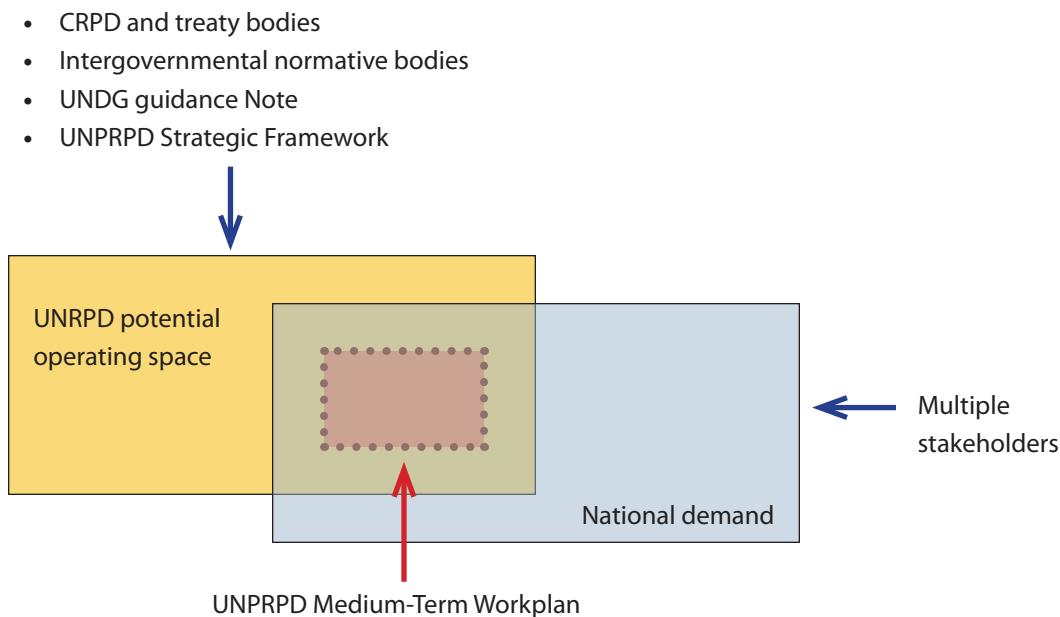


In this scenario, the UNCT decides to undertake a broad-based programme that addresses Programmatic Areas 1, 2 and 3. UNPRPD Participating Organizations A, B and C are identified to lead implementation in each of the selected programmatic areas. POs A, B and C receive resources from the UNPRPD Fund and programme them on the basis of a common project document. The POs implementing the programme coordinate their work through a Steering Committee that includes relevant national partners.

The UNPRPD Medium-Term Workplan is an instrument intended to facilitate the encounter of global normative principles and national demand, while ensuring the strategic utilization of the limited resources entrusted to the UNPRPD. In particular, the Workplan identifies medium-term priorities for the global- and regional-level work of the UNPRPD; sets criteria for the distribution across themes and regions of UNPRPD Fund resources destined to the country level (if and as appropriate); and provides guidance to UN Country Teams (UNCTs) on how best to engage in a prioritization process with their national counterparts (see Figure 5).



**Figure 5. The intersection between global normative principles and national demand**



Multi-stakeholder partnerships that involve governmental, non-governmental and other actors in a spirit of trust and mutual accountability are the best way to promote strong national ownership. Recognizing this, the UNPRPD commits to base all of its activities — throughout the programming cycle — on the meaningful involvement of a broad range of national- and global-level counterparts.

It will be especially crucial for the UNPRPD to set an example of inclusiveness, and ensure that its work does not contribute to the creation or perpetuation of barriers to the participation of persons with disabilities in development. Therefore, the UNPRPD will take all measures necessary to secure the centrality of persons with disabilities in its activities — in line with the CRPD principle that persons with disabilities and their representative organizations should be actively involved in all relevant decision-making processes, including those directly concerning them.

Through its focus on partnership building, the UNPRPD can leverage the unique position of the UN system at the country level — as well as some of its specific assets, such as neutrality, access and networks — to generate an environment that is especially conducive to the promotion of disability rights. Furthermore, by bringing together government, persons with disabilities and the broader civil society (including social partners), the UNPRPD can effectively ensure the relevance of its work and maximize the chances of long-term sustainability.

### 3.1.4 A catalytic approach to the scaling up of interventions

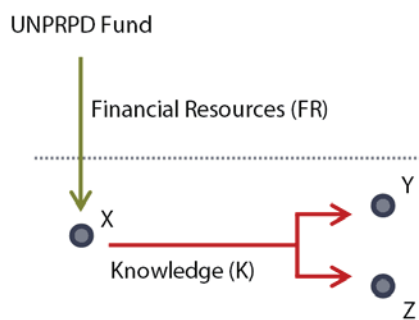
The UNPRPD will use the resources entrusted to its Fund in a catalytic fashion in order to leverage domestic resources as well as resources that already exist in the budget of the Participating Organizations and other development partners. For this reason, the possibility of cost-sharing will be given a prominent role in the assessment of proposals to be supported by the UNPRPD Fund.



Recognizing that the social inclusion of persons with disabilities is not merely supplemental to regular development work, but rather a fundamental development issue, the UNPRPD and its Fund aim to ensure the progressive integration of disability into the core business of the UNPRPD Participating Organizations. This process will follow a variety of trajectories that cannot be entirely predicted. However, some of the most promising “paths of integration” are described in Figure 6.

**Figure 6. Integrating disability into the core business of the UN**

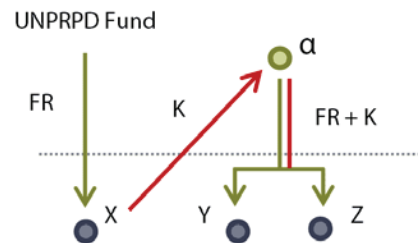
**Global level**



Intervention A, supported by the UNPRPD Fund, is successfully implemented in country X. Following this experience, countries Y and Z undertake analogous initiatives with their own resources.

**Country level**

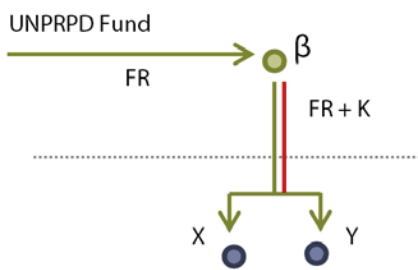
**Global level**



Intervention B, supported by the UNPRPD Fund, is successfully implemented in country X. As a result, this kind of intervention is integrated into global programme α and successively rolled out in countries Y and Z.

