

External Evaluation of the Disability Rights Fund

Final Evaluation
Report



11 April 2013



Executive Summary

Context

Persons with disabilities account for a disproportionate percentage of the poor in developing countries; 80 per cent of all people with disabilities live in the developing world and represent 20 per cent of the world's poorest people. Disability and poverty are two factors that are highly likely to lead to marginalisation and exclusion. Yet, while persons with disabilities are often the most deprived and marginalised group in any society, they are often ignored by development agencies, donors, and human rights organisations.

The United Nations Convention on the Rights of Persons with Disabilities provides an opportunity to empower people with disabilities and expand their inclusion as equal participants in society and in development efforts.

Profile of the Disability Rights Fund

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

The Fund began its operations in 2008 and aims to empower disabled persons' organisations (DPOs) to advance the Convention on the Rights of Persons with Disabilities at the country level. The Fund's organisational structure integrates persons with disabilities at all levels of governance and staff. It uses a rights-based approach and a movement-building approach.

From 2008 to the end of 2011, DRF received approximately USD 11.4 million in funding. During that period, the Fund distributed close to USD 7 million through 323 small grants and national coalition grants to DPOs in 21 countries for advocacy related to the Convention on the Rights of Persons with Disabilities.

Methodology

The evaluation was conducted by an external and independent evaluation team led by two Universalis evaluation consultants and supported by two associate consultants based in East Africa and South Asia. In consultation with DRF, and informed by a Reference Team set up by DRF, the Evaluation Team developed the evaluation methodology that was used to inform data collection, analysis, and report-writing. The Evaluation Team used the Fund's logframe to assess the effectiveness of the Fund.

The evaluation covered the period from January 2008 to March of 2012. It focused on five pilot countries (Bangladesh, Ghana, Nicaragua, Peru, and Uganda) and 38 selected grantees in these countries (representing 41 per cent of grantees and 64 per cent of grants in the five countries). Approximately 90 individuals were consulted for the evaluation, including Fund staff, members of the Board and the Global Advisory Panel, donors, disability activists and beneficiaries (grantees). The evaluation included field missions to Uganda and Bangladesh.

Evaluation Findings

Overall, the evaluation findings are positive. In a little less than four years, DRF has become a recognised donor for disability rights and has proven to be relevant in contributing to the achievement of results for the benefit of persons with disabilities. These results include national and local level changes in legislation, alternative or independent reports on the CRPD submitted to UN mechanisms, a more

inclusive disability rights movement in target countries evidenced by grants awarded to marginalised and new DPOs, and increased grantee capacities through the formation of partnerships and growing knowledge on rights of persons with disabilities.

Relevance of the Disability Rights Fund

The evaluation found that the design and approach of DRF are relevant to the advancement of the rights of people with disabilities as articulated in the Convention on the Rights of Persons with Disabilities. The use of both a rights-based approach and a movement-building approach was described as appropriate to increase the voices and participation of persons with disabilities in claiming their rights. Informants recognised the relevance of a rights-based approach in the Fund's grantmaking activities and the evaluation found evidence of the application of the five principles of a rights-based approach in all five pilot countries. All grantees based their activities on the Convention on the Rights of Persons with Disabilities which provides evidence of the normativity principle. Principles of non-discrimination and participation were also widely applied since persons with disabilities are included at all levels of the Fund: governance, staff, and grantees themselves. This organisational design and structure was described as lending legitimacy and credibility to the Fund and ensuring that grantmaking is informed by realities on the ground. The principles of accountability and transparency are applied throughout the Fund's operations. The evaluation also found evidence of the Fund's efforts to build a social movement, namely through the development of the capacity of rights holders to claim their rights as a group. Grants were awarded in target countries to build a stronger base for DPOs, to do leadership training, to create alliances, and to do direct advocacy.

DRF is also relevant in filling a gap in disability rights funding. While some other donors fund disabled persons organisations, not many focus on funding rights advocacy and charitable funding is still the norm. The Fund is also filling a gap by supporting bilateral donors to channel funding to marginalised and grassroots organisations. The Fund's two funding streams, small grants and national coalition grants, are both appropriate as they address the needs of both emergent and well-established organisations. National coalition grants were judged as beneficial in creating enhanced collaboration within the disability community and stronger voices from the disability community at community and governmental levels. Small DPOs were appreciative of the funding provided through the small grant stream as it constituted a first opportunity for many of them to begin to do rights work.

Stakeholders and grantees noted the ongoing need for organisational capacity development and capacity building on rights and advocacy. The organisational capacities of DPOs were perceived as low and as an important aspect of successful grants. Given its singular mission of grantmaking and its lack of field presence, DRF is unable to engage in large-scale or long-term organisational capacity-building activities for its grantees and has made the strategic decision not to do so. The Fund argues that its grants review and oversight processes provide opportunities to DPOs to develop capacities to manage projects and to write proposals. Some stakeholders suggested other ways to address this issue, such as giving a stronger role to fiscal sponsors for example.

The evaluation found strong evidence of alignment between DRF grantmaking activities and the United Kingdom's Department for International Development's work with civil society and mandate on poverty reduction. The Fund is aligned with three of the five objectives of the civil society priorities set by the Department for International Development, namely the objective of empowering citizens to be more effective participants in decisions and policies; enabling civil society organisations to advocate and hold to account institutions; and building capacity for an active civil society. The Department for International Development recognises the link between poverty and disability, and through its support to DRF can tackle this issue among PWDs in the Fund's target countries. DRF is an essential tool for the Department for International Development to achieve its commitment under Article 32 of the Convention on the Rights of Persons with Disabilities which seeks to ensure that international development programs are inclusive of and accessible to persons with disabilities.

Effectiveness of the Disability Rights Fund

Although DRF does not have an explicit theory of change, the implicit theory articulated in its logframe seems appropriate and likely to lead to expected results. The Fund's theory of change implies that if persons with disabilities are able to advocate for their rights, they are then able to participate in the achievement of their rights. Through this increased voice and participation, rights of persons with disabilities are increasingly formally recognised by governments, leading eventually to better quality of life.

The effectiveness of DRF was measured against the output and outcome indicators articulated in the Fund's logframe. According to monitoring data, the Fund has met or exceeded all milestones for its planned outputs. The evaluation also found evidence of the achievement of these outputs during interviews and in documents reviewed. The Fund's outputs are contributing to its desired outcome, and it has met all expected milestones for its outcome indicators.

Efficiency of the Disability Rights Fund

The Fund uses many practices that contribute to its efficiency: the inclusion of persons with disabilities in decision making, clear staff roles and responsibilities, appropriate governance structure, and transparent grantmaking processes. Grantees perceive the Fund as a good financial partner and indicated that grant delivery mechanisms were satisfactory. They noted that they received constructive feedback during the development of their proposals, communications are satisfactory throughout the grant cycle, disbursements are timely, and reporting requirements are fair. Many grantees are dependent on DRF for their survival; because of this, they said they would like grant amounts to be larger and/or funding for a longer period of time. A few grantees requested more transparency on the selection process, and several questioned the ability of the Fund to reach the most marginalised groups who do not have the ability to write proposals.

The evaluation found that DRF has increased its funding base and diversified its sources of funding thanks to the efforts of its Executive Director. Since its inception, the Fund has more than doubled the contributions it receives from donors –from USD 1.5 million in 2008 to a projected USD 3.6 million in 2012. Several informants suggested that the responsibility for fundraising should be shared since this task is challenging given the generally low interest of donors to fund disability rights.

Another key element in the evaluation of DRF was the degree of cost-effectiveness and value for money provided by grantmaking activities. The analysis of the Fund's value for money was limited by lack of data on the cost per output and on the number of beneficiaries for each grant due to the nature of the Fund's interventions. This component was assessed using the framework of the 3Es: Economy, Efficiency and Effectiveness, a framework used by the Department for International Development. The Fund's effectiveness is evident in its achievement of planned outputs and progress towards the desired outcome. Its efficiency is demonstrated by its use of good grantmaking practices and its efforts to improve administrative efficiency, in particular by becoming independent of its previous fiscal sponsor, Tides. Evidence of economy was found in the low overhead costs of both the Fund and its grantees, the use of technology for communications, a good ratio of administrative to program costs, and the use of volunteers to carry out some work in DPOs.

Equity

DRF targets appropriate categories of grantees through its focus on the 'poorest of the poor'. The Fund seeks to give equal opportunities to all by focusing on disabled persons, a marginalised group, and also on marginalised persons within this group, such as women with disabilities or indigenous people with disabilities. The country research carried out by the Fund prior to entering a target country provides relevant information to staff and governance to ensure that marginalised disabled persons organisations benefit from the Fund's grantmaking.

Impact

DRF awarded its first grants in November 2008 and these started up in January 2009. Thus it would be premature to anticipate evidence of impacts. There is, however, well documented evidence that the Fund is on track in meeting its planned outputs and outcome as articulated in the Fund's logframe.

Sustainability

DRF could continue to ensure sustainable results without the United Kingdom's Department for International Development funds, but it would have to cut back significantly on its work.

A significant proportion of the Fund's grantees have not developed mechanisms for sustainability after their grant from the Fund ends. Many DPOs depend on the Fund for their survival. In many cases, the non-renewal of a grant would reduce the capacity of grantees to continue their advocacy work. It should be emphasised that DRF does not seek to ensure the sustainability of disabled persons organisations, but focuses on supporting the achievement of sustainable rights frameworks and a strong movement. The Evaluation Team suggests, however, that if DPOs are not sustainable then they will not be able to contribute as spokespersons for the movement in the long term and other mechanisms would be needed to reinforce demand from the disability movement for rights implementation and enforcement.

Innovation & Replicability

The DRF approach to grantmaking is perceived as innovative for several reasons. No other funder is dedicated to giving grants to small DPOs to work on disability rights advocacy. The Fund focuses on reaching the most marginalised through a highly participatory approach, and focuses on the advancement of rights as outlined in the new Convention on the Rights of Persons with Disabilities.

In terms of replicability, the evaluation found that the speed of advancement of rights varies depending on different legal, political and socio-cultural dimensions in each country. Countries where a vibrant disabled persons community exists are more likely to achieve results more rapidly.

Lessons Learned

When DPOs form alliances of like-minded organisations or work as part of a National Coalition grant, the potential for capacity building and learning opportunities is increased.

Partnerships with the media are a valuable means to help DPOs have a strong impact on their society.

When DPOs with different missions and impairment groups work together toward the same goal, there may be competing voices and conflicts that need to be managed to ensure inclusion.

Ensuring the rights of disabled persons requires both the existence and the implementation of national legislation as well as the enforcement of the legislation at national and local levels.

Recommendations

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

1. The United Kingdom's Department for International Development should continue to support DRF.

The evaluation found that DRF is a relevant and unique funding mechanism that supports disability rights advocacy and the implementation of the Convention on the Rights of Persons with Disabilities. It is inclusive and integrates persons with all types of disabilities. It addresses an important gap in funding for human rights. The Department for International Development should continue to support DRF for the following reasons:

- DRF has proven to be a competent and credible entity
- DRF constitutes a good balance of effectiveness, efficiency and economy
- DRF is relevant to the Department for International Development's objectives for work with civil society as well as its poverty reduction priority
- DRF supports the Department for International Development's compliance with Article 32 of the Convention on the Rights of Persons with Disabilities
- DRF is able to reach small and marginalised DPOs that the Department for International Development cannot reach.

All these findings point toward the need and the relevance of continued support to DRF by the Department for International Development.

2. The DRF Board of Directors should appoint a committee or individual to support the fundraising efforts of the Executive Director.

As described in Finding 16, responsibility for fundraising activities rests solely on the shoulders of the Executive Director. The appointment of a fundraising committee or individual fundraiser to support the efforts of the Executive Director could help in the efforts to increase and diversify DRF funding.

3. DRF should address the need for increased organisational capacities of grantees.

Many DPOs, in particular smaller DPOs with fewer resources, could benefit considerably from increased opportunities for capacity building. Stakeholders interviewed during this evaluation saw the lack of organisational capacities of DRF grantees as a major weakness and risk for DRF.

DRF grantees need and want more coaching and support to become stronger organisations. To accomplish this, consulted stakeholders suggested that fiscal sponsors could play a more preeminent role and be given additional responsibilities in building capacities of grantees. These could include but are not limited to:

- Ad hoc advice and coaching to grantees on specific issues related to their organisation;
- Training sessions to selected groups of grantees on how to manage their organisations, how to increase their membership, how to develop a mission or values for their DPOs, how to work with results-based management principles, etc.;
- Technical assistance and oversight of the work of grantees throughout the grant through weekly meetings.

It was beyond the mandate of this evaluation to conduct a cost analysis or feasibility study of any of these options, but DRF could and should base its final decision on (i) financial implications, and (ii) the likelihood of obtaining greater results through these interventions.

4. DRF should develop clear country exit strategies and emphasise their importance in grant agreements.

DRF has developed a preliminary framework for exit from focus countries (country strategies are built around 6-year initial timelines). It should continue to develop country exit strategies and inform grantees and other stakeholders, specifically through the grant agreement or during Grantee Convenings. DPOs will know from the outset that they will need to have a plan for funding to continue their activities when the DRF grant ends.

There are currently no clear mechanisms in place to ensure the continuity of the disability rights movement in the eventuality of DRF leaving a country. Many DPOs are dependent on DRF funding for their survival, and it is unclear how movements can continue if no DPOs exist. This may also point to the need for DRF and other funders to develop a strategy to ensure movement building beyond DRF involvement.

5. DRF Program Officers should collect and share knowledge across countries to leverage successful advocacy interventions or initiatives.

While DRF shares lessons learned within target countries through annual Grantee Convenings, interviewees also felt that DPOs could also benefit from the knowledge and experience of DPOs in other countries. While organising ‘regional’ Grantee Convenings may not be possible, given cost and logistical issues, DRF Program Officers who oversee grantees in many countries could share knowledge or successes from one country to another. This could be done through one-on-one conversations with DPOs and/or at regular grantee convenings.

6. DRF Program Officers should develop and incorporate a gender strategy in DRF’s strategic planning and work.

Although DRF funds organisations of women with disabilities and tracks data on inclusion of women with disabilities in grantee organisations, it does not have a gender strategy. A clearly defined strategy on gender would be useful in guiding DRF further in its resolve to reach the ‘poorest of the poor.’ In addition, given DRF’s strategic objective “to implement and refine strategies and mechanisms which empower persons with disabilities to achieve rights,” the introduction of a gender strategy could be one way of refining the existing DRF Strategic Plan 2010 – 2012.

Management Response

Introduction

This evaluation provides valuable feedback that will help the staff and board of the Disability Rights Fund reflect on lessons from its first four years of grantmaking. The findings and recommendations of the evaluation offer deeper understanding and new perspectives about our practices and intended results. Already, the evaluation has contributed to discussions within our team about how to strengthen our processes and practices.

We wish to acknowledge the hard work of the Universalia evaluation team as well as the time dedicated to this evaluation by our key stakeholders – our donors and advisors who provide leadership, and our grantees, Disabled Persons' Organisations around the world, whose achievements are reflected in the evaluation's findings. An Evaluation Reference Group, made up of evaluation experts, also provided strategic advice throughout the process.

As a follow-up on our commitment to transparency and to ensure advancement of a broad understanding of disability rights advocacy, we are publishing the full report on our website.

Management's Views on Recommendations

Management concurs with the broad thrust of the evaluation findings and recommendations and will undertake actions to address issues raised. Specific responses to recommendations are given below.

Recommendation 1: The United Kingdom's Department for International Development should continue to support DRF.

Agree.

DRF will continue on the same grantmaking and advocacy course to remain relevant to development partners, including donors and the disability rights movement.

Recommendation 2: The DRF Board of Directors should appoint a committee or individual to support the fundraising efforts of the Executive Director.

Agree.

During the November 2012 DRF Board meeting at which the evaluation was presented, the Board emphasized its commitment to fundraising and approved the hiring of a development professional to begin the process of diversifying DRF's funding base. The Board is also committed to supporting fundraising efforts.

Recommendation 3: DRF should address the need for increased organisational capacities of grantees, including through fiscal sponsors.

Partially agree.

DRF has made a strategic decision to expend our limited resources on capacity building in advocacy and rights knowledge rather than general managerial, financial, or fundraising capacity.

To this end, DRF is committed to increasing the rights advocacy capacity of grantees, and tracks this capacity through our logframe.

Indirect support for organisational development is provided by Program Officers as part of their oversight of and support to grantees. In addition, as of 2013, donors have provided some support for specific organisational capacity building initiatives in Uganda and the Pacific. These initiatives will help inform whether we need to or can adjust our technical assistance to include more traditional organisational capacity building for all grantees in the future.

DRF is not convinced that capacity building of any kind should occur through fiscal sponsors. The roles and capabilities of fiscal sponsors are not uniform across countries, or even within a country. Given the diversity of fiscal sponsors, DRF believes that this recommendation is not viable across the board. In cases where it is viable, DRF is working with fiscal sponsors to ensure that grantees get needed added support. For example, in Peru, DRF has worked closely with fiscal sponsor, APRODEH, to support an emergent organisation of people with psychosocial disabilities.

Recommendation 4: DRF should develop clear country exit strategies and emphasise their importance in grant agreements.

Partially Agree.

We agree that we should develop clear country exit strategies. To this end, in November 2012, the board reviewed a general exit strategy. Based on this strategy, exit steps were detailed for implementation in the three Latin American countries where DRF works. This process is further informing how DRF works with grantees around exits.

We do not agree with the suggestion to emphasize exit in a grant agreement letter. Doing so would set up unclear expectations and poor relations at the outset of a relationship with a grantee. Most organisations know that donor funding will not last indefinitely. It is also unrealistic to expect all or even most grantees to develop a sustainability plan when the donor prospects for DPOs are so limited.

Further, DRF does not agree that the disability rights movement depends solely on DRF. The movement and the majority of DPOs in any one country existed prior to DRF's entry and will continue to exist beyond DRF's exit. While not necessarily as effective without sufficient donor funds, most DPOs have learned how to exist in very resource poor environments.

Recommendation 5: DRF Program Officers should collect and share knowledge across countries to leverage successful advocacy interventions or initiatives.

Agree.

Program Officers recognize their role as the interface between grantees in different countries and act as a conduit for knowledge and good practices across borders. They regularly share examples of key documents, such as Disability Acts. Some grantees, with DRF support, have also attended regional fora and global conferences and trainings, where they have been exposed to different perspectives. DRF has also created effective ways of sharing resources, knowledge, and experiences through online and social media avenues. In addition, as of January 2012, DRF's Program Officer for Strategic Partnerships is playing a key role in sharing information across countries through providing technical assistance to grantees addressing legislative change and monitoring of rights in all DRF countries. Through her efforts, we expect to deepen grantee learning across countries.

Recommendation 6: DRF Program Officers should develop and incorporate a gender strategy in DRF's strategic planning and work.

Agree.

We are currently updating our overall organisational Strategic Plan and will discuss how to systematically incorporate gender into our work.

Management's Views on Findings

DRF concurs with the majority of the findings in the full evaluation. We are pleased with findings that underline DRF's relevance to the advancement of the rights of people with disabilities as articulated in the CRPD. This section provides clarifications on six out of 21 findings.

Finding 4: DRF stakeholders and grantees noted the need for both organisational capacity development and capacity building on rights and advocacy.

Partially Agree.

While DRF did some work to increase CRPD knowledge and advocacy capacity of our grantees over the period 2008-2011, in 2012, with the support of Australian Aid and the initiation of the Program Officer for Strategic Partnerships position, we developed a technical assistance plan to detail the activities we will undertake to further enhance grantee rights advocacy and CRPD understanding, and to build movements.

As noted above, we have focused on these areas of capacity building because they are directly related to achieving the goal, outcome, and outputs stated in our logframe. We are testing some more traditional organisational capacity building and will increase this type of capacity building as warranted and possible.

Finding 10: Grantees were generally satisfied with DRF selection process, support for proposal development, and DRF's management of their grants. Most would like to see longer-term grants.

Partially agree.

Some grantees interviewed indicated that they were not aware of the rules and procedures regulating the award of grants and selection of grantees. Procedures and criteria for selection are elaborated in detail in letters of interest processes and requests for proposals, on our website, and at Grantee Convenings and outreach meetings. Program Officers also answer questions and provide critical support during the application process.

Some grantees have requested longer-term grants and the ability to submit proposals in languages other than the five used by the Fund from 2008-2011. Given our standing as an intermediary grantmaker – raising funds on a regular basis – and our staff capabilities and resources, it would be difficult to provide longer-term grants or to work in many more languages. However, since the evaluation, we have expanded our two-year grants through a new funding stream for Mid-Level Coalitions and have added French as a language.

Finding 12: While DRF has increased its base funding and has diversified its sources of funding, it is currently unable to meet the demand for DRF grants from eligible applicants.

Partially agree.

DRF's three-stage review process selects grantees, not only based on eligibility, but also based on strategic objectives of the Fund in each country and on assessment of the best cohort to fund for movement building. Because of this, not all "eligible" applicants will receive grants. In our opinion, this is not a negative result.

Nonetheless, it is true that there are limited DRF resources for grants or for additional countries, and there are limited resources in general for the rights work of DPOs. DRF addresses these limits through advocating for additional resources with other grantmakers and donors.

While alluded to in the evaluation, the evaluation focused on DRF's grantmaking strategy and logframe, and did not discuss our advocacy strategy - the aim of which is to increase the visibility of rights-based approaches to disability amongst key stakeholders, including donors, grantmakers, and human rights organisations. We do this by sharing information, content, and resources about promotion and protection of the rights of persons with disabilities and by influencing these stakeholders to be more inclusive of persons with disabilities.

Finding 15: DRF identifies lessons learned at the strategic level, and has a mechanism for sharing knowledge among grantees but does not yet have a mechanism to share knowledge across countries.

Partially agree.

While in the period under evaluation, there was no defined mechanism for sharing knowledge across countries, DRF did do this in various and ad-hoc ways: (1) As noted above, Program Officers shared best practices and critical documents (such as Disability Acts) between countries; (2) DRF's website included a resource section with important tools for advancement of rights in different languages and from different sources; (3) DRF supported some grantees to attend regional or international fora where they could learn from others working in the same field; and (4) Program Officers regularly met to discuss developments in their respective countries and debate issues of concern.

As explained above, DRF's Program Officer for Strategic Partnerships is now playing a key role in sharing information across countries through providing technical assistance to grantees addressing legislative change and monitoring of rights in all DRF countries. Through her efforts, we expect to deepen grantee learning across countries.

Also, in January 2013, DRF staff developed a communications plan that provides more transparency regarding our grantmaking and promotes knowledge sharing and learning amongst grantees.

Finding 19: A significant proportion of DRF grantees have not developed mechanisms for project sustainability post-DRF funding.

Partially agree.

Financial sustainability is an issue that is not unique to DRF grantees. In many of the countries in which we operate, funding sources for disability rights are very limited and it is difficult, if not impossible, for grantees to access other support or revenue streams. Whenever possible, Program Officers link grantees to other sources of funding, and there is evidence that a number of grantees have been able to leverage DRF funding to achieve other sources of support.

DRF's emphasis has been on ensuring the sustainability of the rights advanced by DRF grantee projects, rather than on grantee organisational sustainability.

DRF funds advocacy projects precisely because the outcomes of advocacy are more sustainable and impact more people than other types of support. When a law or policy or government program is changed to better advance rights of people with disabilities, that outcome is more sustainable over the long term and outlasts the project or organisation that initiated the change.

Finding 21: The potential for scaling up is somewhat limited given the different contexts and countries in which it operates.

Partially agree.

We acknowledge that countries and context are different and that impact takes longer in certain places due to various factors, such as political will, the strength of the disability movement, civil society and government relations, and legal frameworks.

However, it is important to note that since 2008, DRF has expanded its grantmaking from seven pilot countries to 24 countries (including 14 Pacific Island countries) and six regions around the world. The limitation for scaling up is not so much bound by "different contexts and countries," but by the lack of resources to expand.

Conclusion

We understand that we operate in a rapidly evolving and interdependent world. We are committed to being accountable to the results articulated in our logframe, but at the same time, we hope to be open and responsive to adapt to new opportunities. To conclude, we would like to emphasize one of our guiding principles on learning and change: *Embracing an open approach to the work we are doing to advance the rights of persons with disabilities. This requires learning from our actions, responding to needs as well as successes, and changing course when appropriate.*

Acronyms

ADD	Action on Disability and Development
AJWS	American Jewish World Service
AusAID	Australian Government Overseas Aid Program
CONFENADIP	Confederación Nacional de Discapacitados del Perú
CRPD	Convention on the Rights of Persons with Disabilities
CSA	Country Strategy Assessment
CSO	Civil Society Organisation
DFID	Department for International Development
DPO	Disabled Persons Organisation
DRF	Disability Rights Fund
DRAF	Disability Rights Advocacy Fund
GAP	Global Advisory Panel
LoI	Letter of Interest
LPU	Little People Uganda
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MoSW	Ministry of Social Welfare
MoU	Memorandum of Understanding
OHCHR	UN High Commissioner for Human Rights
NCDW	National Council for Disabled Women
NGO	Non-governmental Organisation
NUDIPU	National Union of Disabled Persons of Uganda
PDF	Pacific Disability Forum
PWDs	Persons with Disabilities
RBA	Rights-Based Approach
SDSL	Society of the Deaf and Sign Language Users
SPSD	Peruvian Society for Down Syndrome
UK	United Kingdom
UN	United Nations
UNHRC	United Nations Human Rights Council
USD	United States Dollar
WHO	World Health Organisation
WWD	Women With Disabilities

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1. Introduction

Background

Universalialia is pleased to present this report on the external evaluation of the Disability Rights Fund (DRF). DRF is a unique collaborative grantmaker supporting disabled persons' organisations (DPOs) in six regions: Africa, Asia, Latin America, the Middle East, the Pacific Islands, and Eastern Europe/ former Soviet Union.

