UNPRPD
STRATEGIC AND OPERATIONAL FRAMEWORK
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<td>Conference of States Parties to the CRPD</td>
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<td>CRPD</td>
<td>The Convention on the Rights of Persons with Disabilities</td>
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<td>DESA</td>
<td>United Nations Department of Economic and Social Affairs</td>
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<td>DPOs</td>
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<td>EoI</td>
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<td>SOF</td>
<td>Strategic and Operational Framework</td>
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<td>UNCT</td>
<td>United Nations Country Team</td>
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<td>UNDG</td>
<td>UN Development Group</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>UNFPA</td>
<td>United Nations Populations Fund</td>
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<td>UNICEF</td>
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<td>UN Partnership on the Rights of Persons with Disabilities</td>
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<td>UN WOMEN</td>
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Introduction

The UN Partnership on the Rights of Persons with Disabilities (UNPRPD) and the UNPRPD Fund

A collaborative effort to promote the rights of persons with disabilities

The United Nations Partnership on the Rights of Persons with Disabilities (UNPRPD) is a unique collaborative effort that brings together UN entities, governments, organizations of persons with disabilities and the broader civil society. The UNPRPD supports the full implementation of the Convention on the Rights of Persons with Disabilities (CRPD) by facilitating policy dialogue, coalition-building and capacity-development at the country, regional and global levels. In doing so, it leverages the comparative advantage of multiple stakeholders to advance the vision of a ‘society for all’ in the 21st century.

The UN entities participating in the UNPRPD are the International Labour Organization (ILO), the Office of the United Nations High Commissioner for Human Rights (OHCHR), the United Nations Department for Economic and Social Affairs (UNDESA), the United Nations Development Programme (UNDP), the United Nations Educational, Scientific and Cultural Organization (UNESCO), the United Nations Population Fund (UNFPA), the United Nations Children’s Fund (UNICEF), the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women) and the World Health Organization (WHO). UNDP also serves as the Technical Secretariat for the Partnership.

The UNPRPD is supported by the UNPRPD Fund, a Multi-Partner Trust Fund (MPTF) established as a mechanism to mobilize resources for the Partnership. The UNPRPD MPTF is administered by the UNDP Multi-Partner Trust Fund Office (MPTF Office) and builds on the experience developed by the MPTF Office in managing multiple Multi-Partner Trust Funds and joint programmes around the world.
JOINING THE UNPRPD

The UNPRPD is open to other interested UN entities active in the area of disability rights. 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 approval of the other Participating UN Organizations.

Officially launched in December 2011 and operationalized in 2012, the UNPRPD has supported, to date, 20 country-level joint UN programmes on disability rights across all regions, as well as two regional initiatives providing assistance to umbrella organizations of persons with disabilities in Africa and the Pacific. In addition, two global work streams have been supported by the Partnership, aimed respectively at promoting the participation of persons with disabilities in post-2015 negotiations and developing a ‘One UN’ approach to disability statistics. After the conclusion of the UNPRPD Phase 1 in May 2016, a UNPRPD 2.0 is being launched, which will build on the experience of the UNPRPD 1.0, while also introducing various elements of innovation based on lessons learned and changes in the development landscape.

Content of this document

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

- The **WHY of the UNPRPD**: the context in which the Partnership is being renewed and the rationale for its existence;

- The **WHAT of the UNPRPD**: the theory of change, specific objectives and programmatic priorities that will be pursued by the Partnership; and

- The **HOW of the UNPRPD**: the governance structure and operating modalities of the Partnership and the Fund that will support its work.
Part I
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, 110 to 190 million (or 2.2 to 3.8 percent of the world’s population) have very significant difficulties in functioning. This figure — higher than previous numbers that estimated the global disability prevalence to be approximately 10 percent — is projected to increase due to aging populations, the growing incidence of chronic health conditions associated with disability and other factors such as road traffic accidents, emergencies and disasters.¹

The ‘World Report on Disability’ has found disability to disproportionately affect vulnerable populations, with a higher prevalence shown in lower-income countries, among people from the poorest wealth quintile and among women, children and older people. For instance, the report indicates a female disability prevalence rate of 19.2 percent, but 12 percent for men. At the same time, evidence shows that compared with 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.²

Some groups in the disability community face even higher risk of marginalization and stronger discrimination due to intersectional discrimination on grounds such as gender, age, race, ethnic origin, language and type of disability disadvantages. Women and girls, for instance, experience significantly marked disadvantage as a result of their disability than men and boys do. All persons with disabilities face barriers to employment; however, men with disabilities are found to be almost two times more likely to be employed than women with disabilities.³ The global literacy rate is as low as 3 percent for all adults with disabilities, but it is only 1 percent for women with disabilities.⁴ At the same time, women and girls with disabilities are especially vulnerable to gender-based violence⁵ and experience higher rates of sexual abuse, neglect, maltreatment and exploitation.⁶

Persons with disabilities are often “invisible” in society, either segregated or 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 accessible 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, which are exacerbated when different grounds of discrimination such as gender, age, race, ethnic origin, language, and type of disability intersect, continue
to prevent persons with disabilities from the equal and effective enjoyment of all human rights and fundamental freedoms. These barriers are 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. Even when disability-specific legislation and policies exist, they often are not effectively enforced due to a lack of dedicated strategies and resources.

→ **Harmful prejudices and cultural norms.**
Beliefs and prejudices present barriers to education, employment and health care, as well as 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 non-disabled 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.**
Often National Disability Councils or other similar institutions serving as national focal points for disability lack the capacity, mandate and multisectoral outreach mechanisms to effectively perform their coordination and policy guidance function. In a number of countries, there is limited dialogue among national authorities, broader civil society, social partners and representative organizations of persons with disabilities. Additionally, organizations of persons with disabilities often lack the capacity to meaningfully engage in policy dialogue and implementation.

→ **Inadequate access to services.**
In many countries, people with disabilities experience major obstacles that prevent or limit their access on an equal basis with others to services and facilities intended for the general public, including in critical areas such as education, health care and employment facilitation. Often, it is challenging for people with disabilities to obtain targeted services (whenever they are required), including critical personal assistance services.

→ **Inadequate access to justice.**
People with disabilities face specific challenges as they try to access or to engage with the justice sector. These challenges arise from an array of barriers of legal, physical, communicational and attitudinal by nature, among others. As a result, people with disabilities are less likely to obtain legal protection than others in a comparable socioeconomic situation. This not only affects the enforceability of legal provisions related to persons with disabilities and their ability to seek adequate remedy, but it also impacts negatively on their interaction with the justice sector in other ways, such as witnesses or convicts.
→ **Inadequate design of products, environments and processes.**
Limited progress has been made 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. Much remains to be done by all parties, including development partners, to ensure the full implementation of safeguards to prevent development assistance activities from perpetuating exclusion of persons with disabilities.

→ **Inadequate access to rehabilitation, habilitation and assistive technology.**
Despite rehabilitation, habilitation and assistive devices often being preconditions for participation, issues of availability, affordability and appropriateness continue to limit access to services and technologies. 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, but these instruments are not widely used due to the lack of 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, and training and tools in critical areas of work.

The barriers described above overlap and intersect 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 brought on 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 a 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 their perceived 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 a 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 services, but they also 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). This legally binding framework 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. It therefore marks a shift from a charity-oriented approach to disability and towards a global commitment to the complete realization of the principle of non-discrimination enshrined in the Universal Declaration of Human Rights.

The CRPD has opened a new horizon for the disability rights movement and created a far more conducive environment to address the challenges described in section 1.1. For example, Article 5 on equality and non-discrimination and 41 (b) under “General obligations” contain provisions that are very relevant to the issue of inadequate legislation and policies. Article 30 (addressing, among other things, participation in cultural life) emphasizes the right of persons with disabilities to shape public discourse on the meaning and implications of disability. Article 29, on participation in political and public life, as well as 4.3 (addressing the issue of consultation with DPOs as a general obligation under the Convention) speak powerfully to the issue of participation.

Article 24 on education and Article 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 41 (h) highlights assistive technology. Articles 9 and 41 (f) address accessibility and universal design. Article 31 (statistics and data collection) addresses the lack of evidence on different aspects of disability.