**Country level**

**Global level**



A disability perspective is integrated, using UNPRPD Fund resources, into global programme β. The programme, including its disability-related aspects, is successively rolled out in countries X and Y.

**Country level**

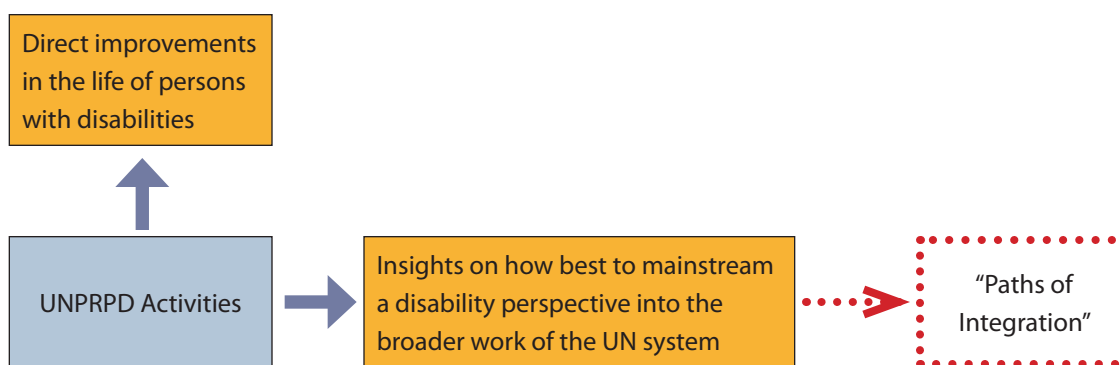




## Part 3: The HOW of the UNPRPD

In light of the above, the work of the UNPRPD could be seen as effectively pursuing two result chains: the first one (described in sections 2.1-2.5) aims to produce direct improvements in the life of persons with disabilities; the second one (more specifically covered in this section) aims to generate insights on how best to mainstream a disability perspective into the broader work of the UN system. The two-fold purpose of the work of the UNPRPD is illustrated in Figure 7.

**Figure 7. The two result chains of the UNPRPD**



Knowledge generation and management will be critical to the catalytic function of the UNPRPD. Special attention therefore will be paid to: ensuring adequate monitoring and evaluation of results, including through the collection of adequate baseline information; documentation of best practices and lessons learnt; monitoring of relevant research on different policy and programmatic aspects of the work of the UNPRPD.

### 3.2 Governance of the UNPRPD and the UNPRPD Fund

The governance of the UNPRPD will be based on two mechanisms:

- The Policy Board (PB): a high-level body that will meet once a year to set the strategic direction of the Partnership and address the implications of major policy issues for the Fund. It will review the work of the Fund and provide programmatic oversight for the allocation of financial resources.
- A Management Committee (MC): a working-level standing committee of the Policy Board responsible for reviewing proposals for funding, deciding on the allocation of funds — also based on an external peer review process — and providing implementation guidance and support as appropriate.

Sections 3.2.1 and 3.2.3 provide further details of the functions to be performed by the UNPRPD Policy Board and Management Committee as well as information on their membership composition and election modalities.



## 3.2.1 The UNPRPD Policy Board

### Functions

The UNPRPD Policy Board is responsible for the following functions:

**Table 2. Functions of the UNPRPD Policy Board**

	Responsibilities
Policy development	<ul style="list-style-type: none"> <li>• Approve the UNPRPD Medium-Term Workplan.</li> <li>• Provide policy guidance on the implementation of UNPRPD’s global and regional level initiatives.</li> <li>• Provide policy guidance on the implementation of UNPRPD’s country-level initiatives.</li> <li>• Provide guidance on the appropriate partnership-building strategy for the UNPRPD.</li> </ul>
Programmatic oversight	<ul style="list-style-type: none"> <li>• Receive the Annual Report of UNPRPD’s activities.</li> <li>• Provide feedback on the effectiveness, efficiency and continued relevance of UNPRPD’s work.</li> </ul>

As detailed in section 3.3.5 (allocation of UNPRPD Fund Resources), the Chair of the Policy Board is responsible for signing off on the Management Committee’s decisions regarding the allocation of UNPRPD Fund resources.

### Composition

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

**Table 3. Composition of the UNPRPD Policy Board**

Constituency	Number	Members
UN organizations		High-level representatives of all UN organizations participating in the UNPRPD
CRPD States Parties	2	Members selected through a process to be facilitated by the Bureau of the Conference of States Parties (CoSP) to the CRPD
UNPRPD Fund Donors	2	UNPRPD Fund donors
Persons with disabilities and broader civil society	2	Chair of the International Disability Alliance (IDA)
		One civil society organization appointed by the Civil Society Forum (CSF) of the Conference of States Parties to the CRPD

In addition, the following eminent persons will be invited to advise the Policy Board:

- Chair of the Committee on the Rights of Persons with Disabilities.
- Special Rapporteur on Disability of the Commission on Social Development.



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- Two additional individuals, distinguished for their work in promoting disability rights, to be appointed by the Chair of the Policy Board — taking into account the need to ensure the adequate representation on the Board of:
  - voices of persons with disabilities from the South;
  - voices of women with disabilities; and
  - voices of young people with disabilities.

The Multi-Partner Trust Fund (MPTF) Office of UNDP is an ex officio member of the Policy Board as Administrative Agent of the Fund.