The philosophical foundation of DRF is the UN Convention on the Rights of Persons with Disabilities (CRPD), described as.

... the first comprehensive human rights treaty of the 21st century [that] adopts a broad categorization of persons with disabilities and reaffirms that all persons with all types of disabilities must enjoy all human rights and fundamental freedoms.¹

Through small to modest grants, DRF empowers DPOs to participate in ratification, implementation, and monitoring of the CRPD. DRF grants are aimed at raising awareness of the CRPD, building networks and coalitions to strengthen the voice and visibility of persons with disabilities (PWD), and rights advocacy and monitoring. DRF operates as a pooled fund, combining the financial contributions of multiple donors from government and private and public foundations. From 2008 to the end of 2011, DRF distributed close to USD 7 million through 323 grants to DPOs in 21 countries.

Evaluation

In August 2012, following an open bidding process, DRF contracted Universalialia to conduct an external evaluation of the Fund for the period from January 2008 to March 2012. The evaluation was commissioned by the United Kingdom's Department for International Development (DFID), a major donor to DRF. The Terms of Reference are provided in Appendix I.

The objectives of the evaluation were to:

- Identify the impact of the Fund and ways that this can be sustained;
- Record and share lessons of success and challenges;
- Ensure that funds have been used effectively and efficiently to deliver results; and
- Enable DFID to monitor and evaluate the performance of the Fund as a whole, ensuring that the Fund is contributing to DFID's goals and demonstrating, for public accountability purposes, that the Fund is an effective use of money.

The main audiences for this report are DRF and DFID. This report was revised following comments and suggestions from DRF and the Reference Group.

Structure of the report

This report comprises six sections: Following this introduction, Section 2 provides a summary of the methodology for the evaluation; Section 3 discusses the context in which DRF operates; and Section 4 presents a profile of DRF. The evaluation findings regarding DRF's relevance, effectiveness, efficiency, equity, impact, sustainability, and innovation/ replicability are presented in Section 5, and the evaluation's conclusions, lessons learned and recommendations for the future are presented in Section 6.

¹ Accessed 08/10/2012 from UN Enable <http://www.un.org/disabilities/default.asp?navid=14&pid=150>

2. Methodology

The evaluation was conducted by an external and independent evaluation team led by two Universalialia evaluation consultants and supported by two associate consultants based in East Africa and South Asia.² In consultation with DRF, the Evaluation Team developed the evaluation methodology that was used to inform data collection, analysis, and report-writing.

Scope

The evaluation covered the period from January 2008 to March of 2012, during which DRF was under Tides sponsorship. Operations since April 2012 (including grants that were awarded in June 2012 and funding received for 2012 purposes) were not evaluated but are noted in the report where relevant. The evaluation did not cover all DRF target countries but examined five of the seven pilot countries DRF opened to grantmaking in 2008 (Bangladesh, Ghana, Nicaragua, Peru, and Uganda).³

Evaluation Reference Group

DRF set up an Evaluation Reference Group to review the main evaluation deliverables and provide input during the three main steps in the process: 1) Identification of the consultant by reviewing proposals and determining best fit according to qualification and value for money; 2) Feedback on the work plan, which provided the framework, methodology, and evaluation questions; 3) Feedback on the first draft of the evaluation report. The group consisted of Jackie Kaye, Director of Research & Evaluation for a human rights philanthropic advisory group; Mona Khan, former Director of Programs at the Fund for Global Human Rights; and Caroline Hoy, Results and Evaluation Advisor at DFID.

Evaluation process

The evaluation process included four components: 1) Start Up; 2) Data collection and analysis; 3) Reporting; and 4) Assignment management.

During the start-up phase in August 2012, Universalialia worked with DRF to fine tune the methodology, schedule, and resource requirements of the evaluation. Universalialia also reviewed key background documents provided by DRF, and held meetings with the assignment point persons at DRF.

Data collection and analysis were conducted in September and October 2012. The Evaluation Team presented its preliminary observations in the form of a PowerPoint presentation submitted by email in October 2012. Drafts of the evaluation report were submitted to DRF on 11 October and 1 November 2012.

² The Evaluation Team was led by Co-Team Leaders, Mariane Arsenault and Halcyon Louis, supported by evaluation consultants Hamere Wondimu and Zainab Feroz Kapadia.

³ DRF started with seven pilot countries, but exited from two (Ecuador and Namibia) after two years due to a lack of sufficient numbers of Disabled Persons' Organisations that could receive grants.

Evaluation Framework

In consultation with DRF, the Evaluation Team developed the Evaluation Framework to guide data collection, analysis and report writing. This framework, presented in Appendix II, provided details of the key evaluation issues/themes (see sidebar), evaluation questions, sub questions, indicators, and means of verification. Data collection and analysis were structured along these dimensions in order to nuance observations and develop findings and recommendations.

Evaluation issues/ themes:

Relevance
Effectiveness
Efficiency
Equity
Impact
Sustainability
Innovation/ Replicability
Lessons Learned

Data Collection Sources and Methods

The three key sources of data for the evaluation were interviews, document review and field missions.

Interviews – Approximately 90 individuals were consulted for this evaluation, including DRF staff, members of the Board and the Global Advisory Panel, donors, disability activists and DRF beneficiaries (grantees). This was considered a valid sample in terms of both the total number of people consulted and their representation of the different DRF stakeholder groups.

Semi-structured interviews were conducted with key stakeholders, in-person and by telephone/Skype with individuals and small groups. Interview protocols were designed and used to capture a maximum amount of relevant data. The interviews allowed the Evaluation Team to gain an in-depth understanding of DRF through the different perspectives of diverse stakeholders. The list of people interviewed is presented in Appendix IV.

Document Review: The Evaluation Team reviewed and analysed numerous documents provided by DRF and other sources and from the relevant literature. The list of documents reviewed is presented in Appendix V.

As agreed with DRF, the Evaluation Team also conducted a document review of a sample of five countries selected for the evaluation: Bangladesh, Ghana, Nicaragua, Peru, and Uganda. Within these countries, a purposeful sub-sample of 38 DPO grantees was selected for inclusion in the document review based on their representativeness of DRF's overall grants (e.g., large and small grants, individual grants and national coalition grants, etc.). The sample represents 41 per cent of DRF's 92 grantees in the five pilot countries and 64 per cent of the grants awarded in these countries (130 out of 203 grants).

Universalialia developed a strategy to extract information on grantees' work and accomplishments from grant proposals and final reports. This allowed for greater understanding of the Fund's outputs and outcomes.

Field Missions: Universalialia organised field missions to Uganda and Bangladesh to gather information directly from stakeholders. Consultants conducted individual interviews and focus group discussions on-site with DPO leaders and members as well as with other key informants. The consultant in Bangladesh also conducted a site visit to the Access Bangladesh Foundation project, and the consultant in Uganda visited the National Union of Disabled Persons of Uganda (NUDIPU).

Data analysis

The Evaluation Team used several methods to analyse data: **Descriptive analysis** was used as a first method, to understand the context in which DRF grantmaking takes place, describe the DRF logframe, as well as the structures and processes used to implement it. **Quantitative analysis** was used to capture relevant quantitative data on DRF performance and spending, for example, in relation to DRF resources and grantmaking. **Content analysis** made up the core of the qualitative analysis. Documents and consultation notes were analysed to 1) identify common trends, themes, and patterns and 2) to flag

diverging views and opposing trends. **Comparative analysis** was used to examine evaluation findings across different DRF dimensions and to identify lessons learned.

The mixed methods approach used for this review provides triangulation and thus enhances the credibility of findings through the convergence and overlapping of different methods. Based on the data analysis, the Evaluation Team developed findings and recommendations.

Basis for assessment

The Evaluation Team used the DRF logframe to assess the effectiveness of DRF as a whole. During the Start-Up phase, in collaboration with DRF, the Evaluation Team developed suitable indicators (or, in some cases, proxy indicators) that were used to collect and analyse evidence of progress against these objectives.

To measure the outcomes of DRF grantmaking with DFID funding, the evaluation examined logframe outcomes and outputs (such as strengthened DPO capacity, strengthened alliances, strengthened base of support, and improved policies).

Limitations

The only major limitation to the evaluation was the tight timeframe which made it impossible to assess all grants in the countries covered by DRF grantmaking. This constraint was acknowledged at the outset of the evaluation and addressed by realistic solutions developed by DRF and the Evaluation Team during the start-up phase. These included: the decision to focus the evaluation on five pilot countries and 38 selected DPO grantees in these countries (representing 41 per cent of grantees and 64 per cent of grants in the five countries); the decision to conduct field missions to Bangladesh and Uganda and use document review and telephone interviews to collect data on grantees in Ghana, Nicaragua and Peru.

3. Context

This section provides an overview of the contexts in which DRF operates.

Persons with disabilities (PWDs) make up one billion people around the world. They account for a disproportionate percentage of the poor in developing countries (80 per cent of all people with disabilities live in the developing world and there, represent 20 per cent of the world's poorest people).⁴

The research literature also suggests correlations between poverty and disability.⁵ According to Moore and Yeo (2003), disability and poverty both lead to marginalisation and exclusion (e.g., in terms of limited access to education, poor working conditions, limited access to land and shelter, exclusion from political/legal processes, lack of ability to assert rights, limited access to health care, etc.).⁶ Poverty is both a cause and consequence of disability, and when poverty and disability are combined, they reinforce each other and may contribute to increased marginalisation.⁷

The UN High Commissioner for Human Rights (OHCHR) recently adopted the *Principles and Guidelines for Human Rights Approach to Poverty Reduction Strategies*. These guidelines define poverty as a set of interrelated deprivations such as stigma, discrimination, exclusion and the non-realisation of human rights.

*Poverty is not only a matter of income, but also, more fundamentally, a matter of being able to live a life in dignity and enjoy basic human rights and freedoms. It describes a complex of interrelated and mutually reinforcing deprivations, which impact on people's ability to claim and access their civil, cultural, economic, political and social rights. In a fundamental way, therefore, the denial of human rights forms part of the very definition of what it is to be poor.*⁸

Yet, while persons with disabilities are often the most deprived and marginalised group in any society, they are often ignored by development agencies, donors, and human rights organisations.

The Millennium Development Goals (MDGs) and many national level poverty strategies do not mention persons with disabilities.

One factor may be the lack of empirical evidence. In the developing world, there is still a lack of reliable prevalence data as well as statistics on inclusion of PWDs in various public services, from education to employment to voting. Another factor is that legislation regarding PWDs is also limited and implementation of existing laws is deficient. In many countries, there is no budget or regulatory framework to enforce laws, and in some countries and circumstances, PWDs are not even recognised as persons before the law. They are invisible to the community and often live in isolation; over 90 per cent of PWDs do not have access to schools and most PWDs are unemployed.⁹ Given their limited social participation and barriers to exercising their political rights, PWDs often lack political weight, and there is consequently little incentive for government authorities to take action against these injustices.

The United Nations Convention on the Rights of Persons with Disabilities (CRPD) provides an opportunity to empower people with disabilities and expand their inclusion as equal participants in society and in

⁴ World Health Organisation, World Bank (2011). World Report on Disability, Geneva: World Health Organisation.

⁵ See for instance Mitra, S. *et al.* Disability and Poverty in Developing Countries: A Multidimensional Study, *World Development* (2012), <http://dx.doi.org/10.1016/j.worlddev.2012.05.024>

⁶ K. Moore & R. Yeo. Including Disabled People in Poverty Reduction Work: Nothing About us, Without us. *World Development Journal*. (2003).

⁷ DFID, Disability, Poverty and Development. February 2000.

⁸ L. Arbour, Principles and Guidelines for a Human Rights Approach to Poverty Reduction Strategies. OHCHR.

⁹ World Health Organisation, World Bank (2011). World Report on Disability, Geneva: World Health Organisation.

development efforts. The CRPD entered into force in 2008 with 20 ratifications. As of October 2012, there are 154 signatories and 124 ratifications of the Convention and 74 ratifications of the Optional Protocol.

DRF is a partnership between funders and the disability community that provides grants and other support for work at country-level towards the realization of rights affirmed in the CRPD. DRF believes that enhancing the participation of PWDs in the realization of their rights will have an impact on poverty among PWDs.

4. Profile of the Disability Rights Fund

4.1 Background

History

DRF had its origins in collaborative discussions between philanthropic grantmakers and the disability community during the Ad Hoc Committee meetings that preceded the adoption of the United Nations (UN) Convention on the Rights of Persons with Disabilities (CRPD) by the UN General Assembly in December 2006. A framework for DRF was finalized in December 2007 and DRF began operations in March 2008 as a project of the Tides Center, a non-profit organisation that provides fiscal sponsorship for progressive groups.

Following a cost-benefit analysis in 2011, DRF acquired independent non-profit status and in April 2012 began independent operations as two entities, the Disability Rights Fund, Inc. (DRF) and the Disability Rights Advocacy Fund, Inc. (DRAF). DRF is a 501c3, which operates non-lobbying grantmaking (the focus of this evaluation), and DRAF is a 501c4, which operates lobbying grantmaking. This change was made to increase operational efficiency.

DRF Goals

DRF aims to empower disabled persons' organisations (DPOs) to advance the CRPD at country-levels. DRF grants support awareness raising on the CRPD, building of networks and coalitions to strengthen the voice and visibility of persons with disabilities (PWDs), and rights advocacy and monitoring. DRF particularly emphasizes outreach to the most marginalised sectors within the disabled persons community, to support increased voice and participation to enable them to achieve their rights. DRF works in Africa, Asia, Latin America, the Middle East, the Pacific Islands, and Eastern Europe/the former Soviet Union.

According to its 2010-2012 Strategic Plan, DRF's organisational goals are as follows:

- Strengthen DPOs to do rights-based advocacy work by supporting growth in their self-identity, internal capacity, rights understanding, and advocacy skills;
- Facilitate and support collaboration among DPOs and between DPOs and other key stakeholders at local, national, and international levels, with the aim of creating a stronger voice for the rights achievement of PWDs;
- Reduce barriers to participation by PWDs and DPOs in CRPD implementation and monitoring at local, national, and international levels; and
- Increase the information available about promotion and protection of the rights of PWDs to key stakeholders at local, national, and international levels.

4.2 DRF Governance Structure and Management

Persons with disabilities (PWDs) are integrated in the organisational structure of DRF. The two Boards and DRF staff include PWDs and the Global Advisory Panel is composed almost exclusively of PWDs. DRF Bylaws are also centred on the inclusion of PWDs.

For the period under review (2008- early 2012), DRF was governed by the Tides Board of Directors and had a Steering Committee and Global Advisory Panel. In April 2012, when the Fund became independent, separate Boards and Grantmaking Committees were created for DRF and DRAF. The Global Advisory Panel remained the same.

- The Boards of Directors have overall financial and legal responsibility for DRF and DRAF and bear the primary responsibility for ensuring that they fulfil their obligations. Responsibilities include establishing the vision and mission of the Fund, securing adequate resources, and participating in planning processes. The Boards meet in person twice a year.
- The Global Advisory Panel (GAP) meets once a year to make strategic recommendations to the DRF and DRAF Boards. Nine of the GAP's 12 members are PWDs and are selected from a slate of nominees provided by the International Disability Alliance (a network of international and regional DPOs) and other human rights organisations. They are appointed by the Executive Director with the agreement of the co-chairs of the Grantmaking Committees.
- The Grantmaking Committees, which are established by and report to the Boards of DRF and DRAF, review and make decisions on grants within the purview of the organisations' missions and grantmaking guidelines. Members include donor representatives and four members of the GAP. The committees meet once a year in person and once a year by conference call to discuss and approve grants dockets from the two rounds of grantmaking.

Management

DRF is headquartered in Boston, Massachusetts. There are eight DRF staff including the Executive Director, Operations Director, four Program Officers, a Grants Manager, and an Operations & Program Associate.

DRF staff who are not based in Boston work from home remotely in several countries. The objective of this staffing arrangement is to enable employment of a diverse group of PWDs and to have Program Officers based near the regions they monitor to save time and travelling costs. For instance, the Program Officer responsible for the Pacific and Asia is based in Australia.

4.3 Grantmaking Strategy

The DRF grantmaking strategy, outlined in the 2010-2012 Strategic Plan,¹⁰ aims to strengthen DRF's grantmaking and technical assistance to DPOs for rights-based advocacy, by supporting work led by PWDs at the local, national, regional, and international levels. The strategy's goal, outcome, and outputs are shown in the sidebar.

The DRF grantmaking strategy 2010-2012 was based on the following assumptions:¹¹

- 1) DPOs are the best vehicle for advancing the CRPD;
- 2) A two-pronged approach, comprising small grants and national coalitions, is the best way to reach the target audience; and

DRF Grantmaking Strategy

Goal (impact): Persons with disabilities participate fully in society and enjoy equal rights and opportunities

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

Outputs:

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

Representative organisations of persons with disabilities participate in international and national human rights monitoring processes of target countries

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

Grantees have capacity to advocate on the rights of persons with disabilities.

¹⁰ The Strategic Plan also outlines an advocacy strategy to increase the visibility of a rights-based approach to disability amongst key stakeholders. DRF itself carries out this advocacy work, particularly with donors.

¹¹ Steering Committee & Global Advisory Panel Report, November 2009.

- 3) Implementation of these grants will result in rights achievement for the broader community of PWDs.

Types of Grants

DRF provides two types (streams) of grants:

Small grants (between USD 5,000 and USD 20,000 over one year) targeted to individual DPOs, particularly marginalised, emergent and rural/grassroots groups. The small grants stream focuses on the following priority areas:

- Increasing DPO skill in addressing the CRPD by:
 - Building more inclusive organisations or partnerships (i.e. inclusion of more marginalised segments of disable community, enter into inclusive partnerships);
 - Building internal capacity (i.e. training for staffs and membership to advance CRPD)
- Rights advocacy and monitoring by:
 - Increasing DPO participation in decision-making processes regarding the CRPD at state or local levels (i.e. support DPOs to advocate for participation in implementation and monitoring of the CRPD, legal advocacy);
 - Addressing implementation of CRPD articles (i.e. support DPOs to carry out projects which shows how specific articles can be implemented);
 - Ratification efforts (in Pacific Island countries only).

National coalition grants (between USD 30,000 and USD 50,000 per year over two years) targeted to coalitions of three or more well-established, national-level DPOs working on national rights advocacy. The national coalition grants encourage collaboration among DPOs, or between the DPO community and other civil society organisations, and emphasize joint advocacy. They focus on:

- Ratification of the CRPD and/or Optional Protocol;
- Passage of specific legislation to accord with the CRPD;
- Production of and follow up to alternative/parallel reports to the CRPD Committee or other UN monitoring mechanisms.¹²

DRF Approaches

Rights-based and Participatory approach:

DRF explicitly focuses on a rights-based approach (see sidebar) and participatory approach to disability and grantmaking. Participatory processes are an essential component of a rights-based approach as they strengthen social cohesion and ownership. DRF ensures that PWDs are included at all levels of its operations and in every step of the grantmaking process:

A human rights-based approach is a conceptual framework based on human rights standards and directed at promoting human rights. It seeks to address the inequality at the heart of development problems and suppress discriminatory practices or unfair power distribution. A rights-based approach identifies rights holders and duty bearers and works toward strengthening the capacities of rights holders to make their claims and of duty-bearers to meet their obligations.

¹² DRF, Grantmaking Guidelines, p.1-2.

“This structure, which places people with disabilities in powerful roles within DRF, was informed both by newer philosophies in grantmaking which strive to include grantee communities in the grantmaking process, as well as by the principles and articles of the CRPD which recognize participation as an imperative.”¹³

The use of participatory mechanisms has the potential to lead to stronger relationships with grantees, DRF staff who are better informed of the realities of disability rights in the countries and regions of focus, increased credibility and legitimacy of the Fund, and access to worldwide networks of PWDs.

Movement building approach: To

create broad-based change in conditions for people who are excluded from society, DRF also takes a movement building approach (see sidebar). Movement building requires identifying and supporting the right cohort as well as including marginalised voices. DRF develops a diverse cohort of carefully selected grantees in each target country, who can together advocate for change at country levels.

A social movement is centred on an issue that a group of people hold dear and for which they share a common vision about what is wrong with society and how it should be improved. This group of people, or movement, engages in activities and advocacy to provoke changes in attitudes, practices and public policies. Movement building consists in funding the infrastructure needed to advance and sustain movements.¹⁴

4.4 DRF Financial Profile

Sources of DRF Funding

As shown in Exhibit 4.1, from 2008 to the end of 2011, DRF received approximately USD 11.4 million in funding and expects to receive USD 3.7 million in 2012. Most DRF funding is from recurrent donors such as the Australian Agency for International Development (AusAID), the UK Department of International Development (DfID), Open Society Foundations, the Sigrid Rausing Trust, and the American Jewish World Service (AJWS).

Exhibit 4.1 Donors and Donations, 2008-2011 (in USD)

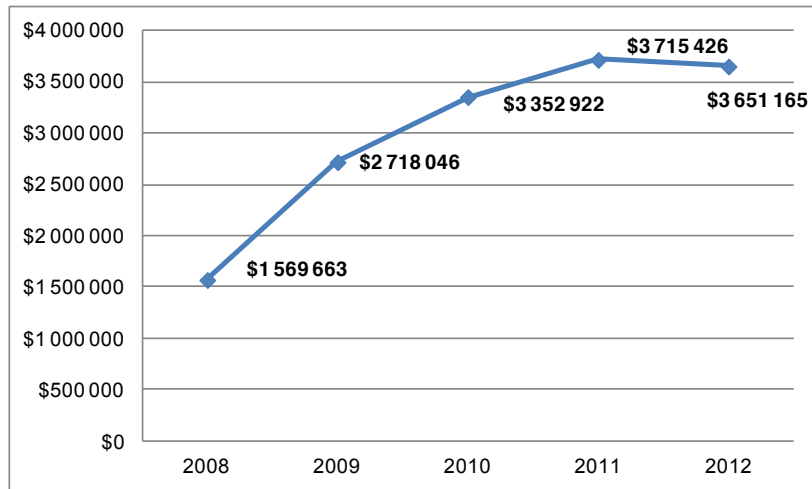
Donors	Donations for 2008	Donations for 2009	Donations for 2010	Donations for 2011	Projected Donations for 2012
Aepoch Fund		\$15 000			
American Jewish World	\$40 000	\$40 000	\$42 500	\$42 500	\$45 000
Anonymous	\$565 457	\$620 000	\$677 500	\$625 000	\$722 000
AusAID		\$437 701	\$1 253 930	\$1 531 235	\$1 408 085
DfID	\$366 191	\$900 000	\$645 749	\$687 152	\$650 000
Leir Foundation			\$10 000	\$10 000	\$10 000
Open Society Foundations	\$300 000	\$500 000	\$500 000	\$500 000	\$500 000
Sigrid Rausing Trust	\$298 015	\$205 345	\$223 243	\$319 539	\$316 080
Total	\$1 569 663	\$2 718 046	\$3 352 922	\$3 715 426	\$3 651 165

¹³ DRF Project Memorandum, 2008.

¹⁴ B. Masters, T. Osborn, Social Movements and Philanthropy: How Foundation can Support Movement Building. The Foundation Review.

As shown in Exhibit 4.2, DRF funding has increased steadily since 2008.

Exhibit 4.2 DRF Donations from 2008 to 2012 (in USD)



Uses of Funding

Most of DRF funding is disbursed through grants to DPOs. In the period reviewed for the evaluation, the percentage of funding allocated to grantmaking grew from 61 per cent in 2008 to 65 per cent in 2011. Between the launch of the Fund in 2008 and March 2012, DRF distributed close to USD 7 million through 323 small and national coalition grants for CRPD-related advocacy to DPOs in 21 countries. From 2008 to March 2012, 55 per cent of grantees received repeat grants from DRF.

Exhibit 4.3 provides a summary of grants awarded by DRF since 2008.