The CRPD is an ambitious instrument that covers the full spectrum of civil, cultural, economic, political and social rights. As such, it represents not only a remarkably groundbreaking human rights treaty, but also an extremely powerful development tool. As noted in UN General Assembly Resolution A/65/186 the entry into force of the CRPD, [...] 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. The CRPD represents the current overarching international normative framework on disability. As of February 2016, 161 of 193 United Nations Member States have ratified the CRPD.
1.3 A new disability inclusive agenda: leaving no one behind

In September 2015, UN Member States adopted the 2030 Agenda for Sustainable Development and the related Sustainable Development Goals (SDGs), which will significantly influence the direction of global and national policies relating to sustainable development for the next 15 years. Agenda 2030 has 17 goals and 169 targets. These goals and targets are broader in scope than the Millennium Development Goals, as they speak to all three dimensions of sustainable development: economic growth, social inclusion and environmental protection. The SDGs also go further than the MDGs by addressing the root causes of poverty and the universal need for development that works for all people.

In contrast to the MDGs, the SDGs explicitly reference disability (11 mentions of which 7 are in the Goals). In particular, the following should be noted: paragraph 19 in the preamble reaffirms the importance of human rights and the principle of non-discrimination; and paragraph 23 recognizes the link between poverty and disability. Within the Goals, Goal 4 concentrates on inclusive and equitable quality education and promotion of lifelong learning opportunities for all focuses on eliminating gender disparities in education and ensuring equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities. Goal 8 promotes sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all, including for persons with disabilities. Goal 10 aims at reducing inequality within and among countries by empowering and promoting the social, economic and political inclusion of all, including persons with disabilities. Goal 11 focuses on making cities and human settlements inclusive, safe and sustainable. Goal 17 focuses on strengthening the means of implementation and revitalizing the global partnership for sustainable development and the collection of data disaggregated by disability also mentioned in paragraph 74g in the follow-up and review section. Furthermore, several disability-specific indicators have been included in the indicator framework that will be attached to the SDGs.

While CRPD Article 32, on international cooperation and partnership, provides a natural link between the CRPD and Agenda 2030, clearly all the core 33 CRPD articles are inherently interconnected with the 17 SDGs. When this interconnection is acknowledged, SDGs and CRPD can mutually reinforce one another. For instance, equality, a core value of the SDGs, is matched by CRPD Article 5, which promotes equality of opportunity and non-discrimination of persons with disabilities, and by Articles 6 and 7, on women and children with disabilities. Accessibility and inclusion — other core elements of the SDGs — are matched by CRPD Article 9. In addition, SDGs without specific disability mentions are matched by core articles of the Convention. For instance, SDG 1, on the elimination of poverty, is matched by CRPD Article 10 on the right to life and CRPD Article 28, on adequate standards of living and social protection. SDG 3, on good health and well-being, has clear links with CRPD Article 10, but also with the principles of access to health and reproductive health without discrimination on the basis of disability and respect for home and family (CRPD Articles 23 and 25).
1.4 Leveraging the strength of the UN system in the area of disability rights

The CRPD holds the potential to generate major breakthroughs for people with disabilities around the world, and the recently approved Sustainable Development Goals represent a unique opportunity for disability-inclusive development. However, a strong partnership framework will be required at the global level to translate these possibilities into reality. This fact is recognized by the CRPD itself, which, under Article 32, 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 [...].”

The UNPRPD, as a collective effort of national and international partners, has proven to be a highly effective mechanism to advance the implementation of the CRPD. For instance, an independent value for money assessment released in 2015 (approximately four years after the launch of the Partnership) found that: 1) the outputs delivered by the UNPRPD led to a high level of outcomes (although further efforts will be required to ensure the full sustainability of these outcomes); and 2) a high level of equity was achieved by the UNPRPD in delivering outcomes with clear potential for sustainability.

The UNPRPD has built on existing UN disability rights infrastructure, including the UN Inter-Agency Support Group for the CRPD, and considerably contributed to its strengthening by leveraging several distinctive features, which are outlined below.

- Ability to integrate the normative and operational mandates of the UN system in the area of disability rights.
  The UNPRPD brings the normative standards enshrined in the CRPD to bear more directly on the work of UN Country Teams. Furthermore, it offers a venue for holders of normative mandates within the UN system — including the CRPD Committee and the Special Rapporteur on the Rights of Persons of Persons with Disabilities — to engage more systematically with UN operational activities at country level. At the same time, the UNPRPD can play an important role in providing feedback to global norm-setting processes based on the experience of UN country-level activities.

- Ability to promote a ‘One UN’ approach to disability rights.
  Through its joint programming modality, the UNPRPD promotes UN systemwide coherence in the area of disability rights. By facilitating collective UN action based on comparative advantage, it generates efficiencies and enhances the impact of the UN system in promoting the rights of persons with disabilities, especially at country level. Furthermore, by bringing together multiple areas of expertise, the UNPRPD provides fertile ground for innovation as well as shared learning across the UN.
→ **Ability to promote partnership-building at country level.**

At country level, the UNPRPD can leverage the unique convening power of the UN system and tap into the varied networks of its different partners (UN entities, organizations of persons with disabilities, consortia of civil society organizations, international donors) in order to build bridges, facilitate dialogue and promote collaboration among multiple stakeholders. Through these efforts, access can be created and opportunities can be expanded for groups that are traditionally marginalized.

→ **Administrative efficiency and transparency.**

By using a pooled-funding mechanism (the UNPRPD Fund) with support from the UNDP Multi-Partner Trust Fund (MPTF) Office, the UNPRPD significantly reduces overhead and transaction costs for all partners, including for donors, fund recipients and national counterparts. Furthermore, through the MPTF Gateway (mptf.undp.org), the UNPRPD can offer unmatched levels of transparency regarding its financial transactions.

The following sections elaborate on how the UNPRPD intends to take these comparative advantages into its second phase in order to further support the UN system’s collective efforts to advance the rights of persons with disabilities.
1. Estimated prevalence rates vary widely among 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 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 into consideration.

2. See World Health Organization and World Bank, ‘World Report on Disability,’ Geneva, World Health Organization, 2011; 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.


5. UNFPA, Sexual and Reproductive Health of Persons with Disabilities, 2009

6. Background Paper for Informal Session on Women with Disabilities, Note by the Secretariat, Fifth Session of the Conference of States Parties to the Convention on the Rights of Persons with Disabilities (New York, 12-14 September 2012), cites: In his 2006 In-Depth Study on All Forms of Violence against Women, the Secretary-General observed that surveys conducted in Europe, North America and Australia have shown that more than half of women with disabilities have experienced physical abuse, compared to one-third of non-disabled women. A/61/122/Add.1, para. 152, Citing to Human Rights Watch, ‘Women and girls with disabilities,’ available at: http://hrw.org/women/ disabled.html.


10. 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

Part II
The WHAT of the UNPRPD
2.1 The UNPRPD theory of change

2.1.1 A systemic approach to social change

The UNPRPD takes a systemic approach to social dynamics, which acknowledges the significant role played by environmental factors in shaping opportunities for change, but also recognizes the inherent ability of social actors to bring about transformation through individual and collective efforts.

In the approach underpinning the work of the UNPRPD, social actors are seen as purposive agents pursuing multiple goals in spaces characterized by a variety of social norms, which can be formally codified — as in the case of laws and policies — or informal, as in the case of culturally defined standards of conduct. In order to achieve their objectives, social actors deploy a range of resources, which can be material and immaterial, and seek to extend their influence by entering collaborative arrangements with other like-minded agents through different forms of partnerships.

The content of social norms, the level and distribution of resources, and the configuration of networks that connect agents in collaborative (or antagonistic) relations have a profound and lasting impact on the circumstances of individuals and collectivities. They can be seen therefore as structural features of social systems. These features are some of the key channels though which discrimination is enacted and sustained over time. Hence, it is critically important that they are systematically addressed in order for equality to be promoted and human rights to be advanced.
WHAT IS A “SYSTEMIC APPROACH”? 

A systemic approach does not focus exclusively on the environmental factors that affect, positively or negatively, people’s lives. Nor is it concerned exclusively with people’s ability to modify their environment. Rather, it looks at the interactions between actors and environment, or what is often referred to as a “social system.”

WHO ARE “SOCIAL ACTORS”? 