### Election of Policy Board members

The following criteria will apply to the election of Policy Board members:

**Table 4. Criteria for the election of UNPRPD Policy Board Members**

Member	Election	Term duration
Members of the constituency “CRPD States Parties”	The Bureau of the Conference of States Parties to the CRPD will facilitate the selection of two representatives of the constituency “CRPD States Parties” on the basis of autonomously-defined criteria. The participation of States Parties in the UNPRPD governance structure will be based on the principle of equitable regional representation, to be achieved through an appropriate regional rotation scheme to be defined by the Bureau in consultation with the regional groups.	The term duration of CRPD States Parties representatives on the UNPRPD Policy Board will be determined within the context of the regional rotation scheme presiding to CRPD States Parties’ participation in the UNPRPD governance structure.
Members of the constituency “UNPRPD Fund Donors”	The “UNPRPD Fund Donor Group,” composed of all partners — national and subnational governments as well as non-state donors — with active contributions to the UNPRPD Fund, will self-select its representatives to the Policy Board on the basis of autonomously-defined criteria.	The “UNPRPD Fund Donor Group” will determine the rotation scheme to be applied to its representatives as well as the duration of their term as Policy Board members.
Member to be appointed by the CSF of the CoSP to the CRPD	The CSF of the Conference of States Parties to the CRPD will self-select its representative to the Policy Board through an autonomously-defined process and on the basis of autonomously-defined criteria. It is explicitly requested, however, that the election of the CSF representative to the Policy Board be preceded by an adequately publicized call for expressions of interest.	The CSF representative to the Policy Board will be elected for a one-year term. The CSF will determine the criteria regulating the possibility of re-election.



## Chair of the Policy Board

The Chairmanship of the Policy Board will rotate on an annual basis among the participating UN organizations. The Chair should be a senior (ideally executive-level) representative of the chairing organization.

### 3.2.2 The UNPRPD Management Committee

#### Functions

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

**Table 5. Functions of the UNPRPD Management Committee**

	Responsibilities
Resource allocation	<ul style="list-style-type: none"> <li>Review and approve project documents for UNPRPD's global and regional level activities as per the parameters set in the UNPRPD Medium-Term Workplan.</li> <li>Approve the call for proposals guidelines prepared by the UNPRPD Technical Secretariat for country-level projects.</li> <li>Review and approve concepts notes for UNPRPD's country-level activities.</li> <li>Review and approve project documents for UNPRPD's country-level activities.</li> </ul>
Programmatic oversight	<ul style="list-style-type: none"> <li>Review progress reports of global, regional and country-level UNPRPD projects.</li> <li>Provide feedback of the effectiveness, efficiency and continued relevance of UNPRPD projects.</li> </ul>

#### Composition

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

**Table 6. Composition of the UNPRPD Management Committee**

Constituency	Number	Members
UN organizations		Working-level representatives of all UN organizations participating in the UNPRPD
CRPD States Parties	1	Member selected through a process to be facilitated by the Bureau of the Conference of States Parties (CoSP) to the CRPD
UNPRPD Fund Donors	1	UNPRPD Fund donor
Persons with disabilities and broader civil society	2	One representative of the IDA
		One representative of the civil society organization appointed by the CoSP CSF



## Election of Management Committee members

Each constituency will self-select its own representatives on the Management Committee and identify relevant rotation and alternate arrangements.

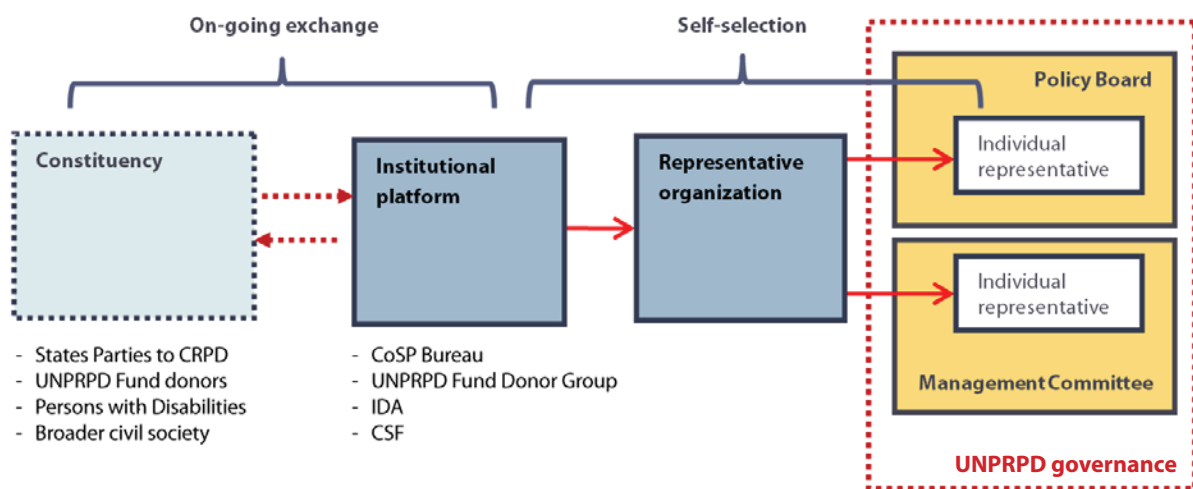
## Chair of the Management Committee

The Chairmanship of the Management Committee will rotate on an annual basis among the participating UN organizations.

### 3.2.3 The constituency logic of the UNPRPD governance structure

The trusteeship mechanism of the UNPRPD governance structure is based on four institutional platforms — (1) the Bureau of the Conference of States Parties to the CRPD, (2) the UNPRPD Fund Donors Group, (3) the International Disability Alliance and (4) the CSF of the Conference of States Parties to the CRPD — which are representative of four critical constituencies — (a) States Parties to the CRPD, (b) UNPRPD Fund donors, (c) persons with disabilities and (d) broader civil society. Each of these institutional platforms self-selects one or two representative organizations. Representative organizations, in turn, select high-level representative individuals to sit on the Policy Board and working-level representative individuals to sit on the Management Committee. This process is illustrated in Figure 8.

**Figure 8. The constituency logic of the UNPRPD governance**



In keeping with the above, Policy Board and Management Committee members are expected to serve not only on their own behalf but also on behalf of their constituency peers, acting at the same time as conveners of their constituency and as an interface between their constituency and the UNPRPD governance structure. It is expected, in particular, that Policy Board and Management Committee members will routinely seek the inputs of their constituency peers on the decisions to be taken and that they will strive to represent, to the maximum possible extent, positions reflecting a constituency consensus (without prejudice to the possibility of constituency members to participate in meetings of the Policy Board as observers).



### 3.2.4 *Other rules of procedure*

- **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. Additional work will be carried out during the course of the year via email, teleconferencing and videoconferencing as necessary. The UNPRPD Management Committee will meet as needed, based on a periodic calendar of work to be prepared by the Technical Secretariat.

- **Admission of observers**

The Chair of the UNPRPD Policy Board may invite governmental, non-governmental, civil society and other organizations to participate — on an ad-hoc basis — in meetings of the Policy Board based on their involvement with, or relevance to, the topics to be discussed by the Board. Similarly, observers may be invited to the meetings of the Management Committee by the Committee's Chair.