Exhibit 4.3 Grants awarded between 2008 and March 2012 (in USD)

	Country	Number of Grantees	Number of Grants	Number of Repeat Grantees	2008 Pilot Grants	Small Grants	National Coalition Grants	Total Amount
1	Bangladesh	18	35	9 (50%)	\$96 500	\$542 500		\$639 000
2	Cook Islands	1	1	0 (0%)		\$15 000		\$15 000
3	Ecuador	4	5	1 (25%)	\$40 000	\$88 000		\$128 000
4	Fiji	5	7	2 (40%)		\$114 394	\$41 000	\$155 394
5	Ghana	10	23	7 (70%)	\$125 000	\$239 300	\$60 550	\$424 850
6	India	15	28	9 (60%)		\$469 000	\$193 000	\$662 000
7	Indonesia	9	14	5 (56%)		\$203 000	\$80 000	\$283 000
8	Kiribati	1	1	0 (0%)		\$8 000		\$8 000
9	Lebanon	2	2	0 (0%)			\$98 595	\$98 595
10	Mexico	12	19	5 (42%)		\$280 100	\$170 000	\$450 100
11	Micronesia	1	3	1 (100%)		\$60 000		\$60 000
12	Namibia	2	3	1 (50%)	\$70 000	\$20 000		\$90 000
13	Nicaragua	10	29	8 (80%)	\$79 500	\$444 500	\$100 004	\$624 004
14	Palau	1	1	0 (0%)		\$10 000		\$10 000
15	Papua New-Guinea	1	3	1 (100%)		\$70 000		\$70 000
16	Peru	27	54	16 (59%)	\$134 000	\$654 525	\$170 000	\$958 525
17	Solomon Islands	1	3	1 (100%)		\$60 000		\$60 000
18	Tuvalu	1	1	0 (0%)		\$20 000		\$20 000
19	Uganda	28	62	17 (61%)	\$255 000	\$859 100	\$330 000	\$1 444 100
20	Ukraine	18	27	8 (44%)		\$426 500	\$304 000	\$730 500
21	Vanuatu	1	2	1 (100%)		\$40 000		\$40 000
	Total	168	323	92 (55%)	\$800 000	\$4 623 919	\$1 547 149	\$6 971 068

Remaining funds were used for administration, program, and fundraising costs:

Administrative costs: A proportion of DRF funding was used for staff salaries, general office supplies, office rent, consultants, and services provided by Tides.

Program costs: Program costs included Global Advisory Panel meeting costs, program expenses,¹⁵ staff salaries and benefits, governance meetings, and Tides Grant management fees.

Fundraising costs: included a portion of staff salaries and travel expenses.

DRF unaudited financial statements reveal that administrative and fundraising expenditures were low but increasing: 5.5 per cent in 2009, 10.7 per cent in 2010, and 9.8 per cent in 2011. Estimated administrative costs for 2012 and 2013 are around 12 per cent.¹⁶

Exhibit 4.4 Administration, Program, Fundraising Expenses, and Grantmaking Amounts (2008-2011)

Year	Administration	Program	Fundraising	Grantmaking	Total
2008	\$123 774	\$356 573	\$21 868	\$800 000	\$1 302 215
2009	\$126 138	\$753 440	\$31 415	\$1 931 542	\$2 842 535
2010	\$305 664	\$673 196	\$41 849	\$2 222 123	\$3 242 832
2011	\$300 581	\$860 859	\$40 828	\$2 274 499	\$3 476 767

¹⁵ Program expenses include: fees for translation, legal services, evaluation, site visits, conferences, other travel and office supplies.

¹⁶ KPMG Audit Report, 19-20 March 2012.

5. Evaluation Findings

5.1 Overview

This section summarizes key evaluation findings and supporting evidence for the following evaluation dimensions: relevance, effectiveness, efficiency, equity, impact, sustainability, and innovation/replicability.

5.2 Relevance of DRF

This section examines relevance of DRF in terms of its approach to advancing the rights of PWDs and funding for disability rights, gaps in grantmaking activities, DRF's relevance to the objectives of DFID, and the relevance of DRF activities to its own mission.

Finding 1: The overall design and approach of DRF is relevant to the advancement of the rights of people with disabilities as articulated in the CRPD.

DRF funds disabled persons' organisations (DPOs) which are, by definition, founded and run by PWDs, and also includes persons with disabilities (PWD) at all levels of the DRF organisation. All interviewees recognized the DRF's clear commitment to PWDs and commented that this increases the legitimacy of the Fund. Several stakeholders applauded DRF for "walking the talk."

As noted in section 4, the DRF approach is highly participatory. Several interviewees noted that few grantmakers are as participatory as DRF. The establishment of the Fund involved extensive discussions with the disability community and its grantmaking is governed by a participatory approach in which PWDs are involved in decision making and monitoring and are consulted throughout the grant cycle. In its approach to strategic management and grantmaking, DRF directly includes persons with disabilities from the countries and regions where it works. This ensures that DRF grantmaking continues to respond to the needs of disabled persons communities in the regions of focus for grantmaking. Donors who were interviewed indicated that this approach had the advantage of ensuring that DRF grantmaking is informed by realities on the ground.

The CRPD, an international human rights treaty, is the basis for DRF's existence and informs its logframe and grantmaking priorities. Based on interview data and documents reviewed, the evaluation found that the DRF's overall design and approach are relevant to the advancement of the rights of persons with disabilities and in accordance with the guiding principles of the CRPD (see sidebar).

Guiding Principles of the Convention on the Rights of Persons with Disabilities

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

In each of the five pilot countries reviewed for this evaluation, DPOs benefitted from training on the CRPD provided by DRF and all used CRPD principles in their work. Three out of eight DPOs in Bangladesh and seven out of nine DPOs in Uganda provided CRPD training to their members.

In respecting CRPD principles, DRF applies a rights-based approach (RBA). Donors and board members interviewed recognized the relevance of this approach, and DRF staff were confident that the use of RBA and participatory mechanisms can contribute to the advancement of the rights of persons with disabilities.

RBA is defined as a framework that integrates the norms, principles, standards and goals of the international human rights system into plans and processes.¹⁷

In their adherence to the human rights principles outlined in the CRPD, DPOs demonstrated evidence of human rights normativity, non-discrimination, participation, accountability and transparency. Exhibit 5.1 below summarizes evidence of the application of rights-based principles in the grantee organisations reviewed in all five countries.

Exhibit 5.1 Application of RBA in DRF Grantee Organisations

RBA Principles	Evidence
Normativity	In all 38 DPOs reviewed, grantee programming was based on the CRPD principles and addressed advancement of the human rights of PWDs. DPOs provided training on the CRPD and other relevant laws for PWDs – for their members and other members of society (e.g., community, other PWDs, media, government authorities)
Non-discrimination	In all 38 DPOs reviewed, PWDs accounted for the majority of staff members. In selecting grantee organisations, DRF asks about measures DPOs utilize to address discrimination and specifically looks at the number of women with disabilities in applicant organisations.
Participation	In all 38 DPOs reviewed, PWDs were actively engaged in several areas of organisational programming, including decision making, production of deliverables, training, etc.
Accountability	Accountability is maintained throughout operations as grantees report regularly to DRF on program outputs and results, and DRF reports to its donors. For instance, in Bangladesh and Uganda, only one grantee in our sample did not submit a final report to DRF in 2011. Implementation of DRF grantmaking activities is properly documented, allowing partners and donors access to relevant information.
Transparency	According to all DPOs interviewed (face-to-face or by phone), there are open communication channels between DRF and its grantees throughout the grant cycle.

Finding 2: DRF's approach to movement building for persons with disabilities in target countries is appropriate and increases the voices and participation of PWDs in claiming their rights.

A movement is a group of people mobilised around an issue, having a common vision about what is wrong and how it could be improved, and engaged in activities intended to change attitudes, practices and public policy. Researchers and activists have identified the five most important elements that undergird a vibrant movement:¹⁸ organising an authentic base, leadership, vision, alliances, and advocacy infrastructure. Our review of DRF grantee reports shows that all of them apply one or several components of movement building in their day-to-day work. The table below provides some examples.

¹⁷ The Danish Institute for Human Rights (2007), Applying a Rights-Based Approach: An Inspirational guide for Civil Society.

¹⁸ B. Masters et al, (2010), Social Movement and Philanthropy: How Foundations Can Support Movement Building.

Exhibit 5.2 Movement Building Activities in Five DRF Pilot Countries

Movement Building Activities	Evidence in Grantees Reports
Base-building A movement engages individuals affected by the social conditions the movement is seeking to change. Base building can consist in developing organisational capacities of DPOs, energizing members through mobilising activities, educate new recruits, etc.	All 38 DPOs reviewed engaged PWDs in their staff and/or boards. Several DPOs reviewed engaged in some type of base-building activities such as raising their members' awareness of disability rights. Through our review of grantees reports, we found evidence of mobilisation activities and education of members in 50% of the grants.
Leadership by PWDs Leadership qualities for movement building are clarity of purpose, vision, collaboration, strong interpersonal skills, etc. These skills can be developed through mentoring or training.	A portion of DPOs reviewed provided some type of leadership training: 5 out of 12 Peruvian DPOs 2 out of 6 Nicaraguan DPOs 4 out of 12 DPOs in Bangladesh
Vision This component consists in sharing a common narrative that can inspire and connect people.	Grantee final reports suggest that DPOs funded by DRF and the larger disability community are slowly beginning to buy into rights advocacy models. For instance, grantees are seeing the efficacy of a rights-based versus a charity model.
Alliances Alliances provide a mean to collectively strategize and work together across levels. Convening, networking and partnerships are important aspects of the formation of alliances.	Some alliances are being facilitated as a result of DRF national coalition and partnership grants. Out of 203 grants awarded in the pilot countries during the period under review, 12 grants were given to national coalitions and 59 were given to partnerships. Convenings are one of DRF's most important movement building tools. DRF organises grantee convenings once a year in each target country (or in the case of Pacific Island Countries, region).
Advocacy Infrastructure To be effective, an advocacy infrastructure should include legislative and administrative advocacy expertise, legal advocates, media advocacy and policy research and analysis.	All DRF grantees are involved in some form of advocacy work. This includes work at the legislative level, targeting governmental authorities. In Nicaragua, 4 out of 6 DPOs reviewed did some form of legislative advocacy. In Peru, there was also evidence of media advocacy, with, for example, one DPO who put together a radio program.

As described earlier in this report, PWDs face many barriers to be fully included and heard by society and governments – a fact accentuated by DPO interviewees and in grantees' final reports. The purpose of building a movement (witness the Civil Rights movement or the labour movement) is to provide marginalised people with a voice. Through its grantmaking, DRF is contributing to building a stronger DPO movement in target countries. As shown in the table above, all DRF grantees had one or several movement building components to their grants.

One example of movement building by DRF grantees is the Lakeside Cross-Disability Self-Help Group, which is a DPO in rural Ghana that strives to end discrimination against PWDs. In accordance with the principles of non-discrimination and participation, all staff and board members are PWDs, and Lakeside works with people across impairments. After being trained on the CRPD, they proceeded to train other PWDs in this rural area about their rights. In a country where most people are illiterate, sharing information on rights is no easy task, yet Lakeside successfully overcame this problem through the use of role play, thereby making the CRPD accessible to the people who need it most. In addition, Lakeside helps other PWDs form DPOs; in 2011, they helped support creation of 18 new DPOs across rural Ghana which now take part in rights advocacy efforts. Creating DPOs and training them is a good example of base-building, one of the key components of movement-building. Recently Lakeside met with local authorities and succeeded in having free health insurance cards issued to PWDs – something they were legally entitled to,

but had not been able to access. These actions constitute advocacy infrastructure, another important component of movement-building. As in other target countries, DRF has organised Grantee Convenings in Ghana, which are excellent ways of fostering alliances; Lakeside has been an active participant.

Finding 3: DRF grantmaking is filling a gap in disability rights funding.

Disabled persons are the most marginalised people in every society and face many barriers in realizing equal opportunities: environmental and access barriers, legal and institutional barriers, and attitudinal barriers causing social exclusion.¹⁹

Through its grants to eligible single DPOs and national coalitions, DRF is filling a gap by exclusively funding disability rights efforts by PWDs. Most DPOs interviewed stated that DRF was their only source of funding to advocate for the rights of PWDs. While there are other grantmakers that fund DPOs (e.g., the Open Society Foundation and Action on Disability and Development²⁰), no other grantmaker exclusively funds rights advocacy work by DPOs, especially DPOs that operate at grassroots level and/or DPOs that work with marginalised groups within the disability community.

The dearth of similar grantmaking to DPOs may be due in part to ignorance and/or discrimination against PWDs. Another possible reason, cited by informants, is that many donors still use charitable or medical approaches to PWDs and see charity or rehabilitation as more relevant than rights advocacy.

DRF, as an intermediary grantmaker, is also filling a gap in disability rights funding by supporting bilateral donors to reach small and marginalised sectors of the disability community.

Finding 4: DRF stakeholders and grantees noted the need for both organisational capacity development and capacity building on rights and advocacy.

The evaluation was asked to consider if any gaps exist in DRF grantmaking activities. The only gap noted by stakeholders concerned organisational capacity building for grantees.

DRF uses a two-fold definition of capacity-building – increased knowledge of grantees around rights in the CRPD; and an increased ability of grantees to advocate for these rights (rights advocacy). This definition does not include traditional organisational capacity building, such as human resources management, strategic planning, etc. DRF, as a grantmaker of small-scale, must be strategic in the management of its resources, areas of focus, and support provided to grant applicants, as well as grantees. Given its singular mission of grantmaking and its lack of field presence, DRF is unable to engage in large-scale or long-term organisational capacity building activities for its grantees (beyond capacity building on rights and advocacy) and has made the strategic decision not to do so.

Grantees themselves and stakeholders interviewed mentioned the lack of organisational capacity of grantees as a major risk for DRF grantmaking with regard to sustainability and achievement of results. Although this concern may be justified, outputs achieved by DRF grantees have shown that DPOs with limited resources and limited organisational capacity *can* influence human rights awareness, improvement in legislation, involvement of PWDs in decision-making at local and national levels, among others.

“All DPOs are not at equal level. Small DPOs in Uganda do not have organisational capacity, and some do not have capacity to write proposals.”
- Member of Parliament

¹⁹ DFID, Disability, Poverty and Development. February 2000.

²⁰ Action on Disability Development’s work includes: ensuring the right of children with disabilities to attend school by reaching out to them and their parents and raising awareness with education and development authorities on the need for accessible schools; teaching income-generating skills to PWDs in Bangladesh while lobbying the private sector to hire more PWDs to enable them to exercise the right to meaningful employment.

Notwithstanding the Fund's limited resources, and its mission as a grantmaker, DRF has taken steps to address capacity-building needs that enable it to achieve its mandate. For instance, DRF staff provide some advice and capacity building to grantees on financial management, grant proposal development, and monitoring of achievements. Capacity to work with international donors is increased through a grantee's collaboration with DRF; grantees learn how to better articulate their objectives and results, how to develop winning proposals, and learn the basics of results-based management.

Interviewees also suggested another potential way to support grantee organisational capacity was through the use of fiscal sponsors. DRF has used fiscal sponsors, for example, in Bangladesh when DPOs do not have recognition from the government necessary to receive external funding. Although this may be a good vehicle to increase grantee capacity, fiscal sponsors interviewed expressed concerns about the minimal compensation they receive for their services and noted that being a fiscal sponsor means they have to put their own organisational credibility on the line and engage in a lot of bureaucratic processes.

DRF stakeholders interviewed have also requested increased capacity building for grantees relative to rights and advocacy. DRF provides capacity building in the areas of advocacy skills and knowledge of the CRPD and has collaborated with CRPD experts and regional/in-country agencies, as well as grantees where possible, to provide this training. For example, DRF has signed a Memorandum of Understanding (MoU) with the International Disability Alliance, which has given training to DRF grantees on alternative reporting, CRPD articles, and legislative advocacy. DRF has also recently developed an MoU with the Pacific Disability Forum (PDF), a charitable trust formed in 2004 for the promotion and facilitation of Pacific regional cooperation on disability concerns. Under this MoU, which has not yet been signed, DRF will collaborate with PDF to support organisational capacity for DPOs in the region to increase their engagement in rights advocacy.

DRF has increased collaboration among grantees through Grantee Convenings which it uses as venues for information exchange, knowledge sharing, and general capacity building for both individual grantees and those that are part of National Coalition grants. Grantees appreciated convenings as opportunities to network and also as a requisite for the formation of alliances/ coalitions, and action-planning around the CRPD. Grantee Convenings also opened doors for DPOs by inviting funders and government policy makers to convenings to network with and learn from grantees. Grantee Convenings and National Coalition grants provide opportunities to encourage these types of alliances.

Finding 5: DRF grantmaking activities are relevant to DFID's objectives to work with civil society as well as its priority to reduce poverty.

Civil society

Current funding to DRF by DFID falls under the ambit of DFID's partnerships with grantmakers and donors to support civil society. DFID's work with civil society is founded on five objectives that together target poverty reduction in developing countries around the world. These objectives are outlined in Exhibit 5.3 below. DFID considers that civil society organisations (CSOs) are requisite for poverty reduction efforts, through their ability to reach disadvantaged groups and neglected areas that are often unreachable by government programming.

DRF grantmaking activities are aligned with three of the objectives that underpin DFID's work with civil society, namely, objectives 2, 3 and 5. Given DRF's resources and mandate, the Fund does not address the two remaining objectives. The table below outlines the links between the objectives of DFID's work with civil society and DRF strategies.

Exhibit 5.3 Objectives underpinning Dfid's work with civil society and alignment with DRF logframe

Objectives of DFID's work with civil society ²¹	Alignment with DRF
1. Deliver goods and services effectively and efficiently to improve the lives of poor and marginalised people in developing countries	DRF does not deliver goods and it would not constitute a comparative advantage to do so.
2. Empower citizens in developing countries to be more effective participants in development decisions and policies that affect their lives	The underlying objective of DRF Output 4 is to empower citizens by increasing their advocacy capacity. It states that "grantees have capacity to advocate on the rights of persons with disabilities." This is highlighted, for example, in one of the objectives of the Nicaragua Country Strategy: "to deepen the capacity of DPO leaders on the CRPD and strengthen CRPD knowledge among a broader base of DPO membership". Increased capacity is likely to lead to increased empowerment. In supporting the disability community to advocate for a new general law for persons with disabilities in Bangladesh, Nicaragua, Peru and Uganda, for example, DRF has supported DPOs in becoming more effective participants in policies that affect the lives of PWDs.
3. Enable CSOs to influence, advocate and hold to account, national, regional and international institutions and increase aid effectiveness	This DFID objective is aligned with DRF Outputs 1 and 2. The objectives of DRF country strategies also have specific links to citizens' empowerment. For instance, one of the objectives of the Ghana country strategy is to "to support the disability community to be able to hold duty bearers accountable to the standards set out in the CRPD." Through DPO efforts to monitor the CRPD and the production of alternative reports in Nicaragua, Peru, and Uganda, DRF grantees are holding national duty-bearers to account.
4. Work in partnership with other UK Government departments to build support for development;	DRF does not work with other UK government departments.
5. Build and maintain the capacity and space for an active civil society.	This DFID objective is aligned with DRF Output 3, which states that "DPO movement in target countries is inclusive reflecting the diverse needs and views of the disability community." DRF country strategies are also aligned with this DFID objective. For instance in Bangladesh, one of the country strategy objectives is "to expand the diversity and geographic reach of DPOs involved in CRPD advancement, especially in more remote parts of Bangladesh and at grassroots levels", which is equal to building space for a broader movement. By awarding grants to grassroots DPOs that did not have access to international funding before (e.g., funding of small marginalised DPOs in the Chittagong Hill Tracts in Bangladesh - and many other places), DRF is increasing the inclusion of voices that were not heard before, and thereby building space for an active civil society.

²¹ Accessed online (October 2012) at <http://www.dfid.gov.uk>.

Poverty reduction

DFID's overarching priority is poverty reduction. As part of its resolve to address increasing levels of poverty in the developing world, DFID provides financial resources to intermediary donors and grantmakers to enable them to support poverty reduction interventions by civil society organisations. DRF's implicit theory of change and logframe make a clear link between poverty reduction and human rights. DRF outputs and outcomes are expected to contribute to poverty reduction through the achievement of rights. DRF's expected impact "Persons with disabilities participate fully in society and enjoy equal rights and opportunities" is to be measured by a reduction in the proportion of persons with disabilities living in poverty in target countries.

In 2011/2012, programmatic support provided by DFID focused on eight priority issues (see sidebar). Although human rights are not included explicitly in the list, there is an implicit link between human rights and each issue.

DFID's Key priority issues²²

Education
Health
Economic growth and the private sector
Governance and conflict
Climate and environment
Water and sanitation
Food and nutrition
Humanitarian disasters and emergencies

DFID reports emphasise the link between disability and poverty,²³ underline that disabled persons have a greater likelihood of living in conditions of poverty, and that within poverty stricken communities, there is increased probability of disability. According to DFID's 2000 paper on disability and poverty:

*"Disability is both a cause and consequence of poverty. Eliminating world poverty is unlikely to be achieved unless the rights and needs of people with disabilities are taken into account...Disability limits access to education and employment, and leads to economic and social exclusion. Poor people with disabilities are caught in a vicious cycle of poverty and disability, each being a cause and consequence of the other."*²⁴

Through its focus on the enhancement of the human rights of PWDs, DRF has aligned itself with the DFID goal of poverty reduction in the developing world. It is the evaluators' contention as well as the opinion of stakeholders interviewed for this evaluation that the DRF focus on empowerment of PWDs through increasing their voice and participation in securing rights is contributing to DFID's overall priority area of poverty reduction.

From a human rights perspective, poverty can be described as the denial of a person's rights to a range of basic capabilities, such as the capability to be adequately nourished, to live in good health, and to take part in decision-making processes and in the social and cultural life of the community. (See OHCHR Reference in Section 3) The link between disability and poverty is particularly evident in two DRF grantees who have empowered persons with disabilities living in poverty to gain rights to access adequate livelihoods.

The Access Bangladesh Foundation has convened meetings with policy makers to advocate for the rights of persons with disabilities and educate journalists to report on disability rights to reach the public. At the same time, they have supported self-help groups, such as the Disabled Hawkers Association, to increase their knowledge of their rights according to the CRPD and to support micro-entrepreneurship activities. The Disabled Hawkers Association gives their members a sense of belonging to a community with a safe

²² Accessed online at www.dfid.gov.uk.

²³ See DFID, Disability, Poverty and Development (February 2000) and Yeo, R. Disability, Poverty and the New Development Agenda (September 2005).

²⁴ DFID. (2000). Issues: Disability, poverty and development. London: DFID, February 2000.

meeting space in the park; a sense of dignity by providing them with identity cards of their association; and training to run a microenterprise.

Another example is the work of Action for Youth with Disabilities Uganda. This DPO is an emergent, cross-disability organisation formed by youth with disabilities. Youth in this country suffer from high levels of poverty, and youth with disabilities also suffer from stigma, discrimination, physical abuse, neglect from their families and society, and lack of access to education and government resources. With funding from DRF, Action for Youth with Disability Uganda has employed advocacy to public and private sector employers, as well as training of youth to increase employment prospects for youth with disabilities.

Given the ratification of the CRPD by the United Kingdom, DFID, as a government department, has committed under Article 32 of the Convention,²⁵ to ensure that international development programs are inclusive of and accessible to PWDs. Through its collaboration with DRF, DFID continues to fulfil its commitment under the CRPD, as well as to poverty reduction, especially among the poorest of the poor.

Finding 6: DRF grantmaking activities and funding streams are in line with the organisation's mission and objectives.

The DRF mission involves supporting DPOs to take the lead in advocating for the human rights of persons with disabilities at local and national levels, utilising the mechanism of the CRPD. DRF grantmaking activities are in line with this mission. Exhibit 5.4 provides a breakdown of grants by program areas supported by DRF grants in the five pilot countries.

Exhibit 5.4 Program Areas Supported by DRF Grants (2008-2011)

Program Areas	2008	2009	2010	2011
Increasing DPO Skill in Addressing the CRPD	5	1	0	0
Increasing DPO Skill in Addressing the CRPD\Building More Inclusive Organizations or Partnerships	3	12	12	17
Increasing DPO Skill in Addressing the CRPD\Internal Capacity Building	0	18	19	23
Rights Advocacy & Monitoring	22	2	1	0
Rights Advocacy & Monitoring\ Implementation of CRPD Articles	0	10	14	14
Rights Advocacy & Monitoring\Increasing Participation in Decision-Making Processes	0	5	8	4
Rights Advocacy & Monitoring\ Ratification Efforts	0	1	0	0
Ratification	0	1	0	0
Legislative Advocacy	0	1	2	2
CRPD Alternative report	0	2	2	2
Total	30	53	58	62

DRF's two funding streams (small grants and national coalition grants) were considered by interviewees as important to support DRF's mission. Grantees pointed out that national coalition funding is beneficial in

²⁵ Article 32 of the CRPD states that States Parties recognize the importance of international cooperation and its promotion, in support of national efforts for the realization of the purpose and objectives of the CRPD, and will undertake appropriate and effective measures in this regard, between and among States and, as appropriate, in partnership with relevant international and regional organisations and civil society, in particular organisations of persons with disabilities.

creating enhanced collaboration and a stronger voice for PWDs. For example, the Uganda National Association of the Deaf, Legal Action for Persons with Disabilities, and Mental Health Uganda have worked together under a national coalition grant to review and amend the Persons with Disability Act of 2006 to ensure accordance with the CRPD and achievement of rights for all PWDs in Uganda.

Small DPOs are also appreciative of the funds provided by DRF through the small grant funding stream. "Our existence would have been impossible without DRF grants" stated a small DPO representative in Uganda. As evidenced by our interviews in Bangladesh and Uganda, small grants are relevant in directly supporting specific initiatives of DPOs who would not have access to funding otherwise. In short, the mix of small and national coalition grants seems to be appropriate in fulfilling the DRF mission and objectives.