“Social actors” are simply people who engage in interactions with other people in the pursuit of certain goals. As such, they can be very different in nature. They can be individuals or groups and, in the latter case, formally or informally organized. They can operate for themselves or on behalf of others and in different spheres of life: the state, the market and civil society. Actors operating within public institutions – for instance as elected holders of political office or civil servants – are vested with a special power that derives from the authority of the state. However, within a human rights based approach like the one adopted by the UNPRPD, this power comes with a special responsibility: to discharge the duty bearer role of the state in relation to all the individuals that fall under the authority of that state (i.e. the rights holders).

WHAT ARE “RESOURCES” IN SOCIAL ACTION? 

“Resources” for the purposes of the UNPRPD theory of change are the means that actors use in order to achieve their goals. These means include obvious material assets, such as financial resources; and, in the case of collective actors, human resources. But they also include immaterial assets, such as for instance the authority that stems from legislation or informal cultural norms. Knowledge, linguistic competence, access to decision-makers and social capital are some other resources that play an important role in social action. The set of resources that an actor can tap into when pursuing its objectives is often referred to as “capacity.”

WHAT ARE “STRUCTURAL FEATURES” OF SOCIAL SYSTEMS? 

Structural features of social systems are the long-term underpinning conditions that shape social interactions. Among others, the metaphor of language has been used in social theory to explain the role of structure. Language makes communication possible, but at the same time limits the realm of what can be said. Similarly, structural factors enable but also constrain human praxis. As such, they can have both a very positive and a very negative impact on the realization of the human rights of specific segments of society.
Figure 1. Social systems as interaction between agents and environment

The structural aspects of society may, at first, appear as a “fact of life”, or an immutable “given” to discrete actors – especially to those groups, like persons with disabilities, that have historically experienced significant discrimination, marginalization and disempowerment. However, it is important to note that structure is nothing but the outcome of social action and can be eventually transformed, particularly when a broad coalition of actors is mobilized around a shared interest, set of values or vision of society.
Based on the assessment of the status of disability rights contained in Section 1, taking into account the key elements of comparative advantage described in subsection 1.4, and in keeping with the system approach described above, the following objectives and operating modalities have been identified as the foundation of the UNPRPD’s work in its second phase.
THE UNPRPD OBJECTIVES AND OPERATING MODALITIES

The UNPRPD will seek to enable structurally focused social action aimed at advancing disability rights, in keeping with the UN Convention on the Rights of Persons with Disabilities.

It will do so by working with duty bearers, recognizing the primary role played by the state in ensuring the realization of human rights. But it will also work with right holders — persons with disabilities and their representative organizations — in keeping with the principle “nothing about us, without us.”

In pursuing its objectives, the UNPRPD will adopt strategies that variously combine the following elements:

- Promotion of normative environments that are conducive to the fulfillment of disability rights (with respect to both legislative and cultural norms);
- Coalition-building among and within constituencies and across the state-citizens divide through a partnership infrastructure approach; and
- Capacity strengthening for key actors (both duty bearers and right holders) that are committed to the realization of disability rights.

The operating modalities of the UNPRPD will be designed to leverage the Partnership’s main elements of comparative advantage, which include:

- Its ability to further the integration of UN normative and operational mandates in relation to disability rights;
- Its capacity to foster a ‘One UN’ approach to the promotion of disability rights at country level; and
- Its potential to serve as a convener of dialogue and facilitator of collaboration among multiple stakeholders.

The UNPRPD will seek to play a catalyst role in the progressive realization of disability rights by triggering big changes with small resources. It will do so through the careful combination of targeted and mainstreaming interventions, through the systematic pursuit of effective scaling up strategies and through the rigorous implementation of a robust knowledge management programme.

Finally, throughout its work the UNPRPD will remain committed to the highest standard of administrative efficiency and transparency and make full use of the UNDP MPTF Office support in order to meet these standards.
2.1.2 Local action with a global perspective

The primary focus of the UNPRPD will be the promotion of country-level joint programmes in which Participating UN Organizations engage in collaborative efforts with a range of partners to trigger systemic change. This component will receive the vast majority of UNPRPD funds and is the level at which the success of the UNPRPD will be assessed. Country-level programmes, however, will be supplemented by supportive activities designed to maximize the impact of the UNPRPD operations on the ground through complementary action at the regional and global level.

Key supportive work streams will include efforts to strengthen the voice of persons with disabilities at the regional level, and activities to develop strategically important resources on disability rights at the global level. Both of these work streams can be seen as extensions and reinforcements of country-level capacity development work. The regional work stream will eventually strengthen national organizations of persons with disabilities by providing them with additional opportunities to collaborate, exert influence and receive support. The global work stream will empower all actors involved in UNPRPD’s work at country level by developing additional knowledge that is relevant to their needs and challenges.

Figure 3. UNPRPD work streams
THE UNPRPD THEORY OF CHANGE

The UNPRPD will seek to enable structurally focused social action aimed at advancing disability rights, in keeping with the UN CRPD

LEVERS OF CHANGE

- Normative environment reform
- Capacity building
- Coalition building

KEY ACTORS

- Duty bearers
- Right holders
- Multiple partners

COMPARATIVE ADVANTAGES

- Ability to advance the integration of UN normative and operational mandates in relation to disability rights;
- Capacity to foster a 'One UN' approach to the promotion of disability rights at country level;
- Potential to serve as a convener of dialogue and facilitator of collaboration among multiple stakeholders;
- Administrative efficiency and transparency.
OUTCOMES

Structural changes

Country level

Global level

Regional level

IMPACT

Specific rights of persons with disabilities are advanced at country level
2.2 Work Stream 1: Promoting structural change to advance the CRPD at country level

A human rights based approach grounded in national ownership

The UNPRPD fully espouses a human rights based approach to development. It therefore regards the CRPD as its main compass, with guidance emanating from the Committee on the Rights of Persons with Disabilities and other UN treaty bodies; the Conference of States Parties to the CRPD; and the Special Rapporteur on the Rights of Persons with Disabilities. But the UNPRPD is also 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 dynamics) and country-specific (i.e. responding to the particular circumstances and needs of each given national context).

THE HUMAN RIGHTS BASED APPROACH COMMON UNDERSTANDING AMONG UN AGENCIES - UNDG 2003

The UNPRPD follows the common UN understanding of the human rights based approach, which is built on the following principles:

- All programmes of development cooperation, policies and technical assistance should further the realization of human rights as laid down in the Universal Declaration of Human Rights and other international human rights instruments;
- Human rights standards contained in, and principles derived from, the Universal Declaration of Human Rights and other international human rights instruments guide all development cooperation and programming in all sectors and in all phases of the programming process; and
- Development cooperation contributes to the development of the capacities of duty bearers to meet their obligations and/or of rights holders to claim their rights.

The work of the UNPRPD occurs, therefore, at the intersection between the operating space defined by internationally agreed human rights instruments and the areas of intervention identified as relevant by national stakeholders. This intersection may at times be further restricted to certain priority issues, depending on the availability of resources and other strategic considerations, such as the differential impact of alternative interventions, their cost-effectiveness and the comparative advantage of the UNPRPD and its Participating UN Organizations in a given context.
Scoping of UNPRPD country level interventions

UN Country Teams will be asked to determine the scope of UNPRPD interventions with reference to three dimensions:

- the specific rights the intervention aims to advance;
- the specific groups the intervention expects to address;
- the levers of change — or enabling factors the intervention intends to resort to.

Each of these dimensions can be used as an entry point to determine the scope of a certain initiative. For instance: a project may concentrate on capacity for data disaggregation as an enabling factor to advance a multiplicity of rights; another may take the promotion of the right to work as its starting point and then proceed 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). Another project may focus on a specific group, such as women and girls with disabilities, to address the various enabling factors that are needed to ensure the equal enjoyment of a certain set of rights of that group.

Figure 5 illustrates how the UNPRPD scoping process would work, depending on the entry point.
Figure 5. **Social systems as interaction between agents and environment**

**KEY DIMENSIONS OF PROJECT INTERVENTIONS**

- **Specific Rights (SR)**
- **Lever of Change (LE)**
- **In Focus Groups (IFG)**

**SCOPING PROCESS**

- **Specific right as entry point**
  - **Example**
  - An initiative working on multiple enabling factors (e.g. legislation, fiscal incentives and vocational training) to advance the realization of the right to work for young people with disabilities.