- **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 request 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 fifty percent plus one of the Participating UN Organisations plus fifty percent plus one of the other Policy Board members, not including the Multi-Partner Trust Fund Office. The same formula will apply to the Management Committee.

- **Decisions**

The Policy Board and the Management Committee will take decisions by consensus.

### 3.2.5 *Review of governance arrangements*

The UNPRPD governance structure will be reviewed one year after the beginning of the UNPRPD's operational activities. Proposals for change that may arise from the review will be submitted to the Policy Board for consideration.

## 3.3 ***Operating modalities of the UNPRPD and the UNPRPD Fund***

### 3.3.1 *UNPRPD Technical Secretariat*

The UNPRPD Technical Secretariat will operate under the oversight of the Policy Board as well as the Management Committee for the matters that the Board will delegate to the Committee. Working closely with the Administrative Agent as appropriate, the Technical Secretariat will be responsible for the following functions:



**Table 7. Functions of the UNPRPD Technical Secretariat**

	Responsibilities
Governance support	<ul style="list-style-type: none"> <li>• Serve as a secretariat for the UNPRPD Policy Board also by coordinating the preparation of the agenda, supporting documents and draft decisions for Board meetings.</li> <li>• Serve as a secretariat for the UNPRPD Management Committee also by coordinating the preparation of the agenda, supporting documents and draft decisions for Management Committee’s meetings.</li> </ul>
Support to the programmatic oversight function of PB and MC	<ul style="list-style-type: none"> <li>• Coordinate the preparation of the UNPRPD Medium-Term Workplan.</li> <li>• Circulate progress reports of global, regional and country-level UNPRPD projects as appropriate.</li> <li>• Coordinate the preparation of the Annual Report of UNPRPD’s activities.</li> <li>• Follow up on the implementation of Policy Board and Management Committee’s recommendations</li> </ul>
Support to the UNPRPD Fund resource allocation process	<ul style="list-style-type: none"> <li>• Prepare call for proposals guidelines for Management Committee’s approval.</li> <li>• Manage the proposal screening process (including initial vetting and external peer review).</li> <li>• Prepare recommendations on the funding of proposals for review and approval by the Management Committee.</li> <li>• Transmit the approved proposals to the Administrative Agent for fund disbursement.</li> </ul>
External relations	<ul style="list-style-type: none"> <li>• Represent the UNPRPD in public events as appropriate.</li> <li>• Support the implementation of the UNPRPD partnership development strategy, under the overall guidance of the Management Committee.</li> <li>• Support the implementation of the UNPRPD resource mobilization strategy, under the overall guidance of the Management Committee.</li> </ul>

The UNDP Poverty Practice will host the UNPRPD Technical Secretariat and provide the resources necessary for its functioning in the start-up phase of the UNPRPD. Once the Partnership and the Fund become fully operational, the resources necessary to the functioning of the Technical Secretariat may be proposed as direct cost from the UNPRPD Fund, subject to approval of the Policy Board.

### 3.3.2 The UNPRPD Participating Organizations

The UNPRPD Participating Organizations lead on the programmatic aspects of the work of the UNPRPD.

Participating Organizations that have signed up to the UNPRPD and receive funds under the UNPRPD Fund shall assume full programmatic and financial accountability for the resources received and will be responsible for the following activities:

- Prepare and submit proposals to the UNPRPD Management Committee for review and approval;



- Design, implement and oversee joint programmes and projects financed by the UNPRPD Fund; and
- Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the Administrative Agent.

For each project approved for funding from the UNPRPD Fund, the Participating UN Organizations will be required to provide the following to the Technical Secretariat:

- Annual narrative progress reports provided no later than three months after the end of the calendar year (31 March);
- Final narrative reports after the completion of the activities in the approved programme (including the final year of activities) to be provided no later than four months after the calendar year (30 April) following the financial closing of the UNPRPD Fund. The final report will provide a summary of results and achievements compared to the goals and objectives of the UNPRPD Fund, as well as appropriate documentation on lessons learnt.

Participating UN Organizations will be required to provide the following statements and reports to the Administrative Agent:

- Annual financial statements and reports on the funds received from the UNPRPD Fund Account as of 31 December, to be provided no later than four months after the end of the calendar year (30 April);
- After the completion of the activities in the approved programme (including the final year of the activities in the approved programme) to be provided no later than six months of the year (30 June) following the financial closing of the UNPRPD Fund.

UNPRPD Participating Organizations will ensure relevant staff at appropriate levels are available to participate in the UNPRPD Policy Board (see Table 2 for a list of related responsibilities) and Management Committee (see Table 5 for a list of related responsibilities). In addition, the UNPRPD Participating Organizations will provide technical support to UNPRPD initiatives through the following functions:

**Table 8. Technical support functions of the UNPRPD Participating Organizations**

	Responsibilities
Policy development	<ul style="list-style-type: none"> <li>• Conduct research on relevant policy aspects of UNPRPD’s work as appropriate.</li> </ul>
Implementation support	<ul style="list-style-type: none"> <li>• Provide direct technical assistance to UNPRPD projects, if and as appropriate.</li> <li>• Facilitate access to technical assistance (e.g. through expert referral).</li> </ul>
Knowledge management	<ul style="list-style-type: none"> <li>• Document good practices and lessons learnt from the implementation of UNPRPD initiatives.</li> </ul>

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





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Policy Review principle of full cost recovery), all other costs incurred by each Participating UN Organizations carrying out the activities for which it is responsible under the UNPRPD Fund will be recovered as direct costs.

### 3.3.3 *The UNPRPD Fund Administrative Agent*

The UNPRPD Fund will use the pass-through modality and will be administered by the UNDP MPTF Office. In a pass-through arrangement, 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.

Given the UN system's growing efforts towards enhanced coherence and efficiency at the country level and increasing joint UN activities, UNDP, through its MPTF Office, is often called upon as Administrative Agent for Multi-Partner Trust Funds and Joint Programmes (JPs) that use the pass-through fund management model — established by the UN system, national authorities and donors in the context of humanitarian, transition, reconstruction and development programmes.