One interviewed stakeholder suggested an interesting idea for a potential new funding stream: funding think tanks to carry out specific research for use in policy making or advocacy in the media. This idea is backed up by literature that describes think tanks as having "capacity that can help generate big ideas, as well as provide the data and analysis to address the variety of movement needs is critical. Think tanks [...] should inform the development of a vision, but a vision cannot be created by a think tank or a foundation."²⁶ While developing new streams may be relevant, DRF staff is also aware that it would dilute existing resources to national coalitions or small grantees.

5.3 Effectiveness of DRF

For the purposes of this evaluation, effectiveness is defined as the extent to which DRF outputs and outcomes were achieved, or are expected to be achieved, taking into account their relative importance. The following findings discuss the Fund's theory of change and its output achievement and progress towards outcome.

Finding 7: According to stakeholders interviewed, the DRF theory of change is appropriate and likely to lead to expected results.

Although DRF has not formally articulated a theory of change, the DRF logframe implies a theory of change. In a meeting with the Evaluation Team, DRF summarised the basic theory:

If PWDs understand that they have rights and are able to advocate for these rights, PWDs are then able to participate in a process of rights achievement, which includes advocacy for adoption/creation of rights frameworks (including CRPD ratification, legislation & policies), monitoring of rights implementation, and demand for enforcement.

Through this process, there is an increase in participation of PWDs in civic spaces and in decision making. Due to this increased voice, governments (and other actors) will increasingly recognise the rights and needs of PWDs as citizens. Through these changes, PWDs will participate more fully and equally in public services and life, and this will eventually enhance their quality of life.

Stakeholders interviewed during the evaluation all agreed that this implicit theory of change is reasonable and that it could yield sustainable results. They also noted, however, that there is no proof of this to date as the DRF approach of encouraging PWDs to advocate for their own rights is new and has not been used extensively.

²⁶ B. Masters, T. Osborn, Social Movements and Philanthropy: How Foundation can Support Movement Building. The Foundation Review, p.19-20.

DRF's emphasis on PWD participation (in its logframe and its implicit theory of change) is confirmed and echoed in a 2011 recommendation from the WHO and World Bank World Report on Disability, which states that:

*PWDs often have unique insights about their disability and their situation. In formulating and implementing policies, laws, and services, PWDs should be consulted and actively involved. DPOs may need capacity building and support to empower people with disabilities and advocate for their needs. [...] PWDs are entitled to control over their lives and therefore need to be consulted on issues that concern them directly [...].*²⁷

Evidence of DRF achievements of outputs and outcome based on this theory of change are discussed below.

Finding 8: There is evidence of DRF achievement of planned outputs as articulated in the DRF logframe.

Monitoring data collected by DRF on output indicators show that DRF has met or exceeded all milestones pertinent to the achievement of the four planned outputs. A summary of these achievements is provided below. (The DRF logframe and the attachment to the logframe on national and local laws and policies are provided in Appendix III.)

Output 1

Legislation, policy and programs in target countries are undergoing harmonisation in accordance with the CRPD through the participation and influence of representative organisations of persons with disabilities

DRF exceeded its milestones for the two indicators associated with this output.

Indicator: National level changes in legislation, policies and programs in accordance with the CRPD reflecting grantee input underway. **Milestone/Achievement:** As of March 2012, 13 changes were secured and 24 were underway – exceeding the milestone of 17 changes secured or underway.

Indicator: Local level changes in legislation, policies and programs. **Milestone/Achievement:** As of March 2012, 26 changes had been achieved, and four were underway – exceeding the milestone of 13 local level changes.

Interviews with DRF grantees confirm that legislative changes are occurring thanks, in part, to their advocacy (see sidebar).

In Nicaragua, DPOs were successful in developing and promoting a draft Disability Act, approved as Law 763 on the equality of rights for PWDs in August 2011. Nicaraguan DPOs also successfully advocated that a part of the national budget be directed to the eradication of architectural barriers and the construction of accessible infrastructure. DRF staff and board members interviewed deplored the lack of government enforcement and implementation of these new laws and policies, although it is not something on which DRF can easily have an impact on. Due to inadequate capacity or lack of resources from national

Representative Comments from DRF Grantees

"As a result of our knowledge of the CRPD, we are working in collaboration with the district assembly and other government departments to address issues of disability". – Grantee Capacity Survey 2012

"DRF staff has made us visible in high offices in the government and this has opened doors for us". – Grantee Capacity Survey 2011

²⁷ World Health Organisation; The World Bank. (2011). World Report on Disability. Geneva: World Health Organisation, p.265-266.

governments, implementation is likely to be challenging. Continued advocacy from civil society for regulatory frameworks, budgets and enforcement mechanisms is therefore critical.

In Uganda, three partners (UNAD, Mental Health Uganda and Legal Action for Persons with Disabilities) received a grant from DRF to draft and advocate for amendments of domestic laws in line with the CRPD. After an extended consultation process, DRF grantees were successful in drafting a PWD amendment act to support the enforcement of the CRPD. Through their advocacy efforts, the Ministry of Gender, Labour and Social Development announced that it would spearhead the process of enacting this amendment act into law. The bill is scheduled to be passed into law by the end of 2012.

Output 2

Representative organisations of persons with disabilities participate in international and national human rights monitoring processes of target countries

DRF met three of the four milestones for the indicators associated with this output.

Indicator: Number and type of CRPD reports submitted to the UN Committee on the Rights of Persons with Disabilities and proportion which reflect grantee input. **Milestone/Achievement:** As of March 2012, 3 state reports (milestone met); one independent report (milestone not met); two civil society alternative reports (milestone met).

Stakeholders interviewed described the two alternative reports as major achievements for their potential to lead to national changes. The Peruvian alternative report, submitted to the CRPD Committee in March 2011 and prepared by the *Confederación Nacional de Discapacitados del Perú* (CONFENADIP), a DRF grantee, was the first civil society report to be submitted from a DRF target country. CONFENADIP led a National Coalition in developing and publishing the report, in a broadly inclusive process which also included marginalised groups from within the disability community. An alternative report from DPOs in Mexico, funded by DRF, was also submitted to the CRPD Committee (and will be reviewed along with the State report in August 2014), and alternative reports from Nicaragua and Uganda are under development by DRF National Coalition grantees.

Indicator: Number and type of reports including grantee input submitted to other UN human rights (HR) mechanisms. **Milestone/Achievement:** As of March 2012, one report submitted (milestone met).

A grantee in Uganda, NUDIPU (the national umbrella organisation of people with disabilities), submitted a report to another UN human rights mechanism. NUDIPU worked with the Human Rights Network Uganda and Office of the High Commissioner for Human Rights to provide input to the Universal Periodic Review report (a mechanism of UNHRC) on freedom of information and access to information.

Output 3

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

DRF met or exceeded all milestones for the indicators associated with this output.

Indicator: Number of grants awarded to organisations representing marginalised groups in target countries. **Milestone/Achievement:** As of March 2012, 167 grants awarded (exceeding milestone of 105 grants).

Typical of the types of marginalised groups that DRF supports are Ghanaian groups such as MindFreedom, a group of persons with psychosocial disabilities, and the Special Attention Project, an organisation that advocates for street children with intellectual disabilities.

Indicator: Number of grants awarded to new organisations representing groups of PWDs not previously active in the public realm.

Milestone/Achievement: As of March 2012, 67 grants awarded (exceeding milestone of 50 grants).

This type of grant is exemplified by, for example, albinos in Uganda who, as a result of DRF funding, were recently recognised as PWDs by their own government, giving them access to rights and services afforded to other people with disabilities. Also in Uganda, with DRF funding, little people (people with dwarfism) are now speaking publicly about their rights; their representative organisation, Little People of Uganda (LPU) has been funded by DRF since 2008. Before the support of DRF, little people had long struggled to have their voices heard. Ignorance and rejection were common reactions from the broader community. In this unfavourable context, advocating for the rights of little people became especially challenging, yet it is precisely in this kind of context that advocacy is most needed. With DRF support, LPU has been able to raise awareness about little people and their rights in different regions of the country and with different stakeholders. As a result of their efforts, sensitised authorities pledged to have little people included in disability rights fora. This acknowledgement by government officials is considered a great step forward for little people and was made possible thanks to the support of DRF.²⁸

In Bangladesh, with the help of Bangla sign-language and trained interpreters, people with hearing impairments were able to access the legal and judicial system in order to demand their rights as well as represent themselves in courts of law. This has been made possible in part by the work of a DRF grantee in Bangladesh, the Society of the Deaf and Sign Language Users (SDSL).

DRF in Peru

Since DRF first started to work in Peru, there have been noticeable changes in the disability movement. In 2008, DRF encountered quite a divided movement, with blocks of allies that opposed each other – the main umbrella organisation, CONFENADIP, its members and its allies, represented the strongest block.

DRF made an important effort to include organisations from different blocks in its grantee portfolio and this has significantly helped to promote the unity of the sector.

Through annual Grantee Convenings, which provide opportunities to listen to others and collaborate to achieve larger advocacy goals, organisations have learned to work together.

As a result, DRF is now seeing more united movements that are ready to leave behind differences to advocate for a joint cause. For example:

- the campaign for the new disability act (including signature collection)
- the elaboration of the Peruvian alternative report in consultation with leaders from the 25 regions
- and increasing requests for support from grantees to enhance their inclusiveness.

DRF, Peru Country Strategy Assessment, (2012), p.15.

Even with advances in this area, unity, inclusiveness and diversity of the movement remain one of the main challenges in Peru. More support is needed for DPOs of deaf people especially DPOs outside Lima. These constituencies are not represented at the grassroots level, and they are not yet fully included in the joint work of the disability movement as a whole. Little people, albinos, deafblind and other constituencies are not represented at all.

DRF, Peru Country Strategy Assessment, (2012), p.15.

²⁸ Little People Uganda, Final Report 2011 & Interview Notes from Field Visit.

Stakeholders interviewed during site visits to Bangladesh and Uganda confirm the growing inclusiveness of the DPO movements in their countries, although there are still some disagreements and competing ambitions within the movement. For instance, albinos in Uganda are seen as competitors by the deafblind and DPOs of the physically disabled.

“DRF has played a commendable role with the DPOs, particularly vis-à-vis their capacity to articulate their demands and advocate for PWDs rights. Now, the sector is hearing the views of organisations that never before would have had the confidence to speak at the national level. This is also an excellent change for the country.”

- Donor in Bangladesh

Grantees and DRF staff highlighted the Grantee Convenings held by DRF as an element that contributed to greater networking with like-minded organisations and knowledge sharing. Grantee convenings are seen as opportunities to share projects and coordinate with other DPOs. In addition to facilitating networking, and providing an interface between DRF and DPOs, grantee convenings are an opportunity for knowledge transfer around the CRPD (see Finding 15).

Although grantees interviewed in Bangladesh have shown appreciation for the opportunity to network with other DPOs, none of the grantees interviewed had worked on a project with another DRF grantee.

Indicator: Number of alternative reports which reflect the interests of marginalised and grassroots grantees in target countries **Milestone/Achievement:** As of March 2012, two CRPD alternative monitoring reports were submitted by DRF grantees, including information from marginalised sectors of the disability community, meeting the milestone.

Output 4

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

DRF exceeded all milestones for the indicators associated with this output.

Indicator: Number of partnerships and/or strategic alliances between grantees and with other DPOs and key stakeholders **Milestone/Achievement:** As of March 2012, 94 partnerships, exceeding the milestone of 92.

According to DRF, a partnership can consist of a National Coalition grant (where several DPOs come together to advocate on disability issues), a Fiscal Sponsorship grant (where one established organisation provides extensive support to emerging DPOs),

Before securing DRF funds, this DPO in Bangladesh had limited opportunity to work with the government. Their capacity to advocate with local, district and national policy-makers can be completely attributed to DRF funding. Now not only do they represent PWDs on different platforms, but they also have a very good working relationship with different government stakeholders.

or some other type of formalised partnership between DPOs and other entities. Partnerships can increase the impact of grants, as expressed by a grantee from Ghana who argued in its final report that maintaining meaningful networks can enhance the capacity to advocate. Fiscal Sponsorship grants allow very small DPOs to grow and build capacity through mentoring. Action on Disability and Development (ADD), one of the fiscal sponsors working with DRF, provides much needed technical, financial and administrative support to emerging DPOs in Bangladesh. The National Council for Disabled Women (NCDW) mentioned that it values being included in ADD's staff capacity building programs. The relationship with fiscal sponsors varies from grantee to grantee and some grantees described this as strictly a transactional relationship where the fiscal sponsor is a channel to route money to the DPO.

Indicator: Ability of grantees to plan, implement and evaluate advocacy activities

Milestone/Achievement: As of March 2012, 93 per cent of grantees report improvement from baseline, exceeding milestone of 70 per cent.

Indicator: Proportion of repeat grantees which illustrate growing knowledge of the rights of PWDs (as outlined in the CRPD) **Milestone/Achievement:** As of March 2012, 94 per cent report improvement from baseline, exceeding milestone of 60 per cent

DRF monitors changes in grantee capacity to advocate on the rights of PWDs through surveys. Results from surveys conducted in 2011 and 2012 show an increase in grantee understanding of the CRPD and its impact. In 2012, for instance, 94 per cent of respondents agreed that their knowledge on the CRPD had increased since receiving a DRF grant.²⁹

The 2012 survey also asked grantees about their advocacy skills, and 93 per cent of respondents agreed that in the time of DRF support, their advocacy capacity increased, which is in excess of 32 per cent of the projected 70 per cent of repeat grantees reporting improvement. (See sidebar for representative grantee comments from the survey.)

In evaluation interviews conducted with DRF grantees and in the desk review of grantee final reports, there is evidence of increased capacity, notably in the way grantees describe their work from a rights-based approach or the importance they now attach to the CRPD. Prior to working with DRF, several grantees in Bangladesh said that had not heard about the CRPD and now have the vocabulary they need to fight for their rights.

While some countries have made remarkable progress on legislative changes that positively affect PWDs, there is often little effective enforcement of these policies or laws. DRF grantees interviewed for this evaluation expressed concerns regarding delays in the implementation of policies and legislation. In many countries, while national governments have been open to integrating disability rights into their legislation, the enforcement of these laws is still problematic. For instance, in Uganda there is a lack of coordination between line ministries and entities that have responsibilities related to disability issues (Ministry of Gender and the National Council for Disability). There is also a lack of organisational capacity and low budget allocation for the government entities responsible for disability issues, limiting their ability to enforce new laws. Grantees mentioned the need for DRF to put more emphasis on the response of duty bearers to enforce these new laws.

Representative comments from DRF Grantees

"Before receiving the first [DRF] grant, we did not have a clear understanding of the CRPD, but now we can say that we have come a long way". – Grantee Capacity Survey 2012

"Our capacity to handle issues of rights of PWDs has remarkably improved compared to one year ago. As a young organisation for youth with disabilities, we have managed to position ourselves not only in the disability movement [of our country], but also in all national programs as a young and vibrant DPO for youth with disabilities". – Grantee Capacity Survey 2012

"Prior to DRF funding, these small DPOs had no experience with advocacy. Everything they have learned, and have subsequently achieved, is a direct result of DRF funding. While none of them have received any formal capacity building on advocacy, they (both the organisations as well as the staff) learned a lot on the job by implementing DRF projects." - Focus Group in Bangladesh

"We used to think that laws belong to members of parliament. But now the articles are at our fingertips." - Grantee Capacity Survey, 2011

"We are more confident in speaking about our rights to ministries, NGOs, and communities." - Grantee Capacity Survey, 2011

²⁹ Figure includes grantees who responded "strongly agree" and "agree".

Finding 9: DRF outputs are contributing to its desired outcome, and it has met expected milestones for its outcome indicators.

Measuring the effectiveness of advocacy interventions can be difficult, as evidence of outputs leading to outcomes may not be easily perceptible. According to theories and documents reviewed about the measurement of advocacy interventions,³⁰ having clear targets and milestones at the outset of a program can help allay the problem of measuring long-term outcomes. By tracking milestones achieved, it is possible to predict progress towards intended outcome and impact.³¹

DRF is well on its way to achieving stated milestones for its outputs, and is on track in making progress towards its desired outcome, which is “rights of PWDs, as outlined in the CRPD, are advanced in DRF target countries by the enhanced participation of the disability movement.” Monitoring data collected on DRF outcome indicators indicate that, as of March 2012, DRF met expected milestones for the three outcome indicators.

Indicator: Number of target countries which have ratified the CRPD and Optional Protocol (OP) with minimal declarations or reservations **Milestone/Achievement:** As of March 2012, 10 target countries have ratified the CRPD (meeting the milestone) and 7 have ratified the OP (just short of the milestone of 8)

Indicator: Level and quality of participation of representative organisations of persons with disabilities in government mechanisms for CRPD implementation and monitoring in target countries

Milestone/Achievement: As of March 2012, 4 target countries had formal DPO participation in government CRPD mechanisms (meeting the milestone)

Indicator: Number of target countries which have made national legislative changes to address rights of persons with disabilities **Milestone/Achievement:** As of March 2012, 5 target countries have made national legislative changes (meeting the milestone).

The document review for this evaluation also found evidence of progress towards outcome achievement in grantee reports. For example:

- Uganda formally included DPOs in government CRPD implementation and monitoring mechanisms.
- The Disability Act in Nicaragua (Law 763) was placed before Parliament as a result of a citizen’s initiative led by a DRF grantee, FECONORI³², during which 25,000 signatures were collected.
- In Peru, DRF grantee, the Peruvian Society for Down Syndrome (SPSD), was key to changing a National Electoral Authority policy which had denied access to vote to more than 23,000 people with psychosocial and intellectual disabilities.

“Because of DRF, there are changes in civil and political participation of PWDs [in Uganda] – there are evidences of equal rights and access to voting.”
-Member of Parliament

According to interviews with disability rights stakeholders, DRF began from a very low base with DPOs that are still young organisations with limited capacities and experience. In this context, the achievements described above (e.g., new laws and revocation of discriminatory policies affecting the lives PWDs) constitute major accomplishments.

³⁰ See for instance, J. Coffman, What’s Different about Evaluating Advocacy and Policy Change?, *The Evaluation Exchange*, Spring 2007 and Annie E. Casey Foundation, *A Guide to Measuring Advocacy and Policy*, 2007.

³¹ Information Note, DfID and VfM, p.5.

³² DRF (2012), DFID Annual Report.

5.4 Efficiency of DRF

5.4.1 Overview

The evaluation explored DRF's efficiency in delivering its grants, whether it raised additional funds to leverage DFID funding, and the effectiveness of the organisational structure and approach in achieving intended outputs and outcomes.

5.4.2 Efficiency of Grant Delivery

Finding 10: Grantees were generally satisfied with DRF selection process, support for proposal development, and DRF's management of their grants. Most would like to see longer term grants.

Selection Process

According to our review of documents, the delivery of grants starts with a review and selection process; once the grant is awarded, it is monitored and reported on.

The grantee selection process (starting in 2012) follows:

- First, potential grantees submit a Letter of Interest (LoI) or proposal. Program Officers review the applications for basic eligibility, including the participation of PWDs within the organisation (i.e., DPO), proper registration with their local government, and a focus on rights advocacy (as opposed to service provision or charity).
- Second, DRF staff perform an in-depth review of each application, which includes contacting the applicants' references and conducting an interview with applicants. DRF uses specific criteria to assess applications (see sidebar). Select applicants move on to the final stage of review.
- Finally, DRF's Grantmaking Committee³³ reviews dockets of proposals from each target country, with grants categorised as "highly recommended," "recommended," or "exceptions"³⁴ and including overviews of

Among the criteria used by DRF to determine successful proposals are:

- Extent to which the CRPD informed the project
- Participation of PWDs is evident in all facets of the project
- The proposal shows sensitivity toward and ability to involve marginalized sectors of the disability community
- The proposal makes strategic use of partnerships
- The organisation has made a realistic assessment of challenges
- The proposed activities are likely to achieve the stated goals
- There are clear indicators to measure success
- The timeline is realistic
- There is clear and appropriate project budget given activities
- There is a real potential for positive impact on the human rights of people with disabilities
- Positive assessment of capacity of organisation

³³ During the period of the evaluation (2008-2011), the grants were reviewed by the DRF Steering Committee and the final decisions were made by the Board of Directors of the Tides Foundation and The Advocacy Fund.

³⁴ "Exception" means exception to grant guidelines. From 2008 to early 2012, there was another category, "unsure".

country context in terms of advancement of the CRPD. The Grantmaking Committee then selects applicants meeting grantmaking guidelines set by the Board of Directors and falling within the objectives set out in DRF Country Strategies, and forwards exception grants to the Board for decision.

Some grantees interviewed indicated that they were not aware of the rules and exact procedures regulating the award of grants and selection of grantees. When asked about the process, one grantee commented “I don’t know how they do it, but I am happy with the results.” DRF has been transparent with its grantmaking procedures by publishing its criteria for grant selections in its Request for Proposals. DRF fosters open communication with potential grantees during the due diligence process, which includes interviews, through which potential grantees can clarify doubts they may have about the selection process and improve certain components of their proposals. Grantees are sent an award or a declination letter that informs them of the outcome of their application.

“DRF should think about asking DPOs to apply for the grant in the local language. This will increase their outreach and allow them to pick the best organisations (and not necessarily those with the courage or resources to handle the applications) for funding.”

- Fiscal Sponsor in Bangladesh

Some grantees questioned the ability of DRF to reach the most marginalised groups of PWDs – those who are illiterate or who do not communicate in one of the major languages in which DRF accepts applications (Arabic, English, French, Spanish, Russian and Ukrainian). The grantees argued that this requirement eliminates several potential DPO applicants. Although these comments are understandable, from the perspective of DRF, oversight and sustainability of grantees is essential, and without the ability to communicate in a major language, this is difficult. Also, DRF cannot master all the languages spoken by grantees since this would also require additional resources. Nevertheless, DRF has made provisions to accommodate DPO representatives who are unable to respond to requests for proposals themselves. In such situations, DRF uses the services of a fiscal sponsor who serves as an intermediary between DRF and the DPO.

Proposal Development

DRF Program Officers play a significant role in proposal review and support grant applicants in refining project goals and anticipated project outputs. According to grantees interviewed, DRF provides constructive feedback for the development of proposals by DPOs. This is made possible because DRF Program Officers manage a limited number of grantees (45 at most).

Grant Management

In general, grantees interviewed were satisfied with the timing of grants disbursements and with communication by DRF throughout the grant life cycle. Interviews conducted during site visits indicate that DPOs generally found the DRF reporting requirements to be fair, concise and centred on suitable questioning to guide DPO reflection on their interventions.

DRF Grantmaking in Ghana

In interviews, Ghanaian grantees said they were satisfied with their relationship with DRF. They all agreed that DRF can be contacted easily and regularly and that technical support was adequate. In addition, grantees understand DRF requirements.

They suggested that DRF could play a more active role in getting different DPOs to work together, such as through collective training, because according to them, DPOs still appear to be working in silos in their country.

Grantees interviewed during site visits to Bangladesh and Uganda frequently expressed the need for longer-term funding or larger grants. Since the majority of DPOs funded by DRF are dependent on the Fund's resources, this is understandable and reflects the desire of these DPOs to remain active. In the evaluation focus group in Bangladesh, a unanimous suggestion was that DRF grants should allow for multi-year funding. However, the Fund has limited multi-year resources itself and cannot engage in that type of funding for all grantees (though it does provide multi-year funding to National Coalitions). It is currently a question of being strategic about resources and how they can best be spent to contribute to the movement.

"Depending on the circumstances it can take as much as two or three months in order to receive approval and the funds from DRF. Moreover, towards the end of the year staff cannot be assured that they will be able to retain their jobs for the next year, and some of them begin to look for other positions, this often has a negative impact on the project. A multi-year grant would mean projects could be longer and more strategic."

-Focus Group in Dhaka, Bangladesh

Finding 11: DRF's financial management and decision-making procedures suggest that the Fund's grantmaking is cost-effective and provides value for money.

The task of determining value for money in the context of an organisation such as DRF is not clear-cut since it is hard to benchmark costs per output on social change interventions such as movement building or advocacy. Cost-effectiveness and value for money are difficult to reconcile with participatory and rights-based approaches – which may drive costs up, but are also likely to lead to increased ownership and long-term sustainability and results.³⁵

The evaluation could not find data on cost per output and DRF and its grantees do not have activity-based accounting systems. In addition, estimating the number of beneficiaries can be difficult due to the nature of many DRF initiatives. For instance, one Peruvian grantee got back the right to vote of over 23,000 persons with intellectual disabilities with a \$20,000 grant.

The evaluation examined DRF's practices that contribute to value for money. As discussed in the sections that follow, these include financial management practices and other factors such as design, structure and approach.

Financial management

DRF has a sophisticated **financial management system** that allows for internal budgeting, the tracking of grant allocations, and financial reporting, in accordance with standard financial procedures. The system also facilitates checks and balances, online record keeping, and 24-hour access by authorised DRF staff. While all members of staff receive training in basic financial management for use in fulfilment of job responsibilities, financial oversight of the Fund is managed by the Executive Director, with the support of select operational staff. In addition, DRF procurement is generally of "low value and not subject to competitive bidding process; however, competitive pricing is used whenever possible."³⁶

³⁵ "[...] while participatory methodology may require greater upfront investment in staff training and require operation expenditures (up to 15%, on average, according to a World Bank study), throughout the life of programs, overall costs average lower than in programs that do not rely on local capacities." From R. Jennings, "Participatory Development as New Paradigm: The Transition of Development Professionalism", Washington, DC, October 2000, available at: http://transition.usaid.gov/our_work/cross-cutting_programs/transition_initiatives/pubs.html

³⁶ KPMG Audit Report, 19-20 March 2012, p.7.