- **Lever of change as entry point**
  - **Example**
  - An initiative to strengthen capacity for data disaggregation as a way to advance several rights (e.g. health, education, rehabilitation) via the more accurate definition of policies.

- **In-focus group as entry point**
  - **Example**
  - An initiative working on the specific enabling factors that need to be in place to ensure the equal enjoyment of certain rights for a given group (e.g. legislation and targeted actions to ensure the right to education for girls with disabilities).
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, as well as the recommendations of the Special Rapporteur on the Rights of Persons with Disabilities are all important sources of guidance on priorities for a given country in relation to the first dimension of the scoping framework (Specific Rights). In-focus groups will be identified on a case-by-case basis in relation to the context of the planned initiatives. Particular attention, however, will be given to women and children with disabilities, in line with Articles 6 and 7 of the CRPD. In keeping with the analysis contained in Section 2.1, priority levers of change will be legislative and cultural norms, key actors’ (right holders and duty bearers) capacities and partnership arrangements. Further description of these levers is provided in Table 1.

Table 1. **Priority levers of systemic change**

<table>
<thead>
<tr>
<th>LEVER OF CHANGE</th>
<th>DESCRIPTION</th>
<th>DISABILITY-RELATED EXAMPLES</th>
</tr>
</thead>
</table>
| 1 **LEGISLATIVE NORMS** | Formally codified norms, such as laws and policies | • Legal provisions regarding determination of disability benefits  
• Provisions regarding reasonable accommodation in national labor legislation  
• Elements on national policy on gender-based violence addressing marginalized groups |
| 2 **CULTURAL NORMS** | Beliefs, attitudes and values | • Views about appropriate levels of independence to be enjoyed by persons with intellectual disabilities  
• Beliefs and superstitions about persons with disabilities (for instance albinism)  
• Attitudes toward sexual and reproductive health of women with disabilities |
| 3 **PARTNERSHIPS** | Stable collaborative arrangements among actors | • Multistakeholder forum on inclusive technology bringing together government, academia and persons with disability  
• Network of cities committed to promoting accessibility for all  
• Alliance between ministry of labour and private businesses to generate work opportunities |
| 4 **CAPACITY** | Actors’ ability to shape their environment | • Ability of planners to factor accessibility in urban design  
• Statistics institutions’ ability to collect disaggregated data  
• Ability of organizations of persons with disabilities to interrogate national budgets and engage in budget formulation |
From scoping to result chains

The UNPRPD scoping framework is meant to be a flexible instrument. It acknowledges the wide variety of contexts in which UN Country Teams operate and allows for multiple pathways to the identification of context-appropriate interventions. It is expected, however, that results from the scoping process will be translated by UN Country Teams into a standard result chain as described in Figure 6. Further details on how project result chains should be constructed will be provided in Guidelines for the Submission of Proposal to the UNPRPD Fund to be issued in the context of UNPRPD calls for proposals.

![Figure 6. Social systems as interaction between agents and environment](image)

**Programmatic approaches**

Two broad approaches will be systematically followed in the implementation of UNPRPD country-level projects.

- **A twin-track approach to promote disability rights**
  The UNPRPD will pursue its objective of promoting structural change to advance CRPD implementation through a twin-track approach involving targeted as well as mainstreaming interventions. Therefore, it will engage in two activities: i) interventions aimed at benefiting persons with disability directly; 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 vision for scaling up

A large body of evidence shows that scalability is necessary to ensure the quality of development impact, coverage of those “left behind” and sustainability and adaptability of results. Therefore, the UNPRPD will only support country-level joint programmes with a clear vision and potential for scaling up. Scaling up, in the view adopted by the UNPRPD, is not just about replicating successes to cover larger groups or populations; rather, it is about designing interventions that deliver multiplier effects at a scale beyond the project’s initial investment.

GUIDELINES FOR THE DEVELOPMENT OF UNPRPD JOINT PROGRAMMES AT COUNTRY LEVEL

Detailed guidelines for the development of UNPRPD joint programmes will be prepared on the basis of the SOF. These guidelines will, among other things, provide further detail on the UNPRPD understanding of the above-mentioned priority lever of change as well as guidance on how the twin track approach and scaling up strategies can be built effectively into project design.

2.3 Work Stream 2: Strengthening voices of persons with disabilities at regional level

Regional bodies can have a significant impact on the advancement of human rights at the country level — including the rights of persons with disabilities — by virtue of their standard-setting roles and peer-review functions, but also as a result of the highly sophisticated human rights machineries that operate at the regional level. Therefore, effective regional engagement of persons with disabilities is important to realizing the CRPD. Furthermore, technical support from regional networks and information on successful experiences from neighboring countries can be valuable to national organizations of persons with disabilities, including in those countries where the disability movement lacks a stable, well-resourced infrastructure.

Based on these considerations, the UNPRPD will undertake regional initiatives aimed at strengthening the voice of persons with disabilities by enhancing the capacity of their regional organizations. These capacity development efforts could take many forms, such as basic organizational development of nascent DPO networks; horizontal networking (i.e. promoting collaboration at regional level between DPOs and regional institutions);
vertical networking (i.e. promoting greater integration between regional networks and national DPOs); and thematic strengthening (i.e. strengthening technical know-how on a specific issue).

Figure 7 describes some of the entry points and strategies that may be considered in the context of the UNPRPD regional work stream. However, specific projects will be developed and assessed on a case-by-case basis, taking into account the specificities of the regional (or subregional) context.

Figure 7. **Possible result chain of regional initiatives**

<table>
<thead>
<tr>
<th>Possible strategy</th>
<th>Possible activities</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Organization development</td>
<td>• Support foundation or operational strengthening of regional or subregional DPO network</td>
<td>• Stronger voice of persons with disabilities at regional level</td>
</tr>
<tr>
<td>• Horizontal networking</td>
<td>• Strengthen collaboration between regional DPO network and regional commission</td>
<td></td>
</tr>
<tr>
<td>• Vertical networking</td>
<td>• Strengthen collaboration between regional DPO network and national DPOs</td>
<td></td>
</tr>
<tr>
<td>• Thematic strengthening</td>
<td>• Support development of regional DPO expertise</td>
<td></td>
</tr>
</tbody>
</table>

### 2.4 Work Stream 3: Developing strategic resources on disability rights at global level

While the focus of the UNPRPD is not on global policy setting, there is nonetheless an important role to be played by the Partnership in relation to the development of global-level resources on disability rights. The UNPRPD is in a unique position to facilitate joint, interagency policy efforts on topics that cut across the mandate of its Participating UN Organizations (in response to either UN Country Teams’ demand or guidance issued by human rights mechanisms, such as the CRPD Committee and the Special Rapporteur on the Rights of Persons with Disabilities). Furthermore, the UNPRPD is well placed to document good practices emerging from UNPRPD country-level joint programmes and support the replication and adaption of such good practices across multiple countries.
Based on the above, global activities will be identified through a combination of top-down and bottom-up approaches, as described in Figures 8, 9 and 10.

**Figure 8. Top-down approach**

Examples of possible initiatives:

- Following the Special Rapporteur’s comments on CRPD Article 33, an initiative is supported to develop guidelines on independent national monitoring bodies.

- In response to growing attention by the Committee on the Rights of Persons with Disabilities on the issue of gender-based violence, a project is developed to identify best practices in preventing gender-based violence against women and girls with disabilities.
Examples of possible initiatives:

- The establishment of a network of cities to advance the rights of persons with disabilities has been identified as a promising practice in a national project. A global initiative provides the opportunity to adapt and replicate this experience in other contexts.

- One national project has developed good practices on decision-making support mechanisms as an alternative to incapacitation on grounds of intellectual disability. A global initiative provides the opportunity to adapt and replicate this experience in other contexts.
Examples of possible initiatives:

- A consultation of UN Country Teams has raised the need for guidance on how to ensure accessibility and reasonable accommodation throughout project implementation. The UNPRPD supports an initiative to generate a practical tool on this topic.

- Country teams have identified the need for specific support on data collection. The UNPRPD supports a global initiative to develop guidelines on disability statistics to be disseminated among Country Teams and used as appropriate in the implementation of national joint programs.