Therefore, the UNDP MPTF Office is entrusted by the UNPRPD Participating Organizations to act as the Administrative Agent for the UNPRPD Fund. 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."<sup>16</sup> UNDP performs the Administrative Agent functions in accordance with the UNDG "Protocol on the Administrative Agent for MPTFs and JPs."

The Administrative Agent administers UNPRPD resources in accordance with its financial rules and regulations and the UNPRPD Memorandum of Understanding (MoU), Standard Administrative Agreements and Terms of Reference. It will be 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 Fund;
- Receive, administer, and manage contributions from donors;
- Disburse funds — as subjected to availability — 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; and
- Disburse funds — as subjected to availability — for direct costs to Participating UN Organizations requested by the Policy Board to perform additional tasks in support of the UNPRPD.

The Administrative Agent will charge a 1 percent fee of each donor contribution for fund administration and fiduciary responsibilities.

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<sup>16</sup> [mptf.undp.org](http://mptf.undp.org).



### 3.3.4 Mobilization of UNPRPD Fund resources

The UNPRPD Technical Secretariat takes the lead in developing a resource mobilization strategy based on clear roles and targets, and assists the Management Committee and the Policy Board in the implementation of this strategy.

Contributions to the UNPRPD Fund may be accepted from national and sub-national governments of UN Member States, inter-governmental or non-governmental organizations, and private sources (private sector and foundations). Acceptance of funds from the private sector will be guided by criteria stipulated in the UN system-wide guidelines on cooperation between the UN and Business Community.<sup>17</sup>

In support of the overarching aim of the UNPRPD, and to ensure maximum flexibility and coordination, donors are encouraged to contribute with multi-year pooled/non-earmarked resources. If this is not possible, regional or thematic earmarking may be permitted by the Policy Board.

Contributions to the UNPRPD Fund may be accepted in fully convertible currency. Such contributions shall be deposited in the bank accounts designated by UNDP. The value of a contribution-payment, if made in other than United States dollars, shall be determined by applying the UN operational rate of exchange in effect on the date of payment.

### 3.3.5 Allocation of UNPRPD Fund resources

The resources entrusted to the UNPRPD Fund are channeled through the UNPRPD Participating Organizations, in keeping with the MOU establishing the UNPRPD and its Fund as well as relevant UNDG policies (including those on joint programming at country level and on the establishment and management of MPTFs).

The recipient Participating Organizations will be responsible for programming the resources received from the UNPRPD Fund in the most aid-effective way (given the specific circumstances of the project at hand) and, when appropriate, will disburse them to sub-recipients, which may be either government institutions, civil society partners (including organizations of persons with disabilities) or other UN organizations.

The UNPRPD Fund resources will be apportioned to different initiatives and Participating Organizations through one of the two following processes:

- **Global and regional level funding window**

A list of global and regional projects is included, along with related resource needs, in the Medium-Term Workplan that is approved by the Policy Board. The Participating Organizations applying for funding, later, develop a full project proposal based on the concept and resource envelope endorsed by the Board. This proposal is then reviewed by the Management Committee, which is responsible for providing the final authorization to the disbursement of funds.

- **Country-level funding window**

Resources allocated to country-level work are distributed through a competitive process based on a call for proposals mechanism. The call for proposal is sent to UNCTs which are responsible for identifying

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<sup>17</sup> [www.un.org/partners/business/otherpages/guide.htm](http://www.un.org/partners/business/otherpages/guide.htm).



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the most relevant intervention to be taken, as well as appropriate implementation arrangements (including delegation of responsibility to one or more UNPRPD Participating Organizations) in line with the principles outlined in this Strategic Framework and the programmatic priorities highlighted in the UNPRPD Medium-Term Workplan.

It is important to leave space for flexibility in defining the exact process that will lead to the allocation of resources at country level.

A full-length assessment of proposals may involve multiple stages — from peer-review, to the assessment concept notes to the assessment of full-fledged project proposals — and a number of steps, detailed as follows:

- Step 1: The concept notes developed by UNCTs (or by a UNPRPD Participating Organization on behalf of the UNCT) after various stages of assessment including an external review by independent experts, are submitted to the Management Committee that decides whether to approve a concept note in principle (with or without conditions and comments), defer a project (i.e. accept in principle but postpone the disbursement of funds because of insufficient resources) or reject the proposal.
- Step 2: When a concept note is selected for funding by the Management Committee, the submitting organization is invited to develop a full project proposal. After a satisfactory review of the proposal, a recommendation for funding is submitted by the Management Committee to the Chair of the Policy Board that signs off on the funding approval.
- Step 3: On receipt of the funding approval, the representatives of the recipient Participating UN Organizations will proceed with the signing of the project document. On receipt of the funding approval and a copy of the signed project document accompanied by the project budget, the MPTF Office, acting as Administrative Agent, will pass funds to the Participating UN Organizations.

However, the Management Committee may decide, in the interest of efficiency, to shorten or otherwise modify the process described above, taking into account the availability of resources as well as four critical process requirements: 1) ensuring quality; 2) reducing transaction costs; 3) reducing overhead costs; and 4) eliminating conflict of interest.

Table 9 describes how a full-length assessment process could possibly be structured (including the responsible party and the expected timeframe for each stage). Table 10 shows links between the design of this process and the four above-mentioned process requirements. The Management Committee will be responsible for assessing the appropriateness of the process described in Table 9 against the specific circumstances in which the call for proposals will be taking place and for introducing the necessary modifications. The exact steps to be followed for a given call for proposals will be communicated to UNCTs at the time the call for proposals is issued.



**Table 9. Possible full-length process for development and assessment of country-level proposals \***

Stage	Responsible	Activity	Time
Announcement	Technical Secretariat (TS)	Prepare guidelines for proposals based on available resources and previous indications from the Policy Board (Medium-Term Workplan)	1 week
	Chair Policy Board	Announce Call for Proposals (CfP) to UNCTs (based, if relevant, on a list of priority countries)	
Development of project concept	UNPRPD Participating Organization (PO)	Consultations with relevant government and civil society representatives in-country	4 weeks
		Consultations with UNCT (resulting in UNCT's formal endorsement of concept)	
		Development of project concept note	
		Submission of concept note to Technical Secretariat	
Initial review of submissions	TS	Initial screening (based on submission guidelines)	6–8 weeks
		Preparation of proposals long-list (if required by volume of submissions)	
		External peer review of long-listed concept notes	
	Management Committee (MC)	Selection of concept notes to be funded	
		Approval of resource allocation	
		Formulation of observations to be taken into account in the finalization of the project proposal (if needed)	
Finalization of project document	PO	Preparation of project document based on concept note and observations	4 weeks
	TS	Comments to project document (if needed)	
	PO	Finalization of project document	
Final approval	MC	Final approval of project document	2 weeks
	Chair Policy Board	Final sign-off of resource allocation decisions	
	Chair Policy Board	Communication of fund allocation decisions to successful applicants	

\* To be adapted as appropriate by the Management Committee taking into account the specific circumstances in which the call for proposals is issued and the four key process requirements detailed in this section.