Due to the nature of the activities carried out by DRF, it is difficult to estimate a **cost per output** or to benchmark against similar programs. However, DRF does have systems in place to monitor grants, which is an indicator of value for money since they increase the ability of DRF to spot and correct problems.

In terms of **administrative costs**, DRF and most of its grantees are successful in keeping overhead costs low. Based on information provided in final and annual reports from grantees for the year 2010-2011, the average for overhead cost of DPOs is 13 per cent; DRF unaudited financial statements revealed that its own administrative and fundraising expenditures were generally low: 5.5 per cent for 2009, 10.7 per cent for 2010, and 9.8 per cent for 2011. Estimated administration costs for 2012 and 2013 are around 12 per cent.³⁷

As illustrated in the table below, even though the Fund's geographic scope of work increased steadily, the administrative and program costs were kept low and diminished between 2008 and 2011. The percentage of funding allocated to grantmaking was 61 per cent in 2008 and increased to 65 per cent in 2011.

Exhibit 5.5 Administrative and Program Cost Compared to Amounts Dedicated to Grantmaking

Year	Administrative and Program Cost ³⁸	Amount to Grantmaking	Number of Target Countries
2008	USD 502,215 (39%)	USD 800,000 (61%)	7 countries
2009	USD 910,993 (32%)	USD 1,931,542 (68%)	14 countries
2010	USD 1,020,709 (31%)	USD 2,222,123 (69%)	15 countries
2011	USD 1,202,268 (35%)	USD 2,274,499 (65%)	18 countries

DRF has also made efforts to increase efficiency through giving an increasing percentage of grants to repeat grantees. From 2008 to March 2012, 55 per cent of grantees received repeat grants from DRF.

According to a cost-benefit analysis conducted by DRF in 2010, **administrative efficiency has the potential to further improve** under the 501c3 and 501c4 structure. According to the analysis, being independent from Tides' fiscal sponsorship will allow DRF to adopt more efficient processes, avoid being tied up with institutional bureaucracies, and reduce overhead costs associated with Tides. The cost-benefit analysis stated that "[...] it is estimated that in 2012, there will be a cost savings of \$43,679 or 20 per cent less than what Tides charges for comparable services."³⁹ Thus, DRF is making efforts to become even more efficient, but the effects of independence will have to be monitored over time to determine whether efficiency has increased.

Other factors that contribute to Value for Money

Design: The DRF logframe is fully developed and is improved on a constant basis; it uses milestones to monitor progress, and so far, all milestones have been met or exceeded. As discussed in findings 8 and 9, DRF outputs are likely to lead to its stated outcome. Therefore, there is strong evidence that DRF's intervention logic is correct, and its achievements to date suggest good value for money.

Another important process to track those achievements is the **Monitoring & Evaluation (M&E)** system. DRF has worked on improving the quality of its M&E system (see Finding 14). DRF M&E guidelines and tools are similar to other comparable organisations. DRF has the right mix of internal vs. external reviews with internal monitoring and country strategy assessments and external independent evaluations of outputs,

³⁷ KPMG Audit Report, 19-20 March 2012.

³⁸ Each donor has a different timeline so funding may not only be for the year of receipt.

³⁹ DRF, Cost-Benefit Analysis, October 29, 2010, p.3-4.

outcomes and impact. In addition, DRF has also contributed to improving its grantees' M&E systems via obligations to report on outputs and outcomes.

The cost effectiveness of DRF grantmaking activities is not determined solely on the basis of whether the Fund engages in the least costly options. It is also gauged through DRF's ability to **target the right grantees** in the interest of supporting anticipated results associated with the Fund's overall mandate. In this respect, the evaluation found that the Fund, in its selection of grantees, uses criteria that identify DPOs with the greatest potential for producing impact. The combination of findings suggests that DRF has not only established sound procedures for financial management, but has demonstrated evidence of providing value for money through the link created between strategic financial management and grantmaking objectives.

DRF also aims at achieving organisational efficiency, for instance by conserving a **lean structure** and **using technology** to allow staff to work remotely and in locations closer to grantees (see Section 4.2). In addition, DRF grants are often executed by volunteers through DPOs, and the **time spent by volunteers** allows grantees to achieve their objectives but is not measurable in terms of money. The value of volunteers also has social implications by engaging many community members that would not be involved if the workforce was professionalised.

3E Analysis of Value for Money

DFID defines value for money as “the optimal use of resources to achieve intended outcomes.”⁴⁰ Within the context of DFID's programmatic areas of focus, value for money is predicated around the framework of the 3Es: Economy, Efficiency and Effectiveness. In essence, it asks whether the impact of expenditure has been maximised to improve the standard of living of poorer segments of society.

The evaluation applied the 3Es concept to the grantmaking activities of DRF to determine whether there is evidence of value for money – as shown in the table below.

Exhibit 5.6 Evidence of DRF Value for Money

3Es	Evidence
Effectiveness	• DRF met or exceeded project milestones for the four planned outputs • DRF met project milestones for the planned outcome • Interviewees and documents reviewed provided evidence that DRF's theory of change is likely to lead to the higher level outcome/impact (although this needs to be confirmed by an impact evaluation)
Efficiency	• DRF financial and administrative systems allow for adequate tracking of funds and provide the ability to spot problems rapidly • Grantees are satisfied with grants disbursements and management • There may be increased administrative efficiency since DRF became an independent organisation
Economy	• Low overhead costs for DRF and most of its grantees: • DRF rents minimal office space because most staff work from home • Some DRF staff live near the grantees they oversee reducing travel costs (e.g. Program Officer for Pacific and Asia lives in Melbourne) • Utilisation of free technology to communicate intra-office and with grantees • Ratios of administrative to program costs are good • Re-granting is high (55 per cent) which reduces costs of investigating new grantees • Use of volunteers whenever possible by grantees to carry out the work

⁴⁰ Source: <http://www.dfid.gov.uk/Documents/publications1/DFID-approach-value-money.pdf>

Overall, it appears that DRF constitutes a good balance between the 3Es. DRF high economy (low overhead costs), high productivity (efficient grantmaking processes and systems in place) and growing evidence of successful outputs and outcomes (achievement of logframe milestones) all point toward value for money.

DRF represents a good opportunity for DFID to increase its own value for money by enabling the processing of modest grants to small DPOs often representing the most marginalised populations, an intervention that would otherwise be excluded from DFID's scope. Administrative costs for DFID to engage with these DPOs would be high and hold low comparative advantage. In addition, DRF absorbs a large part of the risk of this funding for DFID by awarding modest grants to small DPOs that do not have prior experience with international donors. In addition, the risk taken by DFID is distributed between more than one donor, in which DFID's funding represented 18 per cent of total DRF funding in 2011.

5.4.3 Leveraging

Finding 12: While DRF has increased its base funding and has diversified its sources of funding, it is currently unable to meet the demand for DRF grants from eligible applicants.

Disability rights funding is not a priority for most international donors and leveraging additional funding for DRF may prove to be a complicated task. All stakeholders interviewed agreed that the provision of funding for disability rights was not a priority for most donors at national and international levels. As a result, the acquisition of funding by DRF, as well as by its grantees, can be challenging.

Nevertheless, in only four years, DRF has managed to increase its base funding from USD 1.5 million in 2008 to USD 3.6 million in October 2012 (an increase of 140 per cent) and to secure major and repeat funding from bilateral agencies and public and private charities.

The Fund has worked to diversify its sources of funding through outreach to donors. In 2009, a new bilateral donor, AusAID, provided a contribution to DRF and since then has more than tripled its contribution which reached USD 1,531,235 in 2011. This has decreased DRF's dependence on DFID. In 2008, DFID represented 23 per cent of total DRF funding and this decreased to 18 per cent in 2011.

Exhibit 5.7 Donors and Donations, 2008-2011 (in USD)

Donors	Donations for 2008	Donations for 2009	Donations for 2010	Donations for 2011	Projected Donations for 2012
Aepoch Fund		\$15 000			
American Jewish World	\$40 000	\$40 000	\$42 500	\$42 500	\$45 000
Anonymous	\$565 457	\$620 000	\$677 500	\$625 000	\$722 000
AusAID		\$437 701	\$1 253 930	\$1 531 235	\$1 408 085
DFID	\$366 191	\$900 000	\$645 749	\$687 152	\$650 000
Leir Foundation			\$10 000	\$10 000	\$10 000
Open Society Foundations	\$300 000	\$500 000	\$500 000	\$500 000	\$500 000
Sigrid Rausing Trust	\$298 015	\$205 345	\$223 243	\$319 539	\$316 080
Total	\$1 569 663	\$2 718 046	\$3 352 922	\$3 715 426	\$3 651 165

The DRF Executive Director has responsibility for fundraising and some interviewed stakeholders suggested that there may be a need for support personnel to share this task.

Increasing DRF Visibility

Stakeholders interviewed in Bangladesh suggested another way to get additional sources of funding could be to increase the visibility of DRF at field levels. According to one stakeholder:

“Clearly DRF is playing an important role for the country; however this does not come across. The larger development sector (even those organisations working in disability rights) is not aware of what DRF is or what it does.”

In Bangladesh, the Ministry of Social Welfare (MoSW) is the government authority responsible for working with PWDs and the primary duty bearer and has the leading role in the implementation of the CRPD in the country. Evaluators met with two representatives of the MoSW and neither was aware of the Fund or the work it does in Bangladesh. (Their explanation was that only registered organisations are approached to provide feedback on laws or to participate in policy meetings and many DPOs supported by DRF in Bangladesh are not registered.) The difficulties faced by DPOs in Bangladesh are further explained in Finding 19.

DRF has already taken steps to increase its visibility via: website improvements, initiation of a Facebook page, work with various grantmaker fora such as the International Human Rights Funders’ Group, and publications (the Fund recently published a funder resource on funding disability rights *Beyond Charity: A Donor’s Guide to Inclusion*, 2011, available on the DRF website). Additional representation of DRF in meetings or stakeholder fora could also be used to increase DRF visibility, and by extension, could lead to new sources of funding.⁴¹

According to documents reviewed, DRF is aware of the need for and has proposed actions to increase sustainable funding and has included this on the agenda for the next meeting of the DRF Board of Directors. Given the demand for DRF grantmaking, as demonstrated by the number of applications received from the disabled persons community (inclusive of eligible and ineligible requests for funding⁴²), DRF is currently unable to fund all eligible applicants.

DRF staff noted that any reduction in the Fund’s financial resources will have implications: either in a reduction in the number of grants, and/or in the amount of funding provided to individual DPOs and national coalitions, and/or in the number of regions/countries of focus for DRF grantmaking activities. This is discussed further in Section 5.7 on sustainability.

5.4.4 Organisational structure and approach

Finding 13: DRF has good organisational practices that contribute to the Fund’s efficiency.

DRF has practices that contribute to its operational strength and efficiency. DRF has been particularly efficient in the following areas:

Inclusion of PWDs in decision making – Persons with disabilities are integrated into each of the Fund’s operational areas, including governance, advisory and general staffing. PWDs actively contribute to all decision-making processes within DRF. As described in Finding 1, this practice was recognised by all stakeholders interviewed as one of the major strengths of DRF. Although this participatory approach and structure may be somewhat more costly at the outset, DRF’s inclusion of PWDs gives undeniable credibility to the Fund, enables DRF to identify the most important priorities for PWDs, ensures that grantmaking processes are accessible to all PWDs, and helps DRF assess new applicants by reaching out to key stakeholders in their disability rights network.

⁴¹ The participation of DRF staff in stakeholder fora is part of the Fund’s Advocacy Strategy, which was not part of this evaluation. DRF staff is already active in grantmaking and development donor fora in an effort to increase visibility.

⁴² For instance, for the first grantmaking round of 2011, DRF received a total of 223 applications from potential grantees. Out of these 223 applications, 47 were submitted for review to the Steering Committee and a total of 40 grants were awarded during that round.

Staff roles and responsibilities – The roles and responsibilities of all DRF staff members are outlined in the Fund’s *Employee Handbook*, and staff are governed by the DRF *Code of Ethics*. The Fund uses sophisticated e-technology systems to facilitate distance working, intra-staff collaboration and regular team meetings. The Fund has never experienced staff turnover. Staff interviewed for this evaluation expressed satisfaction with their conditions and the flexibility they are given to work remotely from home (especially important for PWDs). They also showed pride in working for the Fund.

Governance structure – The governance structure of DRF has been strengthened by the appointment of a Board of Directors in April 2012 (prior to April, Tides’ Board held governance responsibilities). Collectively, DRF Board members have years of experience in human rights and other areas that are beneficial to the strategic management of DRF, such as finance, grantmaking, advocacy, and law. Board members and GAP members interviewed concurred that the current structure is still very new, and it is too early to comment on the efficiency of the structure.

Grantmaking process – Grantmaking activities within DRF are informed by the Fund’s *Grants Administration Manual*, a working document that is updated regularly and expands in accordance with the growth of DRF. The manual provides guidance to staff on DRF grantmaking processes, including development of country strategies, the grantmaking cycle, monitoring, and grantee communication, and incorporates good practice guidelines from other grantmakers and foundations (e.g., the Foundation Center, the Grant Managers Network, International Center for non-for-Profit).

Finding 14: DRF has developed a comprehensive monitoring and evaluation system to track its achievements.

DRF has invested in a detailed M&E system, manual and tools to ensure that achievements are recorded. The M&E system is based on human rights and advocacy literature, as well as internationally recognised M&E standards. Although the manual and tools were finalised fairly recently (June 2011), the Evaluation Team found that it is a comprehensive system that includes creation of a baseline, monitoring of CRPD indicators, internal reviews and independent evaluations.

Based on the M&E system, DRF developed a Country Strategy Assessment (CSA) process carried out for the first time in 2012. The Country Strategy Assessments are built around a template with five main components: 1) Grantee portfolio and data; 2) Structural conditions for disability rights; 3) Progress towards country strategy objectives; 4) Conclusions; and 5) Recommendations for next steps.

The CSA provides useful insights on the country context, institutions and legal framework. It also highlights achievements of specific DRF grantees. (The Evaluation Team reviewed draft country assessments for the pilot countries – see sidebar).

The CSA does not however identify lessons or good practices that could be replicated and shared in other target countries. It does not clearly identify factors or characteristics of successful grants which could also be used to inform selection of new DRF applicants in a country.

Results of Country Strategy Assessments

In Peru, DRF has made substantial progress on 4 output indicators and some progress on 2.

In Nicaragua, DRF has achieved 1 output indicator, made substantial progress towards 3, and some progress towards 1.

In Ghana, DRF has made some progress on 3 output indicators and limited progress on 2.

In Uganda, DRF has fully achieved 1 output indicator, made substantial progress towards 2, some progress towards 2, and no progress on 2.

Finding 15: DRF identifies lessons learned at the strategic level, and has a mechanism for sharing knowledge among grantees but does not yet have a mechanism to share knowledge across countries.

Sharing knowledge and learning between grantees: As noted above in Finding 8, Grantee Convenings are an important mechanism for sharing knowledge. They are held almost every year in almost every country and bring together grantees with other stakeholders from government and other donors to build a unified voice for advocacy of the CRPD. The convenings provide an opportunity for both large DPOs and smaller DPOs that represent more marginalised groups to share knowledge and lessons.

Sharing knowledge and learning at the strategic level: In the period reviewed by the evaluation, the Steering Committee worked to identify and share lessons in their meetings. For example, as noted in the November 2011 Steering Committee report:

- **Communications:** DRF recognised the importance of being able to disseminate information quickly and in December 2012 will be starting a new Facebook page to facilitate communications.
- **National Coalitions:** Most of the coalitions are working on complicated initiatives that take more than two years to yield results and often four or five years (e.g., ratification campaigns, legislative changes to accord with the Convention, and/or alternative reports). In addition, since the coalitions include multiple organisations, there are often relationship issues that may pose unanticipated challenges and that need to be managed.
- **Country Strategy Development:** Country strategies, which tie in with the M&E system, have been used to prioritise applicants to put forward to the Steering Committee for decisions on grants.

DRF also uses these lessons to assess which grants (and grantees) are successful as evidenced by its review process and by the fact that the Fund does not have 100 per cent repeat grantees every year. However, DRF does not yet have a mechanism to share knowledge and learning across countries. Interviewees felt that small DPOs in particular could benefit from the knowledge and experience of DPOs in other countries.

5.5 Equity

In the context of DRF, the evaluation defined equity as equality of opportunities for all.

Finding 16: DRF continues to target appropriate categories of grantees through its focus on the ‘poorest of the poor’. DRF-supported interventions target the achievement of equal opportunities for all persons with disabilities.

DRF targets and provides support for people who do not have equal opportunities in life. As mentioned earlier in this report and also by several interviewees, disability often leads to inequalities in terms of access to public services and facilities and achievement of rights. Poverty and gender gaps, in addition to disability, can result in severe inequalities. As observed through this evaluation, DRF addresses all of these gaps. Donors interviewed confirmed the importance of focusing on the poorest and most marginalised groups, highlighting that this focus complements their own programming.

Grantees targeted by DRF grantmaking represent one of the most marginalised groups in their respective countries. In its efforts to support voice and participation by PWDs for the attainment of equal rights, DRF also supports marginalised groups within the disabled persons community. The document review found that DRF targets for grantmaking include DPOs in rural/ isolated communities, PWDs in indigenous communities, and less-visible PWD minorities, such as persons with psycho-social disabilities, little people, etc. DRF’s country strategies are designed to guide the Fund’s outreach towards the most marginalised sectors of the disabled persons community. Between 2008 and March 2012, 167 grants out of 323 (52 per cent) were awarded to organisations representing marginalised groups.

The DRF grantee selection process ensures that the most marginalised are reached. DRF conducts country research to build its knowledge about each country, including background about its disability movement, and outreaches to and encourages submissions from emergent DPOs and marginalised disabled persons groups. The final selection of successful proposals, by the DRF Grantmaking Committee, is based on criteria developed by DRF to ensure that marginalised DPOs benefit from the Fund's grantmaking process.

During site visits to Bangladesh and Uganda, interviewees recognised that disabled persons from indigenous or marginalised groups are even more vulnerable, and also categorised women with disabilities as vulnerable. DRF has supported work led by women with disabilities (WWDs), for instance, the National Council for Disabled Women (NCDW) in Bangladesh, which has been working to raise awareness about violence against WWDs and to bring cases to court in partnership with a legal aid trust. This is a notable achievement since women with disabilities in Bangladesh (as elsewhere) are discriminated against and more easily victimised. DRF funding has also allowed women with disabilities to represent themselves at strategic levels. A recent example was the participation of NCDW in a meeting with the Prime Minister to reserve seats for women with disabilities in the Parliament. NCDW has also been an active contributor responsible for a section on women and disabilities in a new draft law.

According to a recent report released by Human Rights Watch,

“Women with disabilities are vulnerable to such crimes because of their isolation, lack of support structures, mobility and communication barriers and also because of myths that women with disabilities are weak, stupid or asexual. For women and girls with disabilities, the process of reporting rape is not accessible due to such factors as long distance to travel from remote areas to police posts or lack of sign language interpreters.”⁴³

The CRPD itself puts emphasis on women in Article 6:

1. State Parties recognize that women and girls with disabilities are subject to multiple discriminations, and in this regard shall take measures to ensure full and equal enjoyment by them of all human rights and fundamental freedoms.

DRF supports women with disabilities and tracks that support in its database, but does not have a specific gender strategy for grantmaking.

5.6 Impact

DRF defines impact as a higher-level result towards which a project will contribute. In human rights advocacy, this is a long-term goal.

Finding 17: While DRF has achieved planned outputs and contributed to the planned outcome articulated in the DRF logframe, it is too early to identify impacts.

DRF awarded its first grants in November 2008; these grants started on January 2009 and ended on December 2009, meaning that it has only been two and half years since the first grant period ended. More time will be required to fully understand the changes that have occurred as a result of DRF grantmaking activities and it would be premature to anticipate evidence of impact.

The DRF logframe provides performance monitoring indicators, as well as baselines and targets to be attained through DRF grantmaking. In the logframe, the desired impact is that “Persons with disabilities participate fully in society and enjoy equal rights and opportunities.” There are three impact indicators and the first milestones are set for 2014.

⁴³ DRF (April 2012), Searching for Justice and Advancing Disability Rights.

We could speculate that DRF is likely to achieve or contribute to higher level impact based on several factors:

- The DRF's implicit theory of change makes sense to consulted stakeholders and the Evaluation Team (see Finding 7)
- To date, DRF has achieved or exceeded its planned milestones related to the enhanced participation of DPOs in the achievement of rights (see Findings 8 and 9)
- No other organisation supports small DPOs to work on disability rights advocacy (see section 5.8 on innovation).

However, there is not yet any hard data and to get a clear idea of DRF impact, resources should go into exploring this question and confirming the DRF theory of change. Such an evaluation is planned in the DRF M&E System Manual at the 10-year mark.

5.7 Sustainability

Sustainability is the probability of continued long-term benefits after a grantmaking cycle has been completed.

Finding 18: DRF could continue to ensure sustainable results without DFID funding, but would have to cut back substantially on its work without DFID and AusAID funding.

The evaluators were asked to consider if or how the Fund could continue to provide the same benefits and ensure sustainable results without DFID funding. As noted in Section 5.4.3, while DRF has diversified its funding sources, it is aware of the need to increase sustainable funding. Currently, AusAID's contribution to DRF is equal to the combined contributions from three other major donors: DFID, Open Society Foundations, and an anonymous but consistent donor. At the moment, therefore, the question is most likely whether DRF could continue without AusAID.

DRF is well aware that funding from current donors is not indefinite. In the context of more limited funding in general and for disability rights in particular, if the Fund wants to keep growing, it will need to put strategic attention to the diversification of its funding sources. As one informant stated, "the low-hanging fruits have been picked" and it may be time to think of a different strategy to attract new donors to DRF.

Finding 19: A significant proportion of DRF grantees have not developed mechanisms for project sustainability post-DRF funding.

For many grantees, the DRF grant is the only source of capital for advocacy on rights. There is limited evidence that grantees have developed other funding sources that could sustain their work upon the expiration of funding from DRF. Many DRF grantees report some other sources of funding (see sidebar), but in most cases these are very modest and would not sustain operations (e.g., the Access Bangladesh Foundation receives between USD 3,000 and USD 9,500 from other sources).

DRF Grantees reviewed that reported other sources of funding

- all 9 grantees in Uganda
 - 4 out of 7 grantees in Ghana
 - 3 out of 8 grantees in Bangladesh
- Source: final reports submitted in 2011

Many DRF grantees are small groups/organisations of PWDs with limited knowledge of fundraising and little internal capacity to engage in large-scale fundraising to support organisational activities. It is not inconceivable, therefore, that the non-renewal of a DRF grant, or a reduction in the size of a subsequent grant, would reduce the capacity of many grantees to continue their work. It is also possible that some DPOs would be forced to cease operations, unless an alternative source of funding was located.

In the site visit to Uganda, where a vibrant disability rights movement exists, the evaluation found that other donors also provide funds to DPOs funded by DRF. For example, NUDIPU is also funded by the Norwegian Association of the Disabled and the Denmark Disabled Persons Organisation. In other

Given the difficulty in Bangladesh with regard to NGO registration,⁴⁴ at present DRF is the only donor through which most of these DPOs are receiving funding. DPOs do have access to small local funds channelled through larger NGOs, however those are mostly activity-based and do not give DPOs room to design and implement their own advocacy initiatives, as DRF funds do.

-Focus Group in Dhaka, Bangladesh

countries such as Bangladesh, where the movement is not as strong, DPOs were concerned about their sustainability if DRF were to exit. In Bangladesh some grantees have engaged in entrepreneurial ventures to generate modest income to fund other activities. For example, the Society of the Deaf and Sign Language Users (SDSL) charges a small fee for sign language training; Access Bangladesh has established a box factory where the majority of employees are disabled; and Jatiyo Trinomul Protibandhi Sangstha gets a small income from an annual membership subscription fee that it receives from its 105 DPO members.

DRF focuses on supporting the achievement of sustainable rights frameworks and a strong movement, rather than the development of sustainable DPOs. The evaluation found evidence of rights frameworks (laws and policies) to which DRF grants contributed and that will remain even if particular DPOs disappear. DRF has also worked to support the right cohort of grantees (who can potentially ensure greater voice) through its robust selection process and research on countries prior to entering. It has supported the registration of DPOs in countries such as Bangladesh, in the belief that if DPOs can become registered organisations, they will have a place at the table. It has supported umbrella organisations, such as NUDIPU in Uganda, to help ensure the continuity of a movement if and when DRF exits a country. While all of these efforts make sense, the Evaluation Team postulates that if DPOs are not supported in developing their capacities and becoming sustainable organisations, there will be few spokespersons for PWDs in the long term and the movement to ensure their rights may not succeed in some countries.

5.8 Innovation/ Replicability

Actions are replicable when there is evidence that positive results in one organisation or region can be exported to other organisations or regions without having to reinvent the wheel. Innovation, on the other hand, refers to new strategies, concepts, ideas to meet the needs of grantees and of DRF.