### 2.5 Medium- to long-term impact on the broader UN system

Recognizing that the social inclusion of persons with disabilities is not an add-on to regular development work, but a fundamental development issue, the UNPRPD aims to ensure the progressive integration of disability into the core business of the UNPRPD Participating UN Organizations. This process will follow a variety of trajectories, which cannot be entirely predicted. However, some of the most promising medium- to long-term "paths of integration" are described in Figure 11.
Intervention A, supported by the UNPRPD Fund, is successfully implemented in country X. Following this experience, countries Y and Z undertake analogous initiatives with own resources.

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.

A disability rights 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.
In light of the above, the work of the UNPRPD could be seen as effectively pursuing two result chains: the first one – described in previous sections, aims to produce direct improvements in the life of persons with disabilities; the second one, more specifically covered in this section, aims to improve the mainstreaming of a disability rights perspective into the broader work of the UN system. The twofold purpose of the work of the UNPRPD is illustrated in Figure 12 below.

**Figure 12. The two result chains of the UNPRPD**

![Diagram showing the two result chains of the UNPRPD](image)

Knowledge generation and management will be critical to the catalytic function of the UNPRPD. Therefore, special attention will be paid to the work of the UNPRPD to ensuring adequate monitoring and evaluation of results, including through the collection of adequate baseline information; documenting and disseminating best practices and lessons learned; and monitoring of relevant research on different policy and programmatic aspects of the work of the Partnership. Further details on knowledge management will be provided in the UNPRPD Quality Assurance Framework.

**UNPRPD QUALITY ASSURANCE FRAMEWORK**

A Quality Assurance Framework will be developed to complement the Strategic and Operational Framework. The Quality Assurance Framework will elaborate, among other things, on how UNPRPD projects will be monitored, how technical assistance will be provided to UNPRPD projects and how results and lessons learned will be identified, documented and communicated.
2.6 UNPRPD results framework

Below is a result and indicator framework for the UNPRPD, based on the work streams described in sections 2.2-2.4. It should be noted that this framework has been developed at a meta-level in order to track partnership-wide performance. It is meant therefore to be complemented by more detailed result frameworks for each initiative to be supported by the Partnership.

### Table 2. UNPRPD Partnership-Level Results Matrix

**Theory of Change statement:** If a systemic approach to social dynamics is taken, then the conditions for an effective implementation of the CRPD will be in place and the rights of persons with disabilities will be progressively realized.

<table>
<thead>
<tr>
<th>Impact Indicators</th>
<th>Baseline</th>
<th>Target</th>
<th>Means of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of outcome-level results translating into actual impact at country level within 3 years after the achievement of the result</td>
<td>N.A.</td>
<td>At least 3 per funding round</td>
<td>Independent impact evaluation</td>
</tr>
<tr>
<td>Number of outcome-level results translating into actual impact at country level within 5 years after the achievement of the result</td>
<td>N.A.</td>
<td>At least 5 per funding round</td>
<td>Independent impact evaluation</td>
</tr>
<tr>
<td>Number of outcome-level results translating into actual impact on gender equality within 3 years after the achievement of the result</td>
<td>N.A.</td>
<td>At least 3 per funding round</td>
<td>Independent impact evaluation</td>
</tr>
</tbody>
</table>

**Outcome 1** Structural changes advancing CRPD implementation take place at the country level

<table>
<thead>
<tr>
<th>Outcome Indicators</th>
<th>Baseline</th>
<th>Target</th>
<th>Means of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio of outcome-level results relative to outcome-level objectives per funding round</td>
<td>N.A.</td>
<td>At least 75%</td>
<td>TS analysis and external validation</td>
</tr>
<tr>
<td>Percentage of outcome-level objectives for which at least one target has been met per funding round</td>
<td>N.A.</td>
<td>At least 75%</td>
<td>UNCT reporting and external validation</td>
</tr>
<tr>
<td>Percentage of joint programmes that have been assessed as sufficiently successful to warrant Phase 2 support per funding round</td>
<td>N.A.</td>
<td>At least 75%</td>
<td>Records of MC blind review of Phase 2 concept notes</td>
</tr>
</tbody>
</table>

**Output 11:** Biennial funding rounds with competitively selected joint UN programmes – approximately 10 per round, depending on available resources.
### Outcome 2  
Regional voices of persons with disabilities are strengthened

<table>
<thead>
<tr>
<th>Outcome Indicators</th>
<th>Baseline</th>
<th>Target</th>
<th>Means of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio of outcome-level results relative to outcome-level objectives for regional projects</td>
<td>N.A.</td>
<td>At least 75%</td>
<td>TS analysis and external validation</td>
</tr>
<tr>
<td>Percentage of outcome-level objectives for which at least one target has been met for regional projects</td>
<td>N.A.</td>
<td>At least 75%</td>
<td>UNCT reporting and external validation</td>
</tr>
</tbody>
</table>

**Output 2.1:** Competitively selected regional joint UN programs- approximately 2 per biennium, depending on available resources

### Outcome 3  
Global strategic resources are developed

<table>
<thead>
<tr>
<th>Outcome Indicators</th>
<th>Baseline</th>
<th>Target</th>
<th>Means of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio of outcome-level results relative to outcome-level objectives for global projects</td>
<td>N.A.</td>
<td>At least 75%</td>
<td>TS analysis and external validation</td>
</tr>
<tr>
<td>Percentage of outcome-level objectives for which at least one target has been met for global projects</td>
<td>N.A.</td>
<td>At least 75%</td>
<td>UNCT reporting and external validation</td>
</tr>
</tbody>
</table>

**Output 3.1:** Competitively selected global joint UN programs- approximately 2 per biennium, depending on available resources
Part III
The HOW of the UNPRPD
3.1 Guiding principles

In pursuing its objectives, the UNPRPD will be guided by three general principles:

- Centrality of human rights.
- Emphasis on ‘Delivering as One’.
- Focus on partnership development.

3.1.1 Centrality of human rights

The realization of human rights and their full integration into development processes lie at the heart of the UNPRPD’s work. Therefore, all of its activities will be inspired and guided by the following cross-cutting principles laid out in Article 3 of the CRPD:

- 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 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.

All of the above principles are fundamentally important. However, equality of men and women, full and effective participation of persons with disabilities and accessibility will be especially critical elements for the success of UNPRPD interventions. The following sections offer more detailed descriptions of how these concepts should be applied to activities supported by the Partnership.

Equality between men and women

Acknowledging that gender is one of the most important determinants for the implementation of the CRPD, the UNPRPD will ensure that all of its projects fully incorporate a strong gender dimension. Some key steps to be taken in this respect are outlined below.
Use gender analysis as a foundation for project design and implementation
The overall purpose of a gender analysis is to reveal the connections between gender relations and development issues. Its specific objectives may be twofold: i) to “surface” the fact that gender relations are likely to have an impact on the solution to the problem at hand, and ii) to indicate exactly what that impact is likely to be and outline alternative courses of action. Strategies to achieve gender equality will vary from one context to another, depending on a multiplicity of factors. A comprehensive gender analysis will allow the identification of specific entry points for relevant action in appropriate domains of intervention, such as for instance education, employment, sexual and reproductive health, and gender-based violence.

Collect sex-disaggregated data as part of regular project monitoring
Disaggregating information by sex means counting males and females separately when gathering information on development activities and benefits. Sex-disaggregated data is important because it helps assess whether an initiative is equally successful in benefiting women, men, girls and boys. Sex can be variously combined with a number of other factors — such as socioeconomic status, age, ethnicity, race, religion, or location — in order to capture intersectionality and multiple discrimination.

Establish gender responsive indicators
Having data disaggregated by sex is important but does not guarantee, per se, that concepts, definitions and methods used in data production are reflective of gender roles and relations. It is equally important to consider whether the types of data collected respond adequately to the basic questions that need to be asked from a gender equality perspective. Gender responsive indicators should measure differences in participation, benefits, outcomes and impact for women, men, boys and girls. They should be sensitive therefore to changes in gender relations (positive or negative); in other words, changes toward equality (or inequality) between men and women, girls and boys.