**Table 10. Ensuring the robustness of the proposal development and assessment process**

Key principle	Design considerations
<b>Ensuring quality</b>	<ul style="list-style-type: none"> <li>• The involvement of government, civil society and UNCT in-country (which are basic conditions for a proposal to be considered) ensure the proposal is relevant to the local context.</li> <li>• The involvement of different stakeholders in the development and assessment phase contributes to ensuring that the UNPRPD grant portfolio has a good balance of projects which adequately cover the three dimensions of the UNPRPD scoping framework (Figure 2).</li> <li>• External peer review ensures high-quality and specialized feedback on how a promising project idea could be improved.</li> <li>• The two-stage approach (concept note first, project document later) can allow for progressive build-up of quality.</li> </ul>
<b>Reducing transaction costs</b>	<ul style="list-style-type: none"> <li>• The two-stage approach (concept note first, project document later) can ensure that the Technical Secretariat and MC can concentrate on a limited number of promising ideas (as opposed to a large number of proposals of uneven quality).</li> <li>• As a result of the two-stage approach, a UNCT will only have to develop full-fledged project proposal with the knowledge that their project idea is likely to be funded.</li> </ul>
<b>Reducing overhead costs</b>	<ul style="list-style-type: none"> <li>• The proposed mechanism does not need significant overhead to function: if necessary (and if deemed appropriate) all the steps in the process (development, peer review, long and short listing, final decision on allocation) can happen virtually (e.g. by email).</li> </ul>
<b>Eliminating conflict of interest</b>	<ul style="list-style-type: none"> <li>• Because they are consulted with national stakeholders and endorsed by UNCT, the proposals submitted are not the expression of an individual organization’s agenda.</li> <li>• External peer review provides an independent mechanism for validation of short and long-listing and objective input into the final MC’s decision process.</li> <li>• The participation of programme countries, donors and civil society in the MC guarantees transparency and integrity throughout the process.</li> </ul>

### 3.3.6 Other operational issues

- **Monitoring and accountability**

As noted in section 3.3.2, Participating UN Organizations that receive funding from the UNPRPD Fund are required to provide the Administrative Agent with annual financial reports and final certified financial statements. The Participating UN Organizations will provide the Technical Secretariat with



annual narrative progress reports and final narrative and financial reports after the completion of the funded programme.

The Participating Organizations at the country level are responsible for preparing country-level joint programme narrative reports. The Technical Secretariat will consolidate the annual narrative reports submitted by the Participating Organizations in each country into the Fund-level UNPRPD Annual Report that will be submitted to the Policy Board, the Management Committee and other relevant partners on 31 May.

Decisions by the UNPRPD Policy Board will be circulated as appropriate to ensure the full coordination and coherence of UNPRPD efforts. The Technical Secretariat and the Administrative Agent will develop dedicated accessible websites or web pages to ensure appropriate transparency and accountability. In line with the UN's commitment towards public disclosure of its operational activities, summaries of project information and periodic progress reports will be posted on the website.

- **Evaluation of the UNPRPD Fund**

A process evaluation of the UNPRPD Fund will be conducted at the end of 2013 and an outcome evaluation will be conducted at the end of 2015.

- **Audit**

The Administrative Agent and Participating UN Organizations will be audited in accordance with their own Financial Regulations and Rules and in accordance with the Framework for auditing MPTFs that was agreed by the Internal Audit Services of Participating UN Organizations and endorsed by the UNDG in September 2007.

- **Joint Communications**

Each Participating UN Organization will take appropriate measures to publicize the UNPRPD and to give due credit to the other Participating UN Organization. Information given to the press and to the beneficiaries of the Fund, and all related publicity material, official notices, reports and publications, will acknowledge the role of the host Government, the donors, the Participating UN Organizations, the Administrative Agent and any other relevant entities. In particular, the Administrative Agent will include and ensure due recognition of the role of each Participating UN Organization and partners in all external communications relating to the Fund.

The Administrative Agent, in consultation with the Technical Secretariat, will ensure that decisions regarding the review and approval of the Fund, as well as periodic reports on the progress of implementation of the Fund and associated external evaluations, are appropriately posted for the public on the UNPRPD, UNCTs and the Administrative Agent's websites. Such reports and documents may include approved programmes and programmes awaiting approval, fund level annual financial and progress reports and external evaluations, as appropriate.

- **Establishment and closure of the UNPRPD Fund**

The UNPRPD Fund will be established upon the signing of the MoU amongst at least two Participating UN Organizations and the Administrative Agent. It will become operational upon the signing of the



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first Standard Administrative Arrangement with the donor. Nothing in this document affects the provisions agreed in the Memorandum of Understanding between Participating UN Organizations and UNDP regarding the Operational Aspects of the UNPRPD Fund.

The UNPRPD Fund will terminate upon completion of all programmes/projects funded through the UNPRPD Fund and after satisfaction of all commitments and liabilities. Notwithstanding the completion of the initiatives financed by the UNPRPD Fund, any unutilized balances will continue to be held in the UNPRPD Fund Account until all commitments and liabilities incurred in implementation of the programmes have been satisfied and project activities have been brought to an orderly conclusion.

Any balance remaining in the UNPRPD Fund Account or in the individual Participating UN Organizations' accounts upon completion of UNPRPD shall be used for a mutually agreed upon purpose or returned to the donors in proportion of their contribution to the UNPRPD Fund, as agreed upon by the donors and the Policy Board.