Finding 20: The DRF approach to grantmaking is innovative because no other funder gives grants to small DPOs to work on disability rights advocacy.

The majority of interviewees see DRF as a pioneer in the area of human rights due to its emphasis on supporting the achievement of human rights for all persons with disabilities. The document review found that DRF's overall approach to grantmaking is innovative and this was confirmed by grantees during interviews and focus group discussions (see sidebar).

Interviewed stakeholders noted the following innovative components of the Fund:

⁴⁴ NGO registrations have to be approved by the NGO Affairs Bureau, a governmental body which is reportedly both extremely slow and corrupt. Often, organisations have to wait 3 – 5 years before they are registered. It has been reported that registration is also an extremely expensive process as government officials have to be bribed, and deals have to be made before organisations can be registered.

Uniqueness: DRF provides funding to DPOs that is not offered by other donors and fills a gap left by human rights and development funders. As one interviewee put it, “Prior to DRF, no other work was being carried out by funders on disability rights.”

Outreach to the most marginalised: DRF has demonstrated an ability to reach the most marginalised sectors within the disabled persons community.

CRPD: The Fund has a specific focus on the advancement of rights outlined in this new Convention, as well as increased public awareness about its guiding principles.

Direct funding: DRF directly funds DPOs in developing countries without having to channel funds through a northern international non-governmental organisation.

Engagement of PWDs: People with disabilities participate in all levels of DRF operations.

Participatory approach: DRF uses a participatory approach to grantmaking that involves collaboration with many stakeholders, and especially PWDs.

Finding 21: The potential for scaling up aspects of DRF grantmaking is somewhat limited given the different contexts and countries in which it operates.

Data collected through interviews and document review suggest that the effectiveness of DRF interventions is influenced by the legal, political and socio-cultural dimensions in each country in which DRF does grantmaking. According to DRF grantees and Board members interviewed, DRF grantmaking in each country is affected by the legal framework, the accountability of the national government, and the capacity of DPOs. They noted that DRF grantmaking can be greatly facilitated when enabling factors already exist in-country, and that the potential for results achievement is stronger in countries where a vibrant DPO community exists prior to DRF arrival.

Before entering a new environment, DRF conducts country research. This practice is a good way to identify a potential pool of grantees and avoid investing in situations that have little potential. For example, DRF decided to stop its grantmaking activities in Namibia (one of the original DRF pilot countries) due to the lack of DPOs that had sufficient capacity to benefit from a DRF grant.

To date the replicability of DRF approaches has been limited by different political and social contexts. While it seems plausible that the DRF model (i.e., awarding modest grants to small DPOs to advocate for the rights of PWDs) could be used in many countries, it is also clear that the speed of political change will vary from country to country and will depend on many external variables.

The potential for replicability should be assessed more thoroughly during country research. During this phase, DRF writes Country Briefs and Country Reports that contain contextual information but they do not dig deeper in assessing key success factors in a particular country and if or how lessons or successes from other countries could be incorporated.

“DRF has played a revolutionary role in the disability rights movement, by raising awareness, sensitizing stakeholders and – most importantly – working to create DPOs. DRF gives a flexible grant that encourages innovative work. DRF is trying to reach out to the smallest organisations (and give their ideas a chance to be implemented) as well as the most marginalised PWD communities.”

– DPO in Bangladesh

“There is a prevalent ‘charity-based’ mindset common amongst the government, policy-makers and a segment of the civil society when thinking about disability issues. It is essential that the prevalent discourse move from ‘charity’ to ‘rights’ in order to enable PWDs to demand access to better services and facilities.”

– Focus group discussion, Dhaka, Bangladesh

6. Conclusions, Lessons Learned, and Recommendations

6.1 Overview

This final section of the report reformulates the key evaluation findings as overarching conclusions, and outlines key lessons learned from DRF experience. It also provides a set of forward-looking recommendations for DRF and DPO grantees and DFID. The Evaluation Team hopes that these will help inform the future directions of DRF.

6.2 Conclusions

Since its inception four years ago, DRF has grown tremendously - from seven target countries to 21, from a budget of USD 1.5 million to 3.6 million, and from one to eight full time staff. It has become a legally independent entity and has awarded more than 320 grants and close to USD 7 million. DRF has gained credibility with disabled persons organisations and is slowly gaining recognition in the international donor community.

Although many countries have signed and/or ratified the CRPD, implementation is still lacking, and most stakeholders interviewed for the evaluation recognised the need for ongoing advocacy and outreach to governments regarding country adherence to the convention. Many governments lack a clear understanding of disability, the CRPD, and the need to raise awareness on the rights of persons with disabilities. DRF is needed – to continue to play its pivotal role in supporting the full social participation of PWDs in civic spaces.

Relevance

DRF provides funding to disabled persons organisations (DPOs) to raise awareness on disability rights and the CRPD and uses a relevant approach to the advancement of rights of PWDs. This approach is based on a human rights-based approach and a movement-building approach. DRF fills a gap in funding left by the international donor community. Although DRF grantmaking activities and funding streams are strongly aligned with the Fund's mission and objectives, stakeholders noted a gap concerning organisational capacity building of grantees. The evaluation found alignment between DRF grantmaking activities and DFID's goal of poverty reduction and its work with civil society.

Effectiveness

The implicit theory of change in the DRF logframe was found to be reasonable and has the potential to yield sustainable results. The Fund has met or exceeded all milestones associated with the four planned outputs. The Fund has met expected milestones for its outcome indicators as well. Milestones achieved can be categorised under changes in legislation, policy and programs; participation of PWDs in human rights monitoring; the inclusiveness of the DPO movement; and DPO capacity for rights advocacy. This progress was corroborated by stakeholder interviews, with anecdotal evidence of increased civic engagement by PWDs, including involvement in policymaking through national coalitions, and networking during DRF Grantee Convenings.

Efficiency

The evaluation's overall assessment of the efficiency of DRF is positive. Grantees are generally satisfied with the DRF selection process, the support they receive for proposal development, and the management of their grants during implementation. Nonetheless, grantees expressed a desire for longer-term and larger grants.

DRF has financial and management practices that contribute to its efficiency. The Fund's organisational structure and approach as well as its comprehensive monitoring and evaluation system to track

achievements enhance the Fund's efficiency. Overall, the Fund has a good balance between economy, efficiency and effectiveness which suggests it is good value for money. With modest to small grants, DRF grantmaking is able to impact the lives of thousands of people who are affected by changes in laws and policies. The cost of grantmaking is low compared to the potential impact grants can have on the lives of people.

While DRF has increased its base funding, it is currently unable to meet the demand for DRF grants from eligible applicants. Fundraising is further complicated by the fact that disability rights is not considered a priority by most donors at national and international levels.

Equity

By directing its grantmaking towards DPOs in general, and the most marginalised sectors of the disabled persons community in particular, DRF has directly addressed social inequality on two levels. On one level, PWDs are one of the most marginalised groups in society, denied access to basic human rights enjoyed by persons without disabilities. On another level, some sectors of the disabled persons community face additional discrimination through lower social visibility or non-acknowledgement of their specific type of disability. By targeting these categories of persons, DRF has attempted to 'level the playing field' as regards equal rights for all persons.

Impact

In four years the Fund has achieved a number of performance milestones, as outlined in this report. Although it is too early to identify possible impacts of DRF grantmaking, the milestones achieved point towards a likelihood of positive impacts resulting from DRF interventions.

Sustainability

DRF could continue to ensure sustainable results without DFID funds, but it would have to cut back significantly on its work without DFID funding. Many DPOs that currently receive DRF funding are small organisations with limited resources and limited fundraising skills. A loss of DRF funding could result in the cessation of activities by many grantees. For many grantees, DRF is the only source of capital for advocacy on rights.

Innovation/Replicability

DRF grantmaking is unique as an innovative participatory approach to support the increased voice and participation of persons with disabilities, a marginalised social group. While its model has been used in many countries, the evaluation found that results are influenced by political and social contexts in each country. Potential for replicability needs to continue to be assessed during country research and lessons on factors influencing success should be captured to inform future grants.

6.3 Lessons Learned

When DPOs form alliances of like-minded organisations or work as part of a National Coalition grant, the potential for capacity building and learning opportunities is increased. DRF has increased collaboration among grantees through Grantee Convenings which it uses as venues for information exchange, knowledge sharing, and general capacity building for both individual grantees and those that are part of National Coalition grants. Grantees appreciated convenings as opportunities to network and also as a requisite for the formation of alliances/ coalitions, and action-planning around the CRPD. Grantee Convenings also opened doors for DPOs by inviting funders and government policy makers to convenings to network with and learn from grantees. As noted in the report finding on sustainability, there is a need for groups such as umbrella organisations to be encouraged to ensure the sustainability of the disability rights movement if DRF were to leave a country.

Partnerships with the media are a valuable means to help DPOs have a strong impact on their society. DRF stakeholders interviewed identified the mass media as a valuable partner in raising awareness on the rights of persons with disabilities and the CRPD. A member of Parliament in Peru interviewed indicated that working with the media is a condition for DRF grantees to achieve expected results.

When DPOs with different missions and impairment groups work together toward the same goal, there may be competing voices and conflicts that need to be managed to ensure inclusion. The evaluation found that it is not always easy for DPOs to work across impairments as there may be some competing voices or some DPOs that are more dominant than others. DPOs that represent less visible impairments (e.g. psychosocial disabilities) expressed feelings of exclusion from the mainstream disability movement. Although difficult to achieve, the aim in this situation is to ensure inclusion of all PWDs, irrespective of type of disability.

Ensuring the rights of disabled persons requires both the existence and the implementation of national legislation as well as the enforcement of the legislation at national and local levels.

While some countries have made remarkable progress on legislative changes that positively affect PWDs, there is often little effective enforcement of these policies or laws. DRF grantees interviewed for this evaluation expressed concerns regarding delays in the implementation of policies and legislation. In many countries, while national governments have been open to integrating disability rights into their legislation, the enforcement of these laws is still problematic. There is also a lack of organisational capacity and low budget allocation for the government entities responsible for disability issues, limiting their ability to enforce new laws. Stakeholders believe that there should be more emphasis in DPO projects on ensuring enforcement of new or existing legislation.

6.4 Recommendations

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

Recommendation 1: DFID should continue to support DRF.

The evaluation found that DRF is a relevant and unique funding mechanism that supports disability rights advocacy and the implementation of the CRPD. It is inclusive and integrates persons with all types of disabilities. It addresses an important gap in funding for human rights. DFID should continue to support DRF for the following reasons:

- DRF has proven to be a competent and credible entity
- DRF constitutes a good balance of the 3Es
- DRF is relevant to DFID's objectives for work with civil society as well as its poverty reduction priority
- DRF supports DFID's compliance with Article 32 of the CRPD
- DRF is able to reach small and marginalised DPOs that DFID cannot reach.

All these findings point toward the need and the relevance of continued support to DRF by DFID.

Recommendation 2: The DRF Board of Directors should appoint a committee or individual to support the fundraising efforts of the Executive Director.

As described in Finding 12, responsibility for fundraising activities rests solely on the shoulders of the Executive Director. The appointment of a fundraising committee or individual fundraiser to support the efforts of the Executive Director could help in the efforts to increase and diversify DRF funding.

Recommendation 3: DRF should address the need for increased organisational capacities of grantees.

Many DPOs, in particular smaller DPOs with fewer resources, could benefit considerably from increased opportunities for capacity building. Stakeholders interviewed during this evaluation saw the lack of organisational capacities of DRF grantees as a major weakness and risk for DRF.

DRF grantees need and want more coaching and support to become stronger organisations. To accomplish this, consulted stakeholders suggested that fiscal sponsors could play a more preeminent role and be given additional responsibilities in building capacities of grantees. These could include but are not limited to:

- Ad hoc advice and coaching to grantees on specific issues related to their organisation;
- Training sessions to selected groups of grantees on how to manage their organisations, how to increase their membership, how to develop a mission or values for their DPOs, how to work with results-based management principles, etc.;
- Technical assistance and oversight of the work of grantees throughout the grant through weekly meetings.

It was beyond the mandate of this evaluation to conduct a cost analysis or feasibility study of any of these options, but DRF could and should base its final decision on (i) financial implications, and (ii) the likelihood of obtaining greater results through these interventions.

Recommendation 4: DRF should develop clear country exit strategies and emphasise their importance in grant agreements.

DRF has developed a preliminary framework for exit from focus countries (country strategies are built around 6-year initial timelines). It should continue with the development of country exit strategies and inform grantees and other stakeholders, specifically through the grant agreement or during Grantee Convenings. DPOs will know from the outset that they will need to have a plan for funding to continue their activities when the DRF grant ends.

There are currently no clear mechanisms in place to ensure the continuity of the disability rights movement in the eventuality of DRF leaving a country. Many DPOs are dependent on DRF funding for their survival, and it is unclear how movements can continue if no DPOs exist. This may also point to the need for DRF and other funders to develop a strategy to ensure movement building beyond DRF involvement.

Recommendation 5: DRF Program Officers should collect and share knowledge across countries to leverage successful advocacy interventions or initiatives.

While DRF shares lessons learned within target countries through annual Grantee Convenings, interviewees also felt that DPOs could benefit from the knowledge and experience of DPOs in other countries. While organising 'regional' Grantee Convenings may not be possible, given cost and logistical issues, DRF Program Officers who oversee grantees in many countries could share knowledge or successes from one country to another. This could be done through one-on-one conversations with DPOs and/or at regular grantee convenings.

Recommendation 6: DRF Program Officers should develop and incorporate a gender strategy in DRF's strategic planning and work.

Although DRF works with women with disabilities and tracks data on women with disabilities, it does not have a gender strategy. A clearly defined strategy on gender would be useful in guiding DRF further in its resolve to reach the 'poorest of the poor.' In addition, given DRF's strategic objective "to implement and refine strategies and mechanisms which empower persons with disabilities to achieve rights," the introduction of a gender strategy could be one way of refining the existing DRF Strategic Plan 2010 – 2012.

Appendix I Evaluation Terms of Reference

Terms of Reference: External Evaluation of the Disability Rights Fund

1. Summary

The Disability Rights Fund seeks an evaluator (team) to conduct an external evaluation of the Fund. The evaluation is being conducted with the support of DFID, one of the donors to the Fund. The timeframe for the evaluation is August 2012 to October 2012. The budget for the evaluation should be in the range of \$50,000 - \$80,000 (inclusive of fees, travel, office, printing, meeting, and any and all other costs).

2. Description of the Disability Rights Fund

The Disability Rights Fund (DRF) is a unique collaborative grantmaker supporting Disabled Persons' Organisations (DPOs) in Africa, Asia, Pacific, former Soviet Union, Latin America, and the Middle East. Through small to modest grants, DRF empowers DPOs to participate in ratification, implementation, and monitoring of the UN Convention on the Rights of Persons with Disabilities (CRPD) at country levels.

A marginalised minority, persons with disabilities (PWDs) make up a disproportionate percentage of the poor in the developing world (80% of all people with disabilities live in the developing world and there, make up 20% of the world's poorest people). Still, disability has not yet been widely recognised as important to many national or international poverty reduction strategies (e.g., disability is not mentioned in many PRSPs or in the Millennium Development Goals). Because human rights and poverty are deeply connected⁴⁵, and “addressing exclusion in all its aspects is key to eliminating poverty,”⁴⁶ enhancing the participation of representative organisations of persons with disabilities in the realization of rights can have both a direct and indirect impact on poverty within this community.

DRF, which operates as a pooled fund – combining the resources of multiple governmental and private donors — enables donors to harmonise their efforts and provides donors with an efficient way to reach organisations outside their normal purview. DRF was launched in March 2008 under the fiscal sponsorship of the Tides Center and started operations as a non-profit organisation (IRS 501(c)3) in April 2012.

As of June 2012, DRF has distributed USD 7,900,068 through 353 small-modest, CRPD-related, advocacy grants to DPOs in twenty countries. In most of these countries, DRF has conducted Grantee Convenings (including CRPD training, grantee information exchange, and opportunities to dialogue with government or national human rights officials).

The average small grant has been in the range of USD 20,000; coalition grants have been close to the maximum (USD 100,000 over two years). DRF funding has targeted DPOs and DPO-led collaborations (at local and national levels) in six regions and twenty-six countries: in the Pacific – fourteen Pacific Island Countries (PICs); in Asia – Bangladesh, Indonesia, and India; in Africa – Ghana, Namibia and Uganda; in Latin America – Ecuador, Mexico, Nicaragua, and Peru; in the Middle East – Lebanon; and in EE/fSU – Ukraine.

⁴⁵ OHCHR, the UN General Assembly, and numerous experts and governments have recognized the direct connection between human rights and poverty. See, for example, A/RES/63/175 Resolution Adopted by the General Assembly on Human Rights and Extreme Poverty, 20 March 2009.

⁴⁶ DFID, *Disability Equality Scheme: 2006-2009*, available at <http://www.dfid.gov.uk/Documents/diversity/disability-equality-scheme.pdf>

3. Relationship with DFID

DFID joined the Disability Rights Fund in early 2008 to cover costs of the Fund's first Global Advisory Panel meeting, held 29-31 March 2008 in Boston. In this meeting, DFID and other donors met DRF's advisors and discussed the pilot grantmaking strategy, including regional and country priorities as well as activities to be supported in DRF's pilot year. DFID's involvement in the meeting led to an operational start-up grant, which helped DRF to strengthen communications, infrastructure and staffing and leveraged other donor contributions.

After the October 2008 Steering Committee meeting, and with DRF's successful completion of both DFID start-up grants, DFID made other multi-year commitments, which have contributed to re-granting and operational (programmatic and administrative) expenses. At present, DFID is one of seven contributing donors to the Fund, and a regular participant in Steering/Grantmaking Committee meetings.

Contributing to DRF enables DFID to address internal policies on disability and poverty⁴⁷ as well as ensure that foreign aid commitments are in accordance with Article 32 of the CRPD, which the United Kingdom ratified in June of 2009.

To measure the outcomes of DRF grantmaking, with DFID funding, DRF is planning an independent evaluation of Fund in the third quarter of 2012. This evaluation will look at logframe outcome & outputs, such as strengthened DPO capacity; strengthened alliances; strengthened base of support; and improved policies. The evaluation will be based on an M&E system that was developed and implemented during 2010-2012. It will cover five of the first seven pilot countries of the Fund: Bangladesh, Ghana, Nicaragua, Peru, and Uganda.

4. Rationale and Expectations of the Evaluation

The purpose of the evaluation is to:

- Identify the impact of the Fund and ways that this can be sustained
- Record and share lessons of success and challenges
- Ensure that funds have been used effectively and efficiently to deliver results
- Enable DFID to monitor and evaluate the performance of the fund as a whole, ensuring that the fund is contributing to DFID's goals and demonstrating, for public accountability purposes, that the fund is an effective use of money

5. Scope of the Evaluation

The evaluator will produce a report to include:

- 1) **Executive Summary.** This summary will focus on the main findings and will specifically state evidence and conclusions of how far the evaluator thinks DRF has gone towards contributing towards the outcome as stated in the logframe.
- 2) **Evaluation of the Fund.** The final format of the report is to be negotiated; however, the following issues must be included, making reference to the logframe and progress in relation to indicators where appropriate:

⁴⁷ See, for example, the DFID "How To Note: Working on Disability in Country Programmes" available at <http://www.dfid.gov.uk/Documents/publications/DisguideDFID.pdf>.

- **Relevance:** Is the overall design and approach of the Fund appropriate to contribute to the stated impact of the realization of the rights of persons with disabilities as outlined in the CRPD? Are the present interventions for grantmaking and logframe indicators relevant to the stated impact? Is there any important intervention missing? (Outcome statement)
 - **Effectiveness:** To what extent did DRF achieve its intended outputs? To what extent do the delivered outputs contribute to produce the desired outcome / impact? What supports and barriers affected the achievement? How effective was the organisational structure and approach?
 - **Efficiency:** Did DRF deliver its grants and services in a timely and cost-effective manner? What additional funds were raised to leverage DFID funding?
 - **Equity:** Who were the direct and indirect beneficiaries? What evidence is there that the resources reached the target groups? What evidence is there that DRF grantmaking made a difference to these groups? (May include a discussion of social differentiation e.g., by gender, group)
 - **Impact:** What contribution did DRF make to enhance the participation of persons with disabilities in rights achievement so that they can enjoy equal rights and opportunities? (Impact statement) What were the intended and unintended consequences of DRF's activities?
 - **Sustainability:** What aspects of the results will continue if funding ends? What are the elements contributing positively or negatively to sustainability?
 - **Innovation / Replicability:** What are key aspects of the initiative which appear innovative and why? What potential is there for disseminating and / or scaling up the innovative aspects?
- 3) **Relevance to DFID Priorities:** Identify how DRF is meeting DFID priority areas and contributes to the achievement of DFID's result framework.
 - 4) **Lesson Learned:** Identify key lessons which can be utilised to guide future strategies, projects, or agencies working in development and human rights, specifically advocating for disability rights. This section should address what approaches, methods, or models may have potential value if applied to another context or group.
 - 5) **Recommendations and Issues to be addressed.** Provide recommendations for improvements based on observations during the evaluation process (e.g. for sustainability, future project design and management). This section will also highlight any specific issues, which arose during the evaluation that need to be addressed by DRF or DFID.

6. Format for the Evaluation

A common evaluation format would be:

- Contents page
- Abbreviations and acronyms page
- Executive summary
- Brief introduction of DRF
- Brief summary of evaluation methodology
- Findings from the evaluation in relation to the issues noted above
- A summary of recommendations

The terms of reference for the evaluation should be included as an annex, as well as names and contact details of the evaluators along with a signed declaration of their independence from DRF. Other annexes could include the evaluation schedule, people met, grantee organisations reviewed, documents consulted, statistical data on baselines, and details of methodologies.

The original logframe must also be included.

Expected length of report is 30 pages plus annexes (US Letter size, 8 ½ by 11).

7. Evaluation Tasks

- 1) Conduct a desk review, including documents from 5 countries, Bangladesh, Ghana, Nicaragua, Peru, and Uganda and M&E System Manual and other DRF background documents.
- 2) Conduct a review of country background information especially as it relates to the CRPD in the 5 countries.
- 3) Interview select DRF staff and board members to review key aspects of the Fund and successes and challenges in implementation.
- 4) Arrange and conduct interviews/surveys with selection of key stakeholders by a range of means including tele/videoconference, interviews, meetings, and visits. Information should be collected on achievements, impact (intended or unintended), and challenges faced. Lessons learned should be highlighted.
- 5) Conduct interviews with grantees (beneficiaries) to discover what impact (if any) the Fund has had.
- 6) Travel to Bangladesh and Uganda for comprehensive interviews with stakeholders.
- 7) Evaluators should submit the draft report to DRF for written comment before finalizing the report to minimize the chance of inaccuracies and to maximize ownership of the findings.

8. Timeline and Management

The Evaluation will take place during the third quarter of 2012. The first draft of the evaluation report will be due no later than October 1, 2012. There should be periodic check-ins prior to the submission of the first draft. After DRF's reaction, a second evaluation draft report will be due by October 31, 2012. If both parties agree to the second draft, this will be considered final.

The Executive Director and Operations Director will jointly supervise the evaluation, with the Operations Director being responsible for the day-to-day management and communication.

9. Expertise Required

A successful candidate (team) for the evaluation will be expected to have:

- A strong understanding and experience of evaluation methodology
- A comprehensive background in working with civil society organisations in the field of international development, human rights, disability rights, advocacy, and/or international grantmaking and philanthropy
- Previous experience with DFID, other development agency, or international grantmaker evaluations preferred
- English and Spanish fluency
- Communication and report writing skills

10. Process for Interested Parties

Interested parties should send their qualifications, brief proposal with methodology and budget, three references (who are familiar with candidate's evaluation work), and a copy of a recent evaluation to Yumi Sera, ysera@disabilityrightsfund.org no later than July 31, 2012. Shortlisted candidates will be contacted before August 10, 2012. The selected candidate will be notified before August 20, 2012.

Appendix II Evaluation Framework

Issues/ Themes	Major Evaluation Questions	Example of Sub-Questions	Illustrative Indicators ⁴⁸	Sources of Data
Relevance	Is the approach of DRF appropriate to contribute to increasing the voice and participation of PWDs in claiming their rights?	Is the rights-based approach the right way to contribute to increasing the voice and participation of PWDs? Is the creation of a movement the right way to contribute to increasing the voice and participation of PWDs? Does DRF use a sensible approach in comparison to alternatives? How does the structure of DRF contribute to increasing the voice and participation of PWDs?	Comparison of DRF approach with other existing approaches. Evidence of increasing voice and participation of PWDs	Interviews with donors, staff, board Document review Studies on rights and issues of persons with disabilities in 5 countries Country research reports and strategies
	How likely is DRF intervention logic (as articulated in DRF logframe to lead to impact statement?	What is DRF theory of change? Does the theory of change show movement from outputs to outcomes to impact? Are selected indicators a good proxy for that movement?	Degree of evidence based or experience based theory of change	Interviews with donors, staff, board Document review Disability rights experts/activists as available
	What gaps exist in DRF grant making activities?	Were gaps identified in DRF interventions? If so, what are they? Are these gaps being filled by other groups? What are the implications of these gaps for DRF relevance?	Gaps identified Extent of major gaps	Interviews with staff, grantees Document review Studies on rights and issues of persons with disabilities
	How are DRF priority areas /interventions aligned with DfID's?	How relevant are DRF interventions with regard to DfID poverty reduction priorities? How relevant are DRF interventions with regard to DfID's obligations under the CRPD? How relevant are DRF interventions with regard to DfID's internal disability paper?	Degree of alignment between DRF interventions and DfID poverty reduction priorities, DfID obligations under CRPD, and DfID internal disability policy	Interviews with donors, staff, board Document review
Effectiveness	To what extent did DRF achieve its intended outputs?	What are the categories/types of outputs reported by DRF? What evidence is there of progress/achievements on: • Input from grantees in legislation and policy processes in targeted countries with the CRPD;	Types of outputs achieved and % of outputs achieved Level of progress on output indicators identified in the Logical Framework	Interviews with staff, grantees Document review

⁴⁸ These are illustrative indicators. Indicators may be added or removed as we progress in the data collection.