Build on UN system experience in gender mainstreaming
The UN system has accumulated significant experience on gender mainstreaming in broader development programs. The UNPRPD will therefore leverage the expertise of its partners and build on existing tools to reinforce the gender dimension of its initiatives. A strong emphasis will also be placed on increasing cooperation, partnerships and synergies among UN entities and organizations of women and girls with disabilities as well as women’s development and human rights organizations active at the intersection between gender and disability rights.
Full and effective participation of persons with disabilities

In keeping with its strong commitment to a human rights based approach, the UNPRPD regards persons with disabilities not as passive recipients of assistance, but rather as active agents and leaders of social transformation. For this reason, systematic efforts will be made to ensure the active and meaningful involvement of women and men with disabilities at all levels of the Partnership’s work. Such efforts will be based on, among other things, the recognition that representative organizations of persons with disabilities are the natural and primary vehicle to advance the principle of full and effective participation enshrined in the CRPD.

The International Disability Alliance plays an important role in the UNPRPD governance structure, as a full member of the UNPRPD Policy Board and Management Committee. In addition, the following actions should be taken to enhance participation of persons with disabilities and their representative organizations within national, regional and global initiatives of the UNPRPD.

→ Engage with appropriate actors

Engagement of persons with disabilities should be based on a prior horizon scan aimed at identifying the key representative organizations that operate in a given context and understanding their relationships. Furthermore, while engaging with organizations of persons with disabilities, the following should be ensured:

– The heterogeneity of the various disability groups is reflected — as appropriate, depending on the focus of the intervention — by reaching out to organizations that represent men, women and children with different types of disabilities, as well as a variety of social segments, including, for instance, organizations representing persons with disabilities living in remote and rural areas. Due consideration should also be given to involving an appropriate range of organizational forms, including umbrella organizations, organizations representing people with a single impairment, advocacy groups and others as relevant.

– That cultural and power relationships can create barriers to participation are acknowledged and, to the maximum possible extent, addressed. Particular attention should be paid to barriers limiting the participation of persons with disabilities who may be experiencing multiple discrimination in their own communities, such as women and children with disabilities, persons with mental or intellectual disabilities, persons with disabilities from ethnic minorities and refugees with disabilities.

→ Engage throughout the project cycle

Organizations of persons with disabilities should be involved from the outset in planning UNPRPD interventions. At the inception phase, it will be important to carry out a joint assessment of existing barriers to participation and how they can be addressed.
In addition, the involvement of persons with disabilities should be sought during the implementation of activities, the monitoring of progress, the overall evaluation of results and follow-up planning. Project steering committees represent an important platform for engagement. It is very important, therefore, that measures are taken to ensure the adequate representation and meaningful participation of persons with disabilities in all aspects of project governance. Emphasizing the value of participation of persons with disabilities and their engagement as equal stakeholders is in itself an important component of UNPRPD interventions that can contribute to shifts in attitudes and practice.

- **Strengthen capacity**
  Engaging with UNPRPD activities must be an empowering process for organizations of persons with disabilities and not a burden imposed on already overstretched capacity. It is therefore important for UNPRPD interventions to factor in capacity-strengthening measures intended to enhance the full participation of organizations of persons with disabilities and to enable them to be active partners in UNPRPD activities. These measures can take a variety of forms, including technical and financial inputs, as well as reasonable accommodation support.

- **Track participation**
  It is essential for the UNPRPD to continuously assess how successful its initiatives are in securing the full and effective participation of persons with disabilities. Hence, clear indicators will be identified for each project in order to measure the level and quality of participation of persons with disabilities and their representative organizations, particularly relating to the project implementation phase. Specific attention will be paid to ensuring that appropriate mechanisms are put in place to collect regular feedback from DPOs about participation in UNPRPD-supported work.

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**Accessibility**

Accessibility is a precondition for the realization of the rights of persons with disabilities but also a means for economic, social, cultural and political empowerment, as well as participation and inclusion. As such, it represents a key element of the CRPD. The promotion of accessibility — understood as the process through which barriers in society are progressively removed — is enabled by a number of factors. Two of these are highlighted as especially important by the Convention:

- **Reasonable accommodation**, i.e. the necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms.
Universal design, i.e. the design of products, environments, programs and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design (although assistive devices for particular groups of persons with disabilities should not be excluded, where this is needed).

The UNPRPD will seek to ensure that accessibility is fully realized throughout all of its initiatives, in keeping with CRPD provisions. Among other things, the following steps will be taken to this end:

- Develop fully costed accessibility assessments in collaboration with persons with disabilities as part of project planning.
- Make financial provisions for reasonable accommodation, as appropriate, in project budgets.
- Hold events, meetings and training sessions in accessible locations. Ensure accessible transportation when required.
- Ensure that relevant information and publications are made available in accessible formats and languages.
- Ensure that W3C standards for web information are met.
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 process 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 13 below).

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 it is expected that the UN Resident Coordinator will 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 among the UNPRPD Participating UN Organizations). Detailed management arrangements will have to be defined on a case-by-case basis for each initiative supported by the UNPRPD Fund, but two of the possible arrangements are described in Figure 14 below.
Figure 14. **Possible management arrangements for UNPRPD country-level projects**

### Focused intervention

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 (PUNO) A is identified to lead implementation. PUNO A receives resources from the UNPRPD Fund on the basis of an agreed project document and programmes them under the overall guidance of a Steering Committee that includes the other UNPRPD PUNOs and relevant national partners.

### Broad-based programme

In this scenario, the UNCT decides to undertake a broad-based programme addressing 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.
3.1.3 Focus on partnership development

Addressing the barriers that prevent the full realization of the rights of persons with disabilities requires the joint efforts of governments, civil society actors (in particular organizations of persons with disabilities) and a range of other actors, such as the business sector and workers’ organizations, among others. For this reason, multistakeholder partnerships involving governmental, non-governmental and other partners in a spirit of trust, mutual accountability and complementarity have repeatedly proven to be an effective way to advance disability rights.

Recognizing the above, the UNPRPD seeks to leverage the unique position of the UN system — as well as some of its specific assets, such as neutrality, access and networks — to facilitate the development of strategic partnership infrastructure at the country level. Bringing together governments, persons with disabilities and the broader civil society (including social partners), the UNPRPD can enhance the capacity and increase the resources associated with its work, thus maximizing its relevance, impact and potential for long-term sustainability.

Figure 15. UNPRPD multistakeholder partnership Infrastructure
3.2 Governance of the UNPRPD and the UNPRPD Fund

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

- The UNPRPD Policy Board (PB) is a high-level body responsible for setting the strategic direction of the Partnership. The Policy Board also reviews the work supported by the UNPRPD Fund and provides programmatic oversight for the utilization of the financial resources entrusted to the UNPRPD.

- The UNPRPD Management Committee (MC) is a working-level, standing committee of the Policy Board responsible for providing guidance and support to the implementation of UNPRPD activities. The Management Committee reviews project proposals and decides on the allocation of UNPRPD funds.

Sections 3.2.1 and 3.2.2 provide further details of the functions to be performed by the UNPRPD Policy Board and Management Committee, as well as information on their membership.

3.2.1 The UNPRPD Policy Board

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

<table>
<thead>
<tr>
<th>Functions</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Strategic direction  | • Provide overall policy guidance on the work of the UNPRPD at global, regional and country levels.  
|                      | • Provide guidance on the appropriate partnership-building strategy for the UNPRPD. |
| Programmatic oversight | • Receive and review the annual report of UNPRPD activities.  
|                      | • Provide feedback on the effectiveness, efficiency and continued relevance of UNPRPD’s work. |

The Chair of the Policy Board will be responsible for signing off on the Management Committee’s decisions regarding the allocation of UNPRPD Fund resources.
The Policy Board is established as an inclusive, constituency-based body with the following membership.

Table 4. **Composition of the UNPRPD Policy Board**

<table>
<thead>
<tr>
<th>Constituency</th>
<th>Number</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN organizations</td>
<td></td>
<td>High-level representatives of all Participating UN Organizations</td>
</tr>
<tr>
<td>UNPRPD donors</td>
<td>2</td>
<td>High-level representatives of UNPRPD donors</td>
</tr>
</tbody>
</table>
| Organizations of persons with disabilities and broader civil society | 2      | - Chair of the International Disability Alliance (IDA)  
- Chair of appointed civil society organization |

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

The Multi-Partner Trust Fund Office of UNDP is an ex officio member of the Policy Board as administrative agent of the Fund.