## Annex 1: The twin-track approach to disability rights

The UNPRPD will pursue its objective through a twin-track approach involving targeted as well as mainstreaming interventions, defined for the purposes of this document as follows:

- **Targeted interventions**

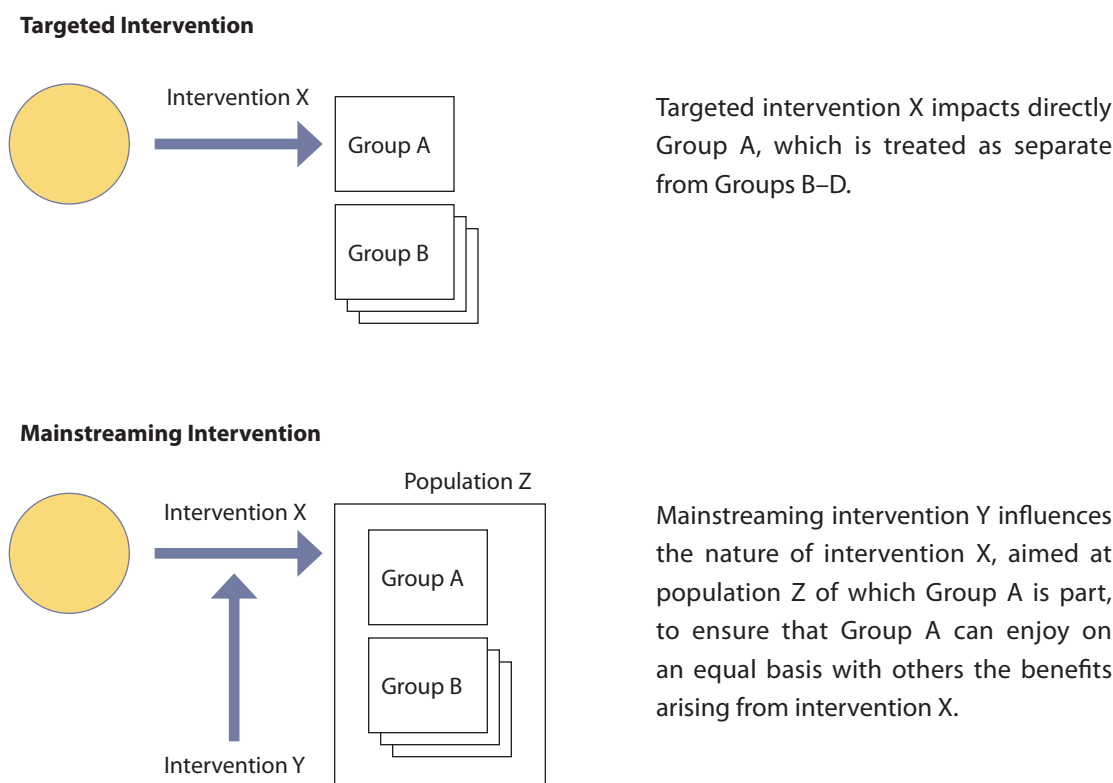
Interventions that aim to benefit a given group directly, by providing the members of this group with a certain set of resources and capabilities.

- **Mainstreaming interventions**

Interventions that aim to benefit a given group indirectly, by influencing the nature of a system that is meant to service a broader population.

Figure (i) provides a graphic illustration of the two above definitions, Box (i) articulates the concepts of targeting and mainstreaming with specific reference to disability and Figure (ii) illustrates the complementary nature of mainstreaming and targeting.

**Figure (i). Targeted and mainstreaming interventions**





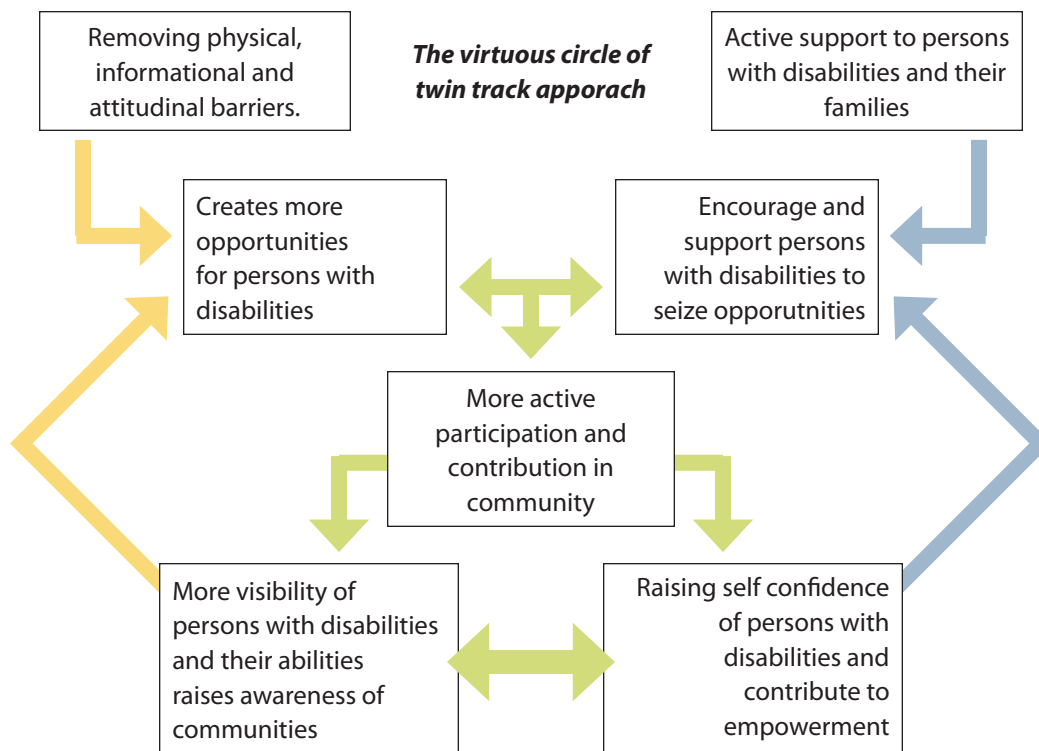


# Annex 1: The twin-track approach to disability rights

## **Box (i). The importance of combining targeting and mainstreaming in promoting disability rights**

Examples of mainstreaming interventions include: retrofitting existing schools to ensure they are physically accessible to children with disabilities; reforming social benefits mechanisms such as cash transfer systems to better reflect the loss of capabilities experienced by households with persons with disabilities as a result of additional expenses; training judges and lawyers to better understand the specific challenges persons with disabilities face when accessing the justice sector; promoting attitude changes at different levels of society, including the family level. Examples of targeted intervention include: developing the project management capacity of networks of persons with disabilities; advocating for the ratification of the CRPD; promoting research on low cost assistive technology. The same issue can be addressed from both angles and very often there is a deep complementarity between the two approaches. For instance, ensuring that persons with disabilities can attain the highest possible level of health will require intervention on the health care system to remove the barriers that prevent persons with disabilities from accessing general health care addressing ordinary health needs; However, it will also require the establishment of adequate specialized services to respond to the complex or continuing needs related to certain primary conditions (e.g. multiple sclerosis, cystic fibrosis, severe arthritis or schizophrenia).