Issues/ Themes	Major Evaluation Questions	Example of Sub-Questions	Illustrative Indicators ⁴⁸	Sources of Data
		- Enhanced participation of persons with disabilities in international and national human rights monitoring processes; - Greater inclusiveness in the DPO movement; - Enhanced grantee capacity to advocate on the rights of persons with disabilities. What elements have supported or affected the achievement of outputs? What might be useful to grantees in achieving more voice and participation?		
	To what extent do the delivered outputs contribute to advancing rights of persons with disability?	What indications are there that DRF outputs have led to the planned outcome: Rights of persons with disabilities, as outlined in the CRPD, are advanced in DRF target countries by the enhanced participation of the disability movement What evidence of structural changes is there at the legislative level? What evidence of capacity changes in grantees is there? What evidence of movement building is there? What elements have supported or affected the achievement of outcomes?	Evidence of results at the outcome level Degree of contribution to outcomes Level of progress on outcome indicators identified in the Logical Framework	Interviews with staff, grantees, board Document review
Efficiency	How efficient was DRF in delivering its grants?	How much time does a grant last from application to closing? Did DRF deliver its products and services in a cost-effective manner, including project identification, approval processes and grants monitoring? Is the cost per output reasonable? What explain the variations in output costs? Did DRF spend the money on the right things? Does the use of fiscal sponsors improve grant delivery to the most marginalised sectors of the disability community?	Perceptions of adequate timeframes between each of the steps of the sub-project cycle Cost per output Grantees perceptions of efficient processes Stakeholder satisfaction on timeframes Ratio of overhead costs of DRF and partner organisations % of grants made through fiscal sponsors	Interviews with staff, grantees, board Document review

Issues/ Themes	Major Evaluation Questions	Example of Sub-Questions	Illustrative Indicators ⁴⁸	Sources of Data
	What additional funds were raised to leverage DfID funding?	What efforts have been undertaken to leverage DfID funding? What additional funds have been raised as a result of these efforts?	Proportion of DfID funding compared to other sources of funding Evidence of fund raising activities/efforts % of new donor funds	Interviews with staff, donors, board Document review
	How effective was the organisational structure and approach in achieving intended outputs and outcomes?	To what extent is DRF appropriately staffed and resourced to carry out the tasks required? Are roles and responsibilities of all those involved in DRF clear and adequate? To what extent are the existing policies, procedures, and systems in place for administration, operation, monitoring and communication supporting the successful implementation of DRF grants? Are the means of communication between DRF staff and grantees adequate to lead to intended outputs and outcomes? How does DRF's monitoring and evaluation processes inform its grantmaking?	% of stakeholders identifying structure and approach efficient Adequacy of skills, type and quantity of staff to manage DRF Adequacy of policies, procedures and systems Evidence of application of human-rights principles Evidence of changes following evaluations or assessments	Interviews with staff, board Document review Job descriptions Policies and manuals
Equity	Are DRF grantmaking interventions targeted at supporting equal opportunities to persons with disabilities?	How well have DRF activities and granting targeted marginalised groups within the marginalised community of PWDs? How is this done?	Nature, quality, and quantity of activities done to integrate marginalised people % of DfID funding that goes into advocacy to support equity % of grant funds representing marginalised demographics	Interviews with staff, grantees, board Document review Job descriptions Manuals and policies
Impact	What contribution did DRF make to enhance the participation of persons with disabilities in rights achievement so	What evidence is there of progress/achievement in the participation of persons with disabilities in society? What evidence is there that DRF grant making made a difference to DPOs? Are organisations better at demanding rights as a result of DRF funding? Does DRF have the right mix of strategies and groups at play for disability rights movement to become stronger?	% perception of new skills by grantees to enhance participation Anecdotal evidence of increased participation Evidences of changes in policies	Interviews with staff, grantees, board Document review

DRF Evaluation Report

Issues/ Themes	Major Evaluation Questions	Example of Sub-Questions	Illustrative Indicators ⁴⁸	Sources of Data
	that they can enjoy equal rights and opportunities?		Evidence of movement building (e.g. more members, in DPOs, more partnerships, more advocacy work, more resources, more diversity, etc.) Evidence that DPOs are able to work jointly with community leaders and members of government Evidence of DPOs work reported by local media	
	What were the intended and unintended consequences of DRF's activities?	What were the surprising consequences that occurred through DRF grant making activities? Why did these intended and unintended consequences occur?	Evidence of intended or unintended consequences	Interviews with staff, grantees, board Document review
Sustainability	What aspects of the results will continue if funding ends?	Could DRF continue to provide the same benefits without DfID funding? How could DRF ensure sustainable results without DfID funding? In grantees projects, what evidence is there for results (or parts thereof) to be sustainable beyond the end of DRF funding (adaptability)? Under what conditions? Are DRF goals owned by grantees in order to sustain the intended change?	Existence of a sustainable business model % of new donor funds Evidence of growing donor interest in DRF Evidence of grantees getting new sources of funding % of DPOs receiving renewal grants	Interviews with staff, grantees, board, donors Document review
	What are the elements contributing positively or negatively to sustainability?	What (contextual, managerial) factors have enhanced or limited the likelihood of results being sustainable? To what extent were key risks and assumptions and mitigating strategies defined?	Evidence of managerial practices targeted at creating sustainable interventions Evidence of identification of risks and mitigation strategies identified	Interviews with staff, grantees, board, donors Document review
Innovation / Replicability	What are key aspects of DRF	What are the perceived aspects of DRF activities that are thought of as innovative?	% perceived innovation Number of new	Interviews with staff, grantees, board, donors

Issues/ Themes	Major Evaluation Questions	Example of Sub-Questions	Illustrative Indicators ⁴⁸	Sources of Data
	which appear innovative?	What new approaches developed by DRF are considered as innovative by grantees or other stakeholders?	approaches, tools, strategies, processes	Document review
	What potential is there for disseminating and/or scaling up the innovative aspects?	What evidence is there of DPOs scaling up DRF practices and approaches?		
Lessons learned	What are the key lessons learned which can be utilized to guide future strategies?	What (if any) lessons learned from the DPOs can be useful for DRF's overall work and/or for its partner organisations? Can these lessons help improve DRF overall work/strategy?	Evidence of lessons learned	Interviews with staff, grantees, board, donors Document review
	What approaches and models should be used in advocating for disability rights?	What recognized approaches have shown results in advocating for disability rights? Are these approaches applicable in DRF context?	Evidence of approaches that have shown results	Interviews with staff, grantees, board, donors Document review

Appendix III DRF Logframe

JECT TITLE	Enhancing Participation of Disabled Persons Organizations in the Achievement of Rights				
ACT (Goal) Persons with disabilities participate fully in society and enjoy equal rights and opportunities ⁴⁹	Indicator	Baseline	Milestone 2014	Milestone 2018	Target 2022
	Proportion of persons with disabilities living in poverty in target countries	An estimated 80% of persons with disabilities in target countries are living in poverty ⁵⁰	Accurate data available about the number of PWDs in target countries who are living in poverty	10% reduction in number of persons with disabilities in target countries who are living in poverty ⁵¹	15% reduction in number of persons with disabilities in target countries who are living in poverty
	Source	State and alternative reports to the Committee on the Rights of Persons with Disabilities National level population statistics from States or other sources			
	Assumptions	Reduced poverty and improved access to education and employment will reflect and promote equal rights and opportunities for persons with disabilities, as well as enable full participation in society			
Indicator Proportion of persons with disabilities with access to education and/or employment in target countries	Baseline	An estimated 20% of persons with disabilities in target countries are employed and/or 10% of children with disabilities receive basic education ⁵²	Milestone 2014	Milestone 2018	Target 2022
		Accurate data available about the number of PWDs in target countries who are employed and/or receiving basic education		10% increase in number of persons with disabilities in target countries who are employed and/or receiving basic education ⁵³	15% increase in number of persons with disabilities in target countries who are employed and/or receiving basic education
	Source	State and alternative reports to the Committee on the Rights of Persons with Disabilities National level population statistics from States or other sources			
	Assumptions	National (and accurate) statistics on poverty, education and employment will be available and disaggregated for persons with disabilities			
Indicator Changes in civil and political participation (as measured by increased access to voting) of persons with disabilities in target countries	Baseline	No target countries currently have equal access to voting of all PWDs (as measured by standards of electoral access ⁵⁴)	Milestone 2014	Milestone 2018	Target 2022
		2 target countries with enhanced measures to ensure access to voting for all PWDs		3 target countries with enhanced measures to ensure access to voting for all PWDs	5 target countries with enhanced measures to ensure access to voting for all PWDs
	Source	State and alternative reports to the Committee on the Rights of Persons with Disabilities and the IFES ⁵⁵ Focus groups discussions and interviews with key informants			
	Assumptions	States Parties are obligated to collect appropriate information including statistical and research data, in order to effectively implement the CRPD as detailed in Article 31			

⁴⁹ **IMPACT:** (previously called "goal") higher-level situation towards which this project will contribute. In human right advocacy projects, this is a long-term goal and one that will take longer than three years to demonstrate change or progression. Hence, milestones and targets for evaluation are being proposed over a longer time frame and one that mirrors the timeframe for periodic reporting to the Committee on the Rights of Persons with Disabilities.

⁵⁰ This figure is based on global estimates quoted by the World Bank, UN and other agencies. Poverty is defined as living on less than US\$1.25 per day. Baselines and milestones will be reviewed following the first periodic reporting to the Committee on the Rights of Persons with Disabilities.

⁵¹ The achievement of the milestone in 2018 and 2022 depends on the achievement of the milestone in 2014.

⁵² These figures are based on global estimates quoted by ILO and UNESCO respectively and cited by other agencies. Baselines and milestones will be reviewed following the first periodic CRPD reporting.

⁵³ The achievement of the milestone in 2018 and 2022 depends on the achievement of the milestone in 2014.

⁵⁴ Standards of Electoral Access for Citizens with Disabilities http://electionaccess.org/subpages/Laws_Regulations.htm

⁵⁵ IFES is the International Foundation for Electoral Systems <http://www.ifes.org/>.

COME (Purpose)	Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	Assumptions
its of persons with abilities, as outlined in CRPD, are advanced in target countries by the CRPD, are advanced in target countries by the targeted participation of disability movement	Number of target countries ⁵⁶ which have ratified the CRPD and Optional Protocol (OP) with minimal declarations or reservations ⁵⁷	9 target countries have ratified the CRPD (Mexico with RUD) and 7 have ratified the OP	No change	10 target countries have ratified the CRPD (with minimal declarations and reservations) and 8 have ratified the OP	12 target countries have ratified the CRPD (with minimal declarations and reservations) and 8 have ratified the OP	A diverse and empowered disability movement is the best vehicle holding duty bearers to account
		Achieved	Met: 9 CRPD ratifications, 7 OP	Met: 10 CRPD ratifications, 7 OP	Met:	Target country governments have ratified the CRPD will be obligated to respect, fulfil and protect the rights of persons with disabilities by the international human rights system as well as national CRPD implementation monitoring mechanisms
		Source				
		UN tracking of ratifications and RUDs				
	Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	
Level and quality of participation of representative organizations of persons with disabilities in government mechanisms for CRPD implementation and monitoring in target countries		1 target country (Mexico) has formal DPO participation in government CRPD mechanisms	2 target countries have formal DPO participation in government CRPD mechanisms	4 target countries have formal DPO participation in government CRPD mechanisms	6 target countries have formal DPO participation in government CRPD mechanisms	Target country governments have ratified the CRPD will be motivated to implement their obligations
		Achieved	Met: Mexico, Uganda	Met: Mexico, Nicaragua, Uganda, Ukraine	Met:	
		Source				Grantee work will not be hampered by disaster, security issues, and economic downturns
		DRF Country Research ⁵⁸				
		State and alternative reports to the Committee on the Rights of Persons with Disabilities				
Number of target countries which have made national legislative changes to address rights of persons with disabilities		Focus groups discussions and interviews with key informants				
	Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	
		3 target countries ⁵⁹ have made national legislative changes	4 target countries have made national legislative changes	5 target countries have made national legislative changes	7 target countries have made national legislative changes	
		Achieved	Met: Mexico, Nicaragua, Peru, Ukraine	Met: Indonesia, Mexico, Nicaragua, Peru, Ukraine		
		Source				

⁵⁶ **TARGET COUNTRIES:** The countries included in the M&E system are in Africa: Ghana and Uganda; in Asia Pacific: Bangladesh, India, Indonesia, and 14 Pacific Island Countries; in EE/SU: Ukraine; in Latin America: Mexico, Nicaragua, and Peru. Ecuador and Namibia are not included in the M&E system as DRF is no longer providing grants in these two countries.

⁵⁷ **CRPD/OP RATIFICATION:** Number of target countries which have ratified the CRPD and/or Optional Protocol with minimal declarations or reservations (RUDs) by the end of 2010: CRPD (9): Bangladesh (2007), Nicaragua (2008), Peru (2008), Uganda (2008), Vanuatu (2008), Mexico (with RUD) (2009), India (2009), Cook Islands (2009), Ukraine (2010) OP (7): Bangladesh (2008), Peru (2008), Mexico (2009), India (2009), Cook Islands (2009), Nicaragua (2010), Ukraine (2010)

⁵⁸ **COUNTRY RESEARCH:** DRF conducts extensive country research before making target country selection as well as throughout operations in target countries. The research is documented in a Country Report before the onset of grantmaking, and a Country Strategy at end of second year of grantmaking. Information is gathered through multiple sources, including: site visits to grantees; grantee convenings; review of progress and final reports; interviews with government officials, DPO leaders, and other key stakeholders; consultations with resource persons; and literature / website review.

⁵⁹ Nicaragua (Adoption of ACT 675, officially recognizing Nicaraguan Sign Language), Peru (Act 2948, which established accessible voting and incorporates, among other things, a State obligation to produce Braille ballots. Act 29392, which established sanctions for lack of implementation of the General Law on PWDs), Ukraine (legislation on accessibility, social protection for PWDs, employment of PWDs).

COME (Purpose)	Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	Assumptions
		Source				
		DRF Country Research Grantee Reports				
JTS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	
JTS (HR)	DFID (FTEs)					

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INPUT 1	Indicator	Baseline March 2010 ⁶⁰	Milestone March 2011 ⁶¹	Milestone March 2012	Target March 2013	Assumptions
National level changes in legislation, policies and programs in accordance with the CRPD reflecting grantee input underway ⁶²	National level changes in legislation, policies and programs in accordance with the CRPD reflecting grantee input underway ⁶²	14 national level changes ⁶³ reflecting grantee input secured or underway	16 (10% increase) national level changes reflecting grantee input secured or underway	17 (20% increase) national level changes reflecting grantee input secured or underway	19 (30% increase) national level changes reflecting grantee input secured or underway	DRF grantees will be represented by organizations of persons with disabilities
		Achieved	Met: 4 secured; 13 underway (Attachment 1)	Met: 13 secured; 24 underway (Attach. 1)	Met:	DRF grantees will influence the broader disability movement in target countries
		Source				
		Grantee reports ⁶⁴ DRF Country Research				There are processes for legislative policy and programmatic reform in target countries, which civil society can influence
CT WEIGHTING	Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	
30%	Local level ⁶⁵ changes in legislation, policies and programs in accordance with the CRPD reflecting grantee input underway	11 local level changes reflecting grantee input secured or underway	12 (5% increase) local level changes reflecting grantee input secured or underway	13 (15% increase) local level changes reflecting grantee input secured or underway	14 (25% increase) local level changes reflecting grantee input secured or underway	DRF is able to draw on resources/partnerships to provide technical support on legislative policy, and programmatic reform
		Achieved	Met: 13 secured (Attachment 1)	Met: 26 secured; 4 underway (Attach. 1)	Met:	
		Source				
		Grantee reports DRF Country Research				
TS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	
TS (HR)	DFID (FTEs)					

⁶⁰ **BASELINE:** Baseline represents the situation as of March 2010 and incorporates changes between November 2008 (DRF's inception) and March 2010. Base year 1 is the first year in which DRF started grantmaking in a specific country. 2008 is Base Year 1 for: Ghana, Uganda, Bangladesh, Nicaragua, and Peru; 2009 is Base Year 1 for: India, Ukraine, Mexico, Pacific Island Countries; 2010 is Base Year 1 for: Indonesia; 2011 is Base Year 1 for: Lebanon. The data will be tracked by years in country, by country, and compared to a global profile of all DRF countries.

⁶¹ **MILESTONE:** Milestones represent increase from baseline and are cumulative.

⁶² **INPUT:** explicit recommendations or tangible work of the grantees

⁶³ National and local level changes can be disaggregated by legislation, policies, and programs, as well as by target country.

⁶⁴ Grantees are required to submit a progress report and final narrative and financial reports. Reports are substantiated through site visits, phone interviews, and grantee convenings.

⁶⁵ **LOCAL LEVEL:** provincial, district or village level of governance

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INPUT 2	Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	Assumptions	
Representative organizations of persons with disabilities participate in national and international rights monitoring processes of target countries	Number and type of CRPD reports submitted to the UN Committee on the Rights of Persons with Disabilities and proportion which reflect grantee input	No State report	1 State report	3 State reports	4 State reports	International human rights monitoring processes are operational	
		No Independent reports	0 Independent reports	1 Independent reports	1 Independent reports		
		No civil society Alternative reports	1 civil society Alternative report	2 civil society Alternative reports	3 civil society Alternative reports		
		Achieved	Met: 1 State report, 0 Independent reports, 0 Alternative reports	Met: 3 State reports, 0 Independent reports, 2 Alternative reports	Met:	UN periodic reporting process commence in 2010 with follow reports due in 2014	
		Source	States, DPOs, and human rights institutes will submit reports to Committee on the Rights of Persons with Disabilities on time				
CT WEIGHTING	Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	DRF is able to draw on resources/partnerships to provide technical support to grantees (UN human rights mechanism reporting)	
		No reports submitted to other UN HR mechanisms have included grantee input	No increase in reports submitted to other UN HR mechanisms including grantee input	1 report submitted to other UN HR mechanisms including grantee input	2 reports submitted to other UN HR mechanisms including grantee input		
		Achieved	Met:	Met: 1 UPR report - Uganda	Met:		DPOs have sufficient technical support and collaborative partnerships to enable reporting
		Source	RISK RATING				
		TS (£)	DFID (£)	Grantee reports – Disaggregated by type of human rights treaty			
DRF Country Research							
Govt (£)	Other (£)			Total (£)	DFID SHARE (%)		
TS (HR)	DFID (FTEs)						

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OUTPUT 3 movement in target countries is inclusive of the diverse needs of the disability community	Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	Assumptions A diversity of DPOs exist in all target countries Growth of grantees representative of marginalized groups can be a proxy indicator for greater inclusion in the disability movement in any country The existence of new groups of PWDs illustrates deepening of disability movement and growth in civic participation among PWDs
	Number of grants awarded to organizations representing marginalized groups ⁶⁶ in target countries	57 out of 113 (50%) grants ⁶⁷ Achieved	100 grants Met: 113 out of 212 (53%)	105 grants Met: 167 grants out of 323 (52%)	109 grants Met:	
	Source	Grantee lists ⁶⁸				
	Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	
	15%	Number of grants awarded to new ⁶⁹ organizations representing groups of PWDs not previously active in the public realm	27 out of 113 (24%) grants Achieved	47 grants Met: 48 grants (23%)	50 grants Met: 67 grants (21%)	52 grants Met:
		Source	Grantee lists			
		Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013
		Number of alternative reports which reflect the interests of marginalized and grassroots grantees in target countries	No CRPD alternative reports yet submitted Achieved	1 report reflects the interests of marginalized and grassroots grantees Met: No report available at this time	2 reports reflect the interests of marginalized and grassroots grantees Met: 2 reports reflecting interests	3 reports reflect the interests of marginalized and grassroots grantees Met:
	TS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)
		DFID (FTEs)				

⁶⁶ **MARGINALIZED GROUPS:** Refers to women with disabilities, children and young people with disabilities, people with psychosocial disabilities, people with intellectual disabilities, albinos, little people, Deafblind and other specific impairment groups identified as marginalized in a target country. Marginalized groups to be disaggregated by group and country and aggregated globally for comparison.

⁶⁷ This number represents the number of grants awarded since 2008 (DRF's first round) to the end of 2010 (2010 round 2). Most grants are for one year and for a specific project. An organization may receive multiple grants. This number may be disaggregated by stream (Small Grants / National Coalition), country, and year.

⁶⁸ Grantee lists are compiled from a grantee database, which holds data and information from grantee applications, reports, references, and Program Officer reviews.

⁶⁹ **NEW ORGANIZATIONS:** An organization that is younger than two years old (from date of legal incorporation) and which brings the voice of a new population of persons with disabilities into the public realm.

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PUT 4	Indicator	Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	Assumptions
ees have capacity to state on the rights of ns with disabilities	Number of partnerships ⁷⁰ and/or strategic alliances between grantees and with other DPOs and key stakeholders	41 out of 113 (36%) partnerships	88 partnerships	92 partnerships	100 partnerships	Eligible DPOs exist in DRF target countries and apply for funding
		Achieved	Met: 79 partnerships (37%)	Met: 94 partnerships (29%)	Met:	
		Source				
		Grantee lists				
	Indicator	Participatory methods at Grantee Convening				
		Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013	
		No data available	66% of repeat grantees strongly agree that their advocacy capacity has improved during DRF grants	70% of repeat grantees report improvement	75% of repeat grantees report improvement	Grantees are willing to engage other DPOs and stakeholders There are other DPOs and stakeholder groups interested disability rights in target countries DRF is sufficiently resourced to provide technical support to grantees Working with key stakeholders DRF target countries will enhance participation of DPOs in decision making processes on rights of persons with disabilities
		N/A	Achieved	Met: 93% report improvement from baseline	Met:	
		Source				
		Grantee self assessment tool				
Baseline March 2010	Milestone March 2011	Milestone March 2012	Target March 2013			
No data available	56% of repeat grantees strongly agree that their CRPD knowledge has increased during DRF grants	60% of repeat grantees report improvement	65% of repeat grantees report improvement			
N/A	Achieved	Met: 94% report improvement from baseline	Met:			
Source					RISK RATING	
Grantee self-assessment tool						
TS (£)	DFID (£)	Govt (£)	Other (£)	Total (£)	DFID SHARE (%)	
TS (HR)	DFID (FTEs)					

⁷⁰ **PARTNERSHIPS:** A significant relationship (partnership) with another stakeholder to achieve project goals. The partnership may be with another DPO, a human rights organization or other civil society organization, a government entity (such as a ministry or a local government agency), the judiciary, or the media. A fiscal sponsor is considered a partner when the sponsor is also providing technical assistance and other support. The type of partnerships will be disaggregated in the monitoring.