The role of chair of the Policy Board will rotate on an annual basis among the Participating UN Organizations in alphabetical order. 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

<table>
<thead>
<tr>
<th>Functions</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning and resource allocation</td>
<td>• Review and approve UNPRPD work plans, as well as proposals for the allocation of UNPRPD funds prepared by the Technical Secretariat</td>
</tr>
<tr>
<td></td>
<td>• Review and approve concept notes as well as project documents for UNPRPD global, regional and country-level activities.</td>
</tr>
<tr>
<td>Programmatic oversight</td>
<td>• Review progress reports of global, regional and country-level UNPRPD projects.</td>
</tr>
<tr>
<td></td>
<td>• Provide feedback on the effectiveness, efficiency and continued relevance of UNPRPD projects.</td>
</tr>
</tbody>
</table>

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

Table 6. Composition of the UNPRPD Management Committee

<table>
<thead>
<tr>
<th>Constituency</th>
<th>Number</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>UN organizations</td>
<td></td>
<td>Representatives of all Participating UN Organizations†</td>
</tr>
<tr>
<td>UNPRPD donors</td>
<td>2</td>
<td>Representatives of UNPRPD donors</td>
</tr>
</tbody>
</table>
| Organizations of persons with disabilities and broader civil society | 2 | • Representatives of IDA  
• Representatives of appointed civil society organization |

→ Chair of the Management Committee
The role of the Management Committee chair will rotate on an annual basis among Participating UN Organizations together with the chair of the Policy Board.
3.2.3 Additional 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. The UNPRPD Management Committee will meet as needed, based on a periodic calendar of work to be prepared by the Technical Secretariat. Additional work of the Policy Board and Management Committee will be carried out during the course of the year by email, teleconferencing and videoconferencing, as necessary.

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

  - persons with disabilities from the South;
  - women with disabilities;
  - young persons with disabilities; and
  - persons with disabilities from groups historically experiencing significant marginalization, including among other indigenous peoples, migrants and discriminated minorities.

  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 make requests for items to be included on the agenda. The same process will apply to the Management Committee.

- **Quorum**
  A quorum of the Policy Board will consist of 50 percent plus one of the Participating UN Organizations, plus 50 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.

- **Review of governance arrangements**
  The UNPRPD governance structure will be reviewed in two years. Proposals for change that may arise from the review will be submitted to the Policy Board for consideration.
3.3 Coordination of the UNPRPD and Management of 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 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

<table>
<thead>
<tr>
<th>Functions</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Governance support                                  | • 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.  
• 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. |
| Support to the programmatic oversight function of PB and MC | • Coordinate the preparation of the UNPRPD medium-term work plans  
• Circulate as appropriate progress reports of global, regional and country-level UNPRPD projects.  
• Coordinate the preparation of the annual report of UNPRPD’s activities.  
• Follow up on the implementation of Policy Board and Management Committee's recommendations. |
| Support to the UNPRPD Fund resource allocation process | • Prepare call for proposal guidelines for Management Committee’s approval.  
• Manage proposal screening processes (including initial vetting and external peer review).  
• Prepare recommendations on the funding of proposals for review and approval by the Management Committee.  
• Transmit approved proposals to the Administrative Agent for fund disbursement. |
| Quality Assurance                                   | • Set up and manage quality assurance processes at the Partnership level (including reporting, result tracking and feedback) in keeping with the stipulations of the UNPRPD Quality Assurance Framework.  
• Provide technical support to UNPRPD country-, regional- and global-level projects to strengthen quality assurance processes as outlined in the Quality Assurance Framework and based on need and demand.  
• Provide or facilitate access to technical programmatic support to UNPRPD joint programmes based on needs and demand from UNPRPD projects, including by linking the UNPRPD work with global thematic and policy discussions. |
Part III: The HOW of the UNPRPD

### Functions Responsibilities

<table>
<thead>
<tr>
<th>Functions</th>
<th>Responsibilities</th>
</tr>
</thead>
</table>
| Knowledge management       | • Identify appropriate Knowledge Management strategies and products to document UNPRPD experiences.  
                              | • Ensure that knowledge and lessons about projects are communicated within and outside the UNPRPD.  
                              | • Ensure that Knowledge Management activities are carried out in accordance with Quality Assurance Framework.                                   |
|                            | **External relations**                                                                                                                                 |
|                            | • Represent the UNPRPD in public events as appropriate.  
                              | • Support, under the overall guidance of the Management Committee, the implementation of the UNPRPD partnership development strategy.  
                              | • Support, under the overall guidance of the Management Committee, the implementation of the UNPRPD resource mobilization strategy.  |
|                            | **Financial management**                                                                                                                                 |
|                            | • Manage UNPRPD Fund resources directly entrusted to the Technical Secretariat in keeping with the provision of the MoU establishing the UNPRPD Fund. |

The resources necessary to the functioning of the Technical Secretariat will be recovered as a direct cost from the UNPRPD Fund, subject to approval of the Policy Board.

### 3.3.2 The UNPRPD Participating UN Organizations

The UNPRPD Participating UN Organizations lead on the programmatic aspects of the UNPRPD operations. Working with the Technical Secretariat as appropriate, they will be therefore responsible for the following functions.

#### Table 8. Technical support functions of the UNPRPD Participating UN Organizations

<table>
<thead>
<tr>
<th>Functions</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance</td>
<td>• Participate at the appropriate level in the work of the UNPRPD Policy Board and Management Committee.</td>
</tr>
<tr>
<td></td>
<td><strong>Programme development</strong></td>
</tr>
<tr>
<td></td>
<td><strong>At the country level</strong></td>
</tr>
<tr>
<td></td>
<td>• Participate as appropriate in UNCT work to develop and implement UNPRPD joint programmes in keeping with SOF stipulations.</td>
</tr>
<tr>
<td></td>
<td><strong>At the level of global focal points</strong></td>
</tr>
<tr>
<td></td>
<td>• Review and provide technical feedback as appropriate on proposals for country level joint programmes developed by UNCTs.</td>
</tr>
<tr>
<td></td>
<td>• Participate as appropriate in work to develop and implement UNPRPD global and regional level joint programmes.</td>
</tr>
</tbody>
</table>
Indirect costs of the Participating UN Organizations recovered through programme support costs will be 7 percent. In accordance with the UN General Assembly resolution 62/208 (2007 Triennial Comprehensive Policy Review principle of full cost recovery), all other costs incurred by each Participating UN Organization in carrying out the activities for which it is responsible under the UNPRPD Fund will be recovered as direct costs.

<table>
<thead>
<tr>
<th>Functions</th>
<th>Responsibilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality Assurance</td>
<td><strong>At the country level</strong></td>
</tr>
<tr>
<td></td>
<td>• Submit quarterly progress updates, annual progress reports and end-of-project reports for country-level joint programmes in keeping with the stipulations of the UNPRPD Quality Assurance Framework.</td>
</tr>
<tr>
<td></td>
<td>• Participate in other quality assurance activities, including bilateral discussions on project progress, multiproject thematic webinars and face-to-face meetings.</td>
</tr>
<tr>
<td></td>
<td>• Put in place appropriate monitoring mechanisms to collect evidence of the outcome and impact-level changes resulting from the project, including sex disaggregation of data.</td>
</tr>
<tr>
<td></td>
<td><strong>At the level of global focal points</strong></td>
</tr>
<tr>
<td></td>
<td>• Regularly follow up with country-level joint programmes to ensure that their implementation is in line with the principles and standards outlined in the SOF.</td>
</tr>
<tr>
<td></td>
<td>• Provide direct technical assistance to joint programmes, if and as appropriate.</td>
</tr>
<tr>
<td></td>
<td>• Facilitate joint programmes’ access to technical assistance (for instance, through expert referral).</td>
</tr>
<tr>
<td></td>
<td>• Submit quarterly progress updates, annual progress reports and end-of-project reports for country-level joint programmes in keeping with the stipulations of the UNPRPD Quality Assurance Framework.</td>
</tr>
<tr>
<td>Knowledge management</td>
<td>• Contribute to the documentation of promising practices and lessons learned emerging from the implementation of UNPRPD initiatives and ensure that these experiences and lessons are communicated to inform programming in other countries, relevant global policy and thematic discussions, as well as individual agencies’ programming.</td>
</tr>
<tr>
<td>Financial management</td>
<td>• Manage UNPRPD Fund resources entrusted to Participating UN Organizations in keeping with the provision of the MoU establishing the UNPRPD Fund.</td>
</tr>
</tbody>
</table>
3.3.3 The UNPRPD Fund Administrative Agent

The UNPRPD Fund will use the pass-through funding modality, where donors and Participating UN Organizations agree to channel funding through one Participating UN Organization, referred to as the Administrative Agent. The Agent is the appointed interface between the Participating UN Organizations and the donors for administrative matters.