**Figure (ii). The virtuous circle of a twin track approach**



Source: International Disability Alliance.



### Annex 2: A framework for the analysis of capacity

The UNPRPD understanding of capacity is based on the following concepts.<sup>18</sup>

- **Definition of capacity**

Capacity is “the means to plan and achieve,” or in other words, the set of (material or immaterial) resources that an (individual or collective) actor can tap into in the process of defining and pursuing its own objectives.

- **Types of capacity**

Capacity can be of different kinds, such as:

- Functional — i.e. involving general skills that apply to a multiplicity of domains (e.g. budgeting).
- Technical — i.e. involving specific skills that apply to clearly delimited domains (e.g. engineering).

- **Drivers of capacity**

The resources that make up capacity (i.e. the drivers of capacity) are diverse and include different assets ranging from:

- Financial resources
- Human resources
- Systems and procedures
- Knowledge
- Social capital
- Political clout

- **Levels of analysis in capacity assessment**

The amount of capacity commanded by a given actor (e.g. an organization) is the result of factors operating at three different levels:

- The individual level — i.e. the skills, knowledge and experience of the individuals that make up the organization.
- The organizational level — i.e. the way in which an organization is structured, everything that the organization regulates internally.
- The environmental level — i.e. the operating scenario, everything that is a “given” for the organization.

Box (ii) shows how the above-described analytical framework can help unpack complex issues, such as inclusive education. Figure (iii) provides a graphic illustration of the analytical framework underlying the UNPRPD understanding of capacity.

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<sup>18</sup> The definitions in this section as well as the image in Fig. 1 are adapted from UNDP’s work on capacity development—see for instance *Capacity Development: A UNDP Primer*. They are consistent with the 2006 *UNDG Position Statement on Capacity Development* as well as with the vision progressively articulated in the General Assembly’s Triennial Comprehensive Policy Reviews (TCPRs) of the UN system operational activities for development.

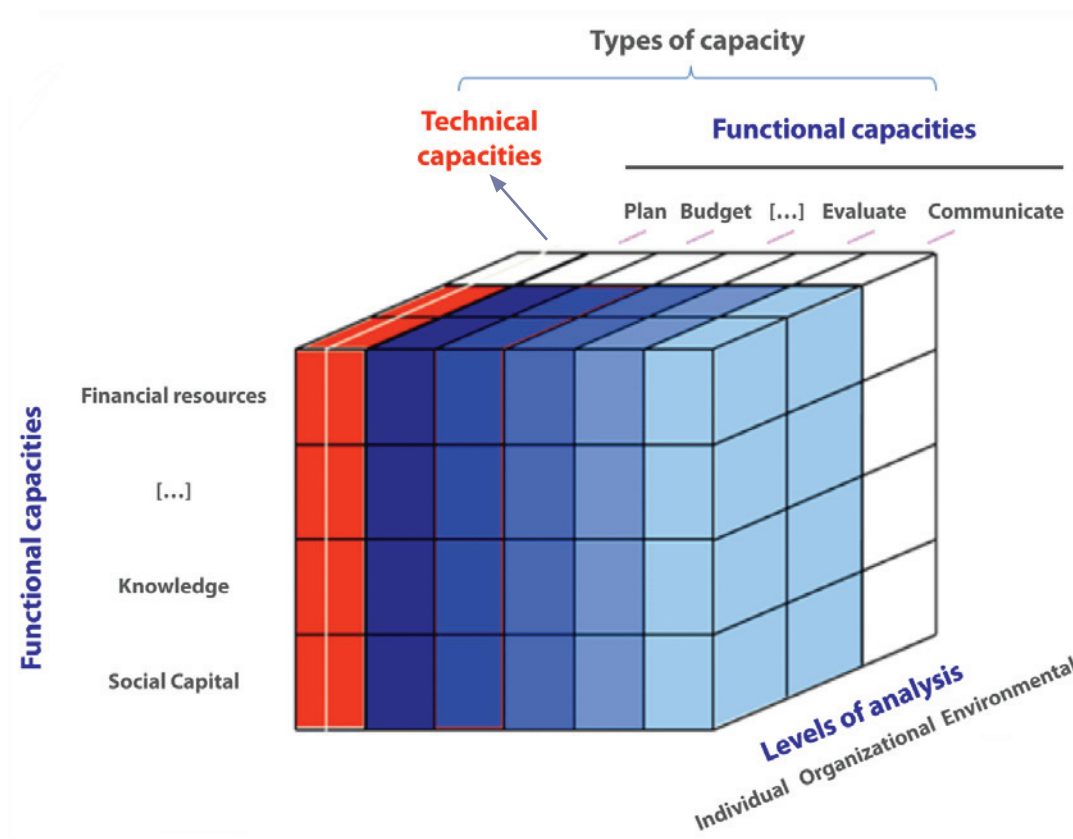


## Annex 2: A framework for the analysis of capacity

### **Box (ii). A capacity-based analysis of inclusive education**

A capacity-based analysis of inclusive education points to the fact that children's equal access to school-based learning is not only predicated on the teachers' knowledge and skills (the individual level), although they are certainly of paramount importance. Such an analysis also requires us to look at a number of other structural issues that are situated at the organizational and environmental level. For instance, considering the organizational level: does the school where the teachers operate have the means to introduce teaching assistants when necessary (human and financial resources)? Does it have the systems and procedures required for the adequate placement and grouping of children, peer assistance and other low cost support arrangements? Considering the environmental level: can the school be reached through accessible transport (infrastructure)? Do relevant laws and policies recognize inclusive education as a preferred solution, whenever viable, over separate special needs education? Are there resources on inclusive education in the local language?

**Figure (iii). The multiple dimensions of capacity**



Source: Adapted from UNDP and UNDG.



**UN Partnership to Promote the Rights of Persons with Disabilities**

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