April 2013

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Attachment to Logframe: List of National and Local Level Changes

National level changes in legislation, policies, and programs in accordance with the CRPD (reflecting grantee input)

AT BASELINE (March 2010)

Bangladesh:

- 1) Pending changes to or new national Disability Act (involvement of multiple DRF grantees, including National Forum of Organisations Working on Disability (NFOWD)) – Still underway (as of 3/2012)

India:

- 1) Pending new national Disability Act (involvement of DRF grantee, Human Rights Law Network-Disability Rights Initiative and many other grantees and DPOs) – Still underway (as of 3/2012)
- 2) Pending changes to National Trust Act (involvement of DRF grantee, Parivaar and other DPOs) – Still underway (as of 3/2012)

Mexico:

- 1) Pending new national Disability Act (involvement of DRF grantees, CONFE and COAMEX) -- SECURED – see new information under 2011 Update
- 2) Pending changes to Education Act to make it inclusive of PWDs (involvement of DRF grantee, COAMEX) – Still underway – see new information under 2012 Update
- 3) Pending changes to Social Protection policies (involvement of DRF grantee, COAMEX)

Nicaragua:

- 1) Act 675, officially recognizing Nicaraguan Sign Language, adopted
- 2) Pending national Disability Act (involvement of DRF grantee, FECONORI) – SECURED – see new information under 2012 Update

Peru:

- 1) Act 2948, which established accessible voting and incorporates, among other things, a State obligation to produce Braille ballots, adopted
- 2) Act 29392, which established sanctions for lack of implementation of the General Law on PWDs, adopted
- 3) Pending new national Disability Act (involvement of DRF grantees, SODIS and CONFENADIP) – Still underway – see new information under 2012 Update

Uganda:

- 1) Pending changes to National Council on Disability Act in Uganda in regard to coding for who is recognized as a person with disability (involvement of DRF grantees, Little People of Uganda (LPU) and Uganda Albinos' Association (UAA)) – Still underway (as of 3/2012)
- 2) Pending court case which would change electoral system for PWDs in Uganda (court case taken by DRF grantee, Legal Action for Persons with Disabilities (LAPD)) – Still underway (as of 3/2012)
- 3) Pending inclusion of disability in National Development Plan (advocacy of DRF grantee, National Union of Disabled People of Uganda (NUDIPU)) – SECURED – see new information under 2011 Update

- 4) Pending changes to or new national Disability Act (involvement of DRF grantees, Uganda National Association of the Deaf (UNAD), LAPD and Mental Health Uganda (MHU)) – Still underway – see new information under 2012 Update
- 5) Pending changes to Mental Health Law (advocacy of DRF grantee, MHU) – Still underway (as of 3/2012)

Ukraine:

- 1) Legislation on accessibility, social protection for PWDs, employment of PWDs, adopted Ukraine:
- 2) Pending changes to Building Code to enable construction of community-based services for PWIDs (involvement of DRF grantee, All Ukrainian Coalition of Organisations working for People with Intellectual Disabilities (CPID)) – Still underway – see new information under 2012 Update
- 3) Pending Inclusive Education policy (involvement of DRF grantee, the National Assembly of PWDs (NADU)) – SECURED – see new information under 2012 Update

AS OF MARCH 2011

Ghana:

- 1) Measure to ratify the CRPD pending Cabinet of Ministers approval (involvement of DRF grantees, Ghana Federation of Disabled (GFD) and MindFreedom Ghana) – Still underway – see new information under 2012 Update
- 2) Inclusion of disability in the Medium Term National Development Policy Framework issued - SECURED in December 2010 (involvement of DRF grantee, GFD)

Mexico:

- 1) On March 3 2011, the National Senate formally approved a new *General Law for the Inclusion of Persons with Disabilities* (involvement of DRF grantees, CONFE and COAMEX), pending enactment by Federal government – SECURED - See new information under 2012 Update

Nicaragua:

- 1) Sports Act 522 successfully modified October 2010 to allocate 3% of country's sport budget to promotion of sports for PWDs

Peru:

- 1) Act 29524 recognizing deafblindness as a specific disability and creating a State obligation to provide interpretation, published May 2, 2010
- 2) Act 29535 recognizing Peruvian Sign Language as a state language, published May 25, 2010

Uganda:

- 1) Inclusion of disability in National Development Plan, publicized April 2010 - SECURED (involvement of DRF grantee, NUDIPU)

Ukraine:

- 1) Government resolution to create Action Plan on CRPD implementation, with mandate to Ministry of Social Policy to develop the Plan by October 2011 (involvement of DRF grantees, CPID and NADU) - SECURED – see new information under 2012 Update

AS OF MARCH 2012

Bangladesh:

- 1) The right of PWDs to sit for civil servant examinations - SECURED via a landmark ruling from the High Court March 20, 2012 (involvement of DRF grantee, NCDW, in collaboration with Bangladesh Legal Aid Services Trust)

Ghana:

- 1) Ratification of CRPD approved by Cabinet of Ministers, and then Parliament on March 15, 2012, pending signature of the President (involvement of DRF grantee, MindFreedom and former DRF grantee, Ghana Federation of the Disabled)
- 2) New Mental Health Bill passed by Parliament in March 2012 and also pending Presidential signature (involvement of DRF grantee, MindFreedom)
- 3) Official incorporation of definitions of different learning disabilities in the Ghana Education Service's Special Education Policy (involvement of DRF grantee, Special Attention Project) - SECURED

Indonesia:

- 1) Law No. 19/2011 on the Ratification of the UN Convention on the Rights of Persons with Disabilities, passed 18 October 2011 (due to advocacy of DRF grantees, PPCI, PPUA-PENCA, and HWPCI)
- 2) Pending changes to Law No. 1/1974 (Marriage) to reflect rights of PWDs (involvement of DRF grantees, PPCI, PPUA-PENCA, and HWPCI)
- 3) Pending changes to Law No. 13/2003 (Employment) to reflect rights of PWDs (involvement of DRF grantees, PPCI, PPUA-PENCA, and HWPCI)
- 4) Pending changes to Law No. 22/2009 (Transportation) to reflect rights of PWDs (involvement of DRF grantees, PPCI, PPUA-PENCA, and HWPCI)

Mexico:

- 1) Enactment of the new General Law for the Inclusion of Persons with Disabilities -SECURED May 30, 2011
- 2) A revision to Article 41 of the General Education Act, instituting inclusive education, was approved by the Senate on December 13, 2011 and passed to the Chamber of Deputies for final approval. In February 2012, the Education Commission within the Chamber approved the amendment⁷¹. Pending full approval (involvement of member organisations of COAMEX, DRF grantee)

Nicaragua:

- 1) New Disability Act, Law 763 on the Rights of PWDs, entered into force in August 2011 (involvement of DRF grantee, FECONORI)
- 2) Pending amendment to Pension law to include persons with severe disabilities and elderly with disabilities who have not made social security payments (involvement of DRF grantee, FECONORI who gathered 43,000 signatures to present this amendment to Parliament as a Citizen's Initiative)
- 3) Pending amendment to draft laws on the Built Environment and the Municipal Tax Code to ensure inclusion of the needs of PWDs (involvement of DRF grantee, FECONORI)

Peru:

- 1) Act 29830, promoting and regulating the use of guide dogs for persons with visual impairments, published January 2012
- 2) New Disability Act pending approval by Parliament (put forward to Congress via a Citizen's Initiative led by DRF grantee, SODIS in collaboration with DRF grantee, CONFENADIP)
- 3) Pending new Law 29889, to modify Article 11 of the General Health Law of 2011 to guarantee the rights of people with psychosocial disabilities (involvement of DRF grantees, SPSD, SODIS, and CONFENADIP)
- 4) October 11, 2011, RENIEC (National Electoral Authority) policy successfully changed to enable persons with psychosocial disabilities and persons with intellectual disabilities to vote (involvement of DRF grantee, SPSD, together with the National Human Rights Commission)

Uganda:

- 1) Amendment to Persons with Disabilities Act of 2006 pending formal review by Ministry of Gender, following which presentation of the Act will be made to Parliament (DRF grantees, Ugandan National Association of the Deaf, Legal Action for Persons with Disabilities, and Mental Health Uganda drafted the revised Act)

Ukraine:

- 1) New Disability Act, Law 4213, passed on December 22, 2011 (involvement of DRF grantees, National Assembly of PWDs (NAPD) and Coalition for Persons with Intellectual Disabilities (CPID))
- 2) Procedure No. 872 on inclusive education approved by Cabinet of Ministers August 15, 2011 (involvement of DRF grantees, Aurveda and CPID)
- 3) New National Council on Disability Issues (attached to the Cabinet of Ministers), instituted April 2011 (involvement of DRF grantee, CPID)
- 4) Regulation no. 419, allowing construction of community-based services for PWIDs (mini-hostels for 8-16 clients) approved by Decree of the Minister of Regional Development and Building December 30, 2011 (involvement of DRF grantee, All Ukrainian Coalition of Organisations working for People with Intellectual Disabilities (CPID))
- 5) Strategy for deinstitutionalization pending consideration of the Cabinet of Ministers (developed by DRF grantee, CPID, at the request of the Deputy Prime Minister)
- 6) Protocol issued in 2011 to several Ministries by Deputy Prime Minister for improvement of institutional conditions, and development of a supported decision-making model, mechanisms to improve social services, and measures to improve data collection; implementation measures pending (involvement of DRF grantee, CPID)

Local level changes in legislation, policies, and programs in accordance with the CRPD (reflecting grantee input)

Ghana:

- 1) Local District Assemblies creating long-term development plans inclusive of women with disabilities (involvement of DRF grantee, Association of Women with Disabilities (AWWD)) – SECURED – see new information under 2011 Update

Uganda:

- 1) Sign language recognized as an official language in one District (involvement of DRF grantee, UNAD)
- 2) Iganga District Local level ordinance on disability being altered to accord with the CRPD (due to advocacy of DRF grantee, Integrated Disabled Women's Association (IDIWA)) – SECURED – see new information under 2011 Update
- 3) Increased Hoima District Assembly allocations of development funding to DPOs (due to advocacy of DRF grantee, Hoima District Union of Persons with Disabilities (HUDIP))
- 4) Changes made enabling greater physical accessibility to public facilities (due to advocacy of DRF grantee, Gulu Disabled Persons' Union (GDPU))

Bangladesh:

- 1) Local court accepted testimony of deaf victim of rape for the first time (with advocacy and intervention of DRF grantee, Society of Deaf and Sign Language Users (SDSL))

India:

- 1) Following inclusion of disability questions into 2011 Census, census workers trained at district level (training by DRF grantee, NPdO)

Nicaragua:

- 1) Municipal policies on accessibility in one district being changed (due to advocacy of DRF grantee, ADRN) – SECURED - see new information under 2011 Update
- 2) Accessibility policy created and pending approval in Managua (involvement of DRF grantee, ADIFIM) – SECURED - see new information under 2011 Update

Peru:

- 1) Discriminatory barrier removed for blind lawyer to become first blind judge in Peru February 2010, thereby setting precedent for other lawyers in other local court systems (advocacy of DRF grantee, ACPEDIS)

Ukraine:

- 1) First community-based small group home created with funding from social security in all of Ukraine (due to advocacy of DRF grantee, CPID)

AS OF MARCH 2011

Ghana:

- 1) Local District Assemblies with long-term development plans inclusive of women with disabilities (involvement of DRF grantee, Association of Women with Disabilities (AWWD))

India:

- 1) Agreement secured with Andhra Pradesh Legal Services Authority for pro-bono legal aid for disability rights cases (due to advocacy of DRF grantee, CVHV)

Nicaragua:

- 1) Municipal policies on accessibility approved in one district (due to advocacy of DRF grantee, ADRN)
- 2) Accessibility policy approved in Managua, leading to changes in accessible public transportation among other things (due to advocacy of DRF grantee, ADIFIM)

Uganda:

- 1) Iganga District Local level ordinance amendment approved 29 September 2010 (due to advocacy of DRF grantee, Integrated Disabled Women's Association (IDIWA))

Ukraine:

- 1) Department of Family and Youth in Kharkiv added program of legal support for persons with disabilities (due to advocacy of DRF grantee, Kharkiv Blind Lawyers (KBL))

AS OF MARCH 2012

Ghana:

- 1) Fund Management Committees for the disbursement of the 2% Common Funds for PWDs set up in Krachi East and Asikuma Districts (involvement of DRF grantees, Lakeside and ETCV)
- 2) Health insurance cards now being distributed to PWDs in Krachi East and Asikuma Districts (involvement of DRF grantees, Lakeside and ETCV)
- 3) Using State Inclusive Education Policy, children with intellectual disabilities now accessing mainstream education in one village outside Ho, Ghana (involvement of DRF grantee, Kekeli Foundation)
- 4) Using State Inclusive Education Policy, children with visual impairments now accessing mainstream education in three villages outside Ho (involvement of DRF grantee, New Horizon)

India:

- 1) The Tamil Nadu Right of Children to Free and Compulsory Education Rules, for all children including disabled children ages 6-14, were promulgated in 2011 (involvement of DRF grantee, Akshaya)
- 2) Rules of the Chhattisgarh Teachers Eligibility Test successfully amended to enable persons with disabilities to take these exams (following court case filed in Chhattisgarh High Court by DRF grantee, CVM, aided by DRF grantee, Human Rights Law Network Disability Rights Initiative)
- 3) Using the Mahatma Gandhi National Rural Employment Guarantee Act, persons with disabilities now accessing employment under this scheme in Andhra Pradesh (involvement of DRF grantees, CVHV and NPdO) and Chhattisgarh (involvement of DRF grantee, CVM)

Indonesia:

- 1) Pending provincial legislation (PERDA) to address the rights of PWDs in Yogyakarta (involvement of DRF grantees, UCPRUK and CIQAL)
- 2) Pending provincial legislation (PERDA) to address the rights of PWDs in 8 other provinces (involvement of DRF grantee, PPUA-PENCA)

Peru:

- 1) Municipal and Regional Offices for the Attention of PWDs (OMAPEDs) created at many municipal and regional levels (through advocacy of multiple DRF grantees)
- 2) People with disabilities formally involved in participatory budgeting process at community levels in Cusco and Puno (involvement of DRF grantees, FEDDIP and ACPEDIS)

Uganda:

- 1) Adjustments to four health facilities in Iganga District underway to meet accessibility standards (involvement of DRF grantee, Iganga District Association for Persons with Physical Disabilities)

- 2) Initial hearing held in a pending strategic litigation case on accessibility to public buildings on January 30, 2012 (filed by DRF grantee, Legal Action for Persons with Disabilities)

Ukraine:

- 1) Internship program for people with disabilities entering employment taken up by Volyn Oblast regional government in September 2011 (internship program started by DRF grantee, GSA – Volyn Front)
- 2) Local Oblast Accessibility Committees functioning in Cherkassy, Kharkiv and Lutsk (via advocacy of DRF grantees in those three oblasts)
- 3) Inclusive education working group set up as part of Kharkiv Public Council (involvement of DRF grantee, Parents' Club)
- 4) As of fall 2011, inclusive education programs underway at one school in each of 3 different regions of Ukraine (through support of DRF grantee, Aurveda)

Appendix IV Consulted Stakeholders

1. Consultation by Telephone/ /Skype

NAME	TITLE/ POSITION	Organisation	METHOD OF CONSULTATION
6. Ola Abu Al-Ghaib	Board member and Advisory Panel Member	DRF	Telephone Interview
7. David Alma	President and Executive Secretary	FECONORI	Skype Interview
8. Darryl Barrett	Assistant Director, Disability Policy Section	AusAID	Phone interview
9. Jo Cooke	Grantmaking Committee Member, DfID Civil Society Department	DFID	Telephone Interview
10. David Corner	Global Advisory Panel	DRF	Telephone Interview
11. Paul Deany	Program Officer for the Pacific and Asia	DRF	Telephone Interview
12. Bhargavi Davar	Global Advisory Panel	DRF	Telephone Interview
13. Aquiles Palemón Delgado	President	FEDEPRODDIS	Telephone Interview
14. Javier Diez-Canseco	Global Advisory Panel	DRF	Telephone Interview
15. Christen Dobson	Program Manager	International Human Rights Funders Group	Telephone Interview
16. Felipe Flores	President	FEDDIP	Telephone Interview
17. Maria Isabel	Project Coordinator	CONFENADIP	Skype Interview
18. Emily Martinez	Board member DRF, Grantmaking Committee DRF	Open Society Foundations	Telephone Interview
19. Charlotte McClain-Nhlapo	Coordinator for Disability Inclusive Development	USAID	Telephone Interview
20. Vinay Mehra	Board Member	DRF	Telephone Interview
21. Yolanda Muñoz Gonzalez	Program Officer	DRF	Telephone Interview
22. Juan Pio Ortiz	President	ADIFIM	Telephone Interview
23. William Rowland	Board Member	DRF	Telephone Interview
24. Azeen Salimi	Program Coordinator	International Human Rights Funders Group	Telephone Interview
25. Diana Samarasan	Executive Director	DRF	Telephone Interview
26. Yumi Sera	Operations Director	DRF	Telephone Interview
27. Michael Szporluk	Senior Program Officer	DRF	Telephone Interview
28. Catherine Townsend	Co-chair and board member of DRF	DRF	Telephone Interview
29. Dan Taylor	Executive Secretary	MindFreedom Ghana	Telephone Interview

NAME	TITLE/ POSITION	Organisation	METHOD OF CONSULTATION
30. Stefan Tromel	Executive Director	International Disability Alliance	Telephone Interview
31. Margaretha Ubels	Director	Special Attention Project	Telephone Interview
32. Jessica Wrenn	Senior Program Officer	American Jewish World Service	Telephone Interview
33. Gershon Yawo	Director	Empowerment through Community Volunteering	Telephone Interview

2. In-country Consultation

Bangladesh

NAME	TITLE/POSITION	ORGANISATION
Individual Interviews		
34. Shaikh Mahmudul Ahsan	Program Officer	Australian High Commission
35. Mohammad Nazmul Ahsan	Project Director	Ministry of Social Welfare
36. Daisy Akter	Project Officer	National Council for Disabled Women (NCDW)
37. Farida Akhter	Secretary General	Alliance of Urban DPOs in Chittagong (AUDC)
38. Utpal Barua	Project Coordinator	Costal DPO Alliance
39. Md. Badruddoja	Section Officer	Society for Deaf and Sign Language Users
40. Shafia Begum	President	Alliance of Urban DPOs in Chittagong (AUDC)
41. Taslim Zahan Bithi	Project Coordinator	Access Bangladesh Foundation
42. Ranjit Kumar Biswas	Secretary	Ministry of Social Welfare
43. Dhaira Kumer Chakma	Adviser	Parbattya Protibandhi Kallyansongsta
44. M. I. Chowdhury	General Secretary	Society for Deaf and Sign Language Users
45. Naved Ahmed Chowdhury	Social Development Advisor	DFID
46. Santanu Dey	Coordinator	Society for Deaf and Sign Language Users
47. Mosharraf Hosain	Country Director	ADD International
48. Md. Khairul Islam	Deputy Manager	Action Aid
49. Osman Khaled	President	Society for Deaf and Sign Language Users
50. Samira Khatun	Care Taker Member	National Council for Disabled Women (NCDW)
51. Maink Miah	Admin & Account Officer	Society for Deaf and Sign Language Users
52. Albert Mollah	Executive Director	Access Bangladesh Foundation
53. Alal Uddin Mondal	Project Manager	Jitiyo Trinomul Protibandhi Sangstha
54. Effat Ara Parvin	Programme Officer	Action Aid
55. Mohua Paul	Director-Resource Mobilisation	Access Bangladesh Foundation
56. Md. Arifur Rahman	Chief Executive	YPSA
57. Khaledur Rahman	Training Officer	Costal DPO Alliance
58. Raihana Rahman	Assistant Coordinator	Society for Deaf and Sign Language Users
59. Umme Kulsum Ranjana	Ex- President	National Council for Disabled Women (NCDW)
60. Abu Rayhan	Accounts Officer	National Council for Disabled Women (NCDW)
61. Md. Mahabubur Rehman	Director(Field Officer)	YPSA
62. Rina Roy	Program Director	Manusher Jonno Foundation
63. Firoja Akhter Shima	Member	National Council for Disabled Women (NCDW)

64. Abdul Hie Siddik	President	Jitiyo Trinomul Protibandhi Sangstha
65. A. K. M. Saifuzzaman	Project Coordinator	Deutsche Gesellschaft für Internationale Zusammenarbeit (GTZ)
66. Vashkar Bhattacharjee	Program Manager	Sitakund Federation of DPOs
67. Rafiq Zaman	Treasurer	Society for Deaf and Sign Language Users
Focus Group Discussions		
68. Shafia Begum & Farida Akhter	President & Secretary General	Alliance Of Urban DPO's in Chittagong.- AUDC
69. Khaledur Rahman & Utpal Barua	Training Officer & Project Coordinator	Costal DPO Alliance
70. Dhaira Kumer Chakma	Adviser	Parbattya Protibandhi Kallyansongsta
71. Sadia Tajin & Vashkar Bhattacharjee	Associate Admin Officer & Program Manager	Sitakund Federation
72. Alal Uddin Mondal	Project Manager	Jatiyo Trinomul Protibandhi Sangstha
73. S. M. Golam Mostafa	Financial Controller	ADD International (Bangladesh)
74. Abdul	President	Jatiyo Trinomul Protibandhi Sangstha
75. Ariful Islam	Sign-Language Interpreter	Society of Deaf and Sign Language Users (SDSL)
76. Dhira Kumar Chakma	Advisor	Parbattya pratibondi Kallyan Sangstha (PPKS)
77. Kamalasen Chakma	Executive Director	PPKS
78. Samira Khatun	Care Taker Committee	National Council Of Disabled Women (NCDW)
79. Santanu Dey	Coordinator	Society of Deaf and Sign Language Users (SDSL)
80. Daisy Akhter	Project Officer	National Council Of Disabled Women (NCDW)
81. M. Osman Khaled	Chairman	Society of Deaf and Sign Language Users (SDSL)
82. Umme Kulsum	Ex- President	National Council Of Disabled Women (NCDW)
83. Albert Mollah	Executive Director	Access Bangladesh Foundation
84. Mohua Paul	Coordinator	Access Bangladesh Foundation

Uganda

NAME	TITLE/POSITION	ORGANISATION
Individual interviews		
85. Andrew Ajuto (recommended by Florence Nakazibwe)	Legal Officer	UN Office of the High Commission for Human Rights
86. Hellen Grace Asamo	Member of Parliament	Parliament
87. Herbert Baryayebwa	Director of Social Protection	Ministry of Gender, Labor, and Social Development
88. Beatrice Kaggya	Commissioner for Disability and Elderly	Ministry of Gender, Labor, and Social Development
89. Julius Kamaya	Executive Secretary	National Council for Disabilities

90. Jackson Masala	Accountant	National Council for Disabilities
91. Catherine Mugabo	Non-profit Advisor	Donor
92. Boaz Muhumuza	Regional Disability Rights Program Officer	Open Society Initiative for Eastern Africa (OSIEA)
93. Florence Nakazibwe	Legal Officer	UN Office of the High Commission for Human Rights
94. Alex Ndeezi	Member of Parliament	Uganda Parliament
95. Edson Ngirabakunzi	Deputy Executive Director/Head of programs	NUDIPU
96. William Nokrach	Member of Parliament	Parliament
97. Titus Ouma	National Coordinator for community based rehabilitation (CBR)	Ministry of Gender, Labor, and Social Development
98. Mari Samuel NCD	Program Officer	National Council for Disabilities
99. Peder Thorning	Country Representative	Disabled Persons Organisations – Denmark (DPOD)
100. Joseph Walugembe	Country Director	Action on Disability and Development
Focus Group Discussions		
101. Aggrey Olweny	Executive Director	Action for Youth with Disabilities Uganda
102. Patrick Ojok	Project Officer	Gulu Disabled Persons Union
103. Allan Nume	Program Manager	Gulu Disabled Persons Union
104. Monica Nakandla	Loans Officer/ Project Assistant	Iganga Disabled People's cooperative Savings and Credit Society
105. Laura Kanushu	Director	Legal Action for Persons with Disabilities Uganda
106. Miriam Kiconco	Deputy Executive Director	Legal Action for Persons with Disabilities Uganda
107. Annet Nakyeyune	Director	Little People of Uganda
108. Yonna Wasswa	Ag. National Coordinator	National Association of the Deafblind
109. Esther Kyozira	Program Manager, Human Rights	National Union of Disabled Persons of Uganda (NUDIPU)
110. Judah Ssebyanzi	Executive Director	Uganda Albino's Association
111. Joseph Mbulamwana	Head of Advocacy and information Department	Uganda National Association of Deaf
112. Bibiana Namusisi	Chair Person	Wakiso District Union of Persons with Disabilities

Appendix V Reviewed Documents

DRF General Info

- DRF Brochure
- DRF Organisational Chart
- DRF Strategic Plan

DRF Reports

- DRF Steering Committee Reports (4 in total)
- Country Strategy (5 in total)
- DRF Grantmaking Guidelines
- DRF Logframe 2010-2013
- DRF DFID Annual Report (4 in total)
- DRF M&E Manual

External Documentation on DRF

- KMPG Audit Report (ordered by DFID)
- Tides Foundation Audit Report

Grantee Documents

- All Final Reports available on the 38 DPOs reviewed
- All Proposal Dockets available on the 38 DPOs reviewed
- Summary of Grantee Capacity Survey (2 in total)

Documents from DFID

- DFID's Evaluation Policy
- DFID's Approach to Value for Money
- DFID's Results Framework
- DFID's Design & Methods for Impact Evaluations
- DFID's Suggested Indicators for Human Rights M&E

Documentation on DRF's approaches

- "Social Movements and Philanthropy: How Foundations Can Support Movement Building" Masters, B., & Osborn, T., *The Foundation Review*
- "What is different about evaluating Advocacy and Policy Change?" Coffman, J. *The Evaluation Exchange*
- "An Introduction to Advocacy: Training Guide" Sharma, R. R., *US Agency for International Development*

- “Strengthening Monitoring and Evaluation for Women’s Rights: Twelve Insights for Donors” Batliwala, S., AWID
- “Inspiring Impact: Working Together for a Bigger Impact in the UK Social Sector”, Lumley, T., Rickey, B., & Pike, M., *VIEWS & New Philanthropy Capital*
- “Funding Social Movements: The New World Foundation Perspective” *The New World Foundation*
- “Talking about Results” Hedley, S., Keen, S., Lumley, T., Ni Ogain, E., Thomas, J., & Williams, M., *New Philanthropy Capital*
- “Principles of Good Advocacy”
- “A Practitioner’s Guide to Human Rights Monitoring, Documentation, and Advocacy” *The Advocates for Human Rights & US Human Rights Network*
- “A User’s Guide to Advocacy Evaluation Planning” *Harvard Family Research Project*