The UNDP MPTF Office has been appointed by the UNPRPD Participating UN 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’ (see mptf.undp.org). 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 regulations and rules. It will be responsible, therefore, for the following activities:

- Signing a Memorandum of Understanding (MoU) with the Participating UN Organizations;
- Negotiating and signing Standard Administrative Arrangements with donors that wish to provide contributions to the UNPRPD MPTF;
- Receiving, administering and managing contributions from donors;
- Subject to availability of funds, disbursing funds to Participating UN Organizations based on resource-allocation decisions of the Management Committee as endorsed by the Chair of the Policy Board;
- Consolidating annual and final financial reports from the Participating UN Organizations;
- Transmitting annual/final consolidated reports to donors through the UNPRPD Technical Secretariat and the UNPRPD Policy Board; and
- Subject to the availability of funds, disbursing funds for direct costs to Participating UN Organizations as requested by the Policy Board to perform additional tasks in support of the UNPRPD.

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

3.4.1 Resource mobilization

The UNPRPD Technical Secretariat takes the lead in conducting resource mobilization efforts for the UNPRPD based on guidance provided by the Management Committee and the Policy Board.

Contributions to the UNPRPD Fund may be accepted from national and subnational governments of UN Member States, intergovernmental 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 the business community. In support of the overarching aim of the UNPRPD, and to ensure maximum flexibility and coordination, donors are encouraged to contribute with multiyear pooled and 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.

3.4.2 Resource allocation

The resources entrusted to the UNPRPD Fund are channeled through the UNPRPD Participating UN Organizations in keeping with the MoU establishing the UNPRPD Fund, as well as relevant UNDG policies (including those on joint programming at country level and on the establishment and management of Multi-Partner Trust Funds).

The recipient Participating UN 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 subrecipients, 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 UN Organizations through one of the two following processes:

- **Global- and regional-level funding window**
  List of global and regional projects based on inputs from Management Committee members is included, along with related resource needs and criteria for prioritization, in a medium-term work plan that is reviewed and approved by the Policy Board. As resources become available, the Participating UN Organizations applying for funding develop a full project proposal based on the concept and resource envelope included in the medium-term work plan. 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 proposals is sent to UN Country Teams that are responsible for identifying the most relevant intervention to be undertaken, as well as appropriate implementation arrangements (including delegation of responsibility to one or more UNPRPD participating UN organizations), in consultations with relevant partners and in line with the principles outlined in this Strategic Framework.

The assessment of proposals will typically involve multiple stages. Table 9 describes how a full-length development and assessment process is going to be typically structured (including the responsible party and the expected timeframe for each stage). As highlighted in Table 10, this process has four critical process requirements: 1) ensuring quality; 2) reducing transaction costs; 3) reducing overhead costs; and 4) eliminating conflict of interest.

In the interest of efficiency and keeping in mind the four above-mentioned process requirements, the Management Committee may decide to shorten or otherwise modify the process described above. The exact steps to be followed for a given call for proposals will be communicated to UNCTs when the call for proposals is issued.

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

<table>
<thead>
<tr>
<th>Stage</th>
<th>Responsible</th>
<th>Activity</th>
<th>Tentative time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Announcement</td>
<td>Technical Secretariat (TS)</td>
<td>• Prepare guidelines for proposals based on available resources and previous indications from the MC.</td>
<td>1 wk</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Announce call for EoI to UN Country Teams (UNCTs).</td>
<td></td>
</tr>
<tr>
<td>Stage</td>
<td>Responsible</td>
<td>Activity</td>
<td>Tentative time</td>
</tr>
<tr>
<td>-------------------------------------------</td>
<td>-------------</td>
<td>--------------------------------------------------------------------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Development of Expressions of Interest</td>
<td>UNCT</td>
<td>• Consultation within UNCT. • Consultation with national partners. • Development of EoI. • Submission of EoI to Technical Secretariat.</td>
<td>4 wks</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TS</td>
<td>Prepare analysis of EoI based on previously agreed criteria and submit recommendation on EoI to be shortlisted.</td>
<td>2 wksw</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Review TS analysis and recommendations and make a final decision on UNCTs to be invited to the second phase of the selection process.</td>
<td></td>
</tr>
<tr>
<td>Assessment of Expressions of Interest</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TS</td>
<td>• Announce Call for Proposals (CfP) to shortlisted UNCTs. • Provide feedback to UNCTs on EoI. • Organize webinars for UNCTs on the UNPRPD approach and expectations regarding project proposals.</td>
<td>8 wks</td>
</tr>
<tr>
<td></td>
<td>UNCT</td>
<td>• Consultation within UNCT. • Consultation with national partners. • Development of project proposal. • Submission of project proposal to Technical Secretariat.</td>
<td></td>
</tr>
<tr>
<td>Development of project proposals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>TS</td>
<td>• Form a panel of independent external reviewers. • Support independent panel in review of proposal. • Prepare an analysis of proposals based on the independent panel assessment, including recommendations for the allocation of funding.</td>
<td>4 wks</td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Review TS analysis and recommendations and make a final decision on the allocation of funding.</td>
<td></td>
</tr>
<tr>
<td>Assessment of project proposals</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Finalization of project documents</td>
<td>UNCT</td>
<td>Revise project document, if needed, based on MC feedback.</td>
<td>4 wk</td>
</tr>
<tr>
<td></td>
<td>UNCT, TS</td>
<td>Develop project indicator framework and monitoring strategy.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>MC</td>
<td>Final approval of project document.</td>
<td></td>
</tr>
<tr>
<td>Fund transfer</td>
<td>PB Chair</td>
<td>Sign-off on allocation of funds approved by the MC.</td>
<td>1 wk</td>
</tr>
<tr>
<td></td>
<td>MPTF Office</td>
<td>Transfer funds to participating UN organizations.</td>
<td></td>
</tr>
</tbody>
</table>
Table 10. **Ensuring the robustness of the proposal development and assessment process**

<table>
<thead>
<tr>
<th>Process requirement</th>
<th>Design features</th>
</tr>
</thead>
</table>
| Ensuring quality                  | • Involvement of government, persons with disabilities and the broader civil society, which are basic conditions for a proposal to be considered, ensure relevance of the proposal to the local context.  
  • External review of proposals ensures high-quality and specialized feedback on how a promising project idea could be improved.  
  • The two-stage approach (expression of interest first, project document later) can allow for progressive build-up of quality.  
  • The organization webinars on the UNPRPD approach and expectations regarding project proposals will provide UNCTs with guidance on how best to focus project development efforts.  
  • The provision of dedicated support to development of the project indicator framework and monitoring strategy will lay the foundations for effective quality assurance later on. |
| Reducing transaction costs        | • The two-stage approach (expression of interest first, project document later) ensures 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).  
  • As a result of the two-stage approach, a UNCT will have to embark on the development of a full-fledged project proposal only they know that their project idea has reasonable chances to be funded. |
| Reducing overhead costs           | • 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 shortlisting, final decision on allocation) can happen virtually (e.g., by email). |
| Eliminating conflict of interest | • The proposals submitted are not the expression of an individual organization’s agenda, but they are consulted with national stakeholders and endorsed by the UNCT.  
  • The external review of proposals provides an independent mechanism for the validation of funding recommendations and an objective input into the final MC’s decision process.  
  • The participation of persons with disabilities, donors and the broader civil society in the MC is a guarantee of transparency and integrity throughout the process. |
12. The “UNPRPD donors” group comprises all partners — national and subnational governments as well as non-state donors — that have made contributions to the UNPRPD Fund. This group will self-select its representatives to the Policy Board on the basis of autonomously defined criteria. The group will also determine the rotation scheme to be applied to its representatives, as well as the duration of their term.

13. In the spirit of efficiency and burden sharing, UN constituents may explore the possibility of delegating representation of the Management Committee to a smaller group of participating UN organizations. Delegated representation may be limited, as appropriate, to matters of ordinary administration, and a requirement may still be retained that the full UN membership is consulted on matters of strategic importance.
