FINAL REPORT

**Institutional Evaluation of
Disabled Peoples' International**

S-06705

Submitted to:

KNOWLEDGE PARTNERS UNIT
Knowledge, Policy and Planning Division
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Submitted by:

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Abbreviations and Acronyms

CCD   Council of Canadians with Disabilities
DFID   Department for International Development
DPI   Disabled Peoples' International
FCU   Financial Compliance Unit
FINIDA   Finish Development Agency
GIND   Global Information Network on Disability
IDA   International Disability Alliance
IDCC   International Disability Caucus on the Convention
NA   National Assembly
NORAD   Norwegian Agency for Development
RBM   Results Based Management
RDOs   Regional Development Officers
SIDA   Swedish International Development Agency
TOT   Training of Trainers
UNDESA   United Nations Department of Economic and Social Affairs
UNESCO   United Nations Education and Scientific and Cultural Organization
WB   World Bank

Executive Summary

Disabled People's International (DPI) is an international advocacy organization representing associations of disabled people (National Assemblies - NAs) from 135 countries. The goal of DPI is to promote the full participation of disabled people in mainstream life, particularly those in developing countries who make up the vast majority of the 600 million disabled people in the world. DPI promotes the human rights and economic and social integration of disabled persons through capacity building and advocacy activities.

CIDA has provided core support to DPI since its founding in 1981. The current funding arrangements with CIDA are part of a two year contribution agreement (2004-2006). Under this arrangement, CIDA matches funds raised by DPI up to a maximum of $300,000 per annum. Funding for the second year of the contribution agreement is contingent upon successful results from this institutional evaluation.

CIDA contracted Agriteam Canada to conduct an institutional evaluation of DPI in February 2005. The phases of the evaluation study included: 1) development of an evaluation work plan; 2) document review; 3) interviews with staff and members of DPI; 4) consultations with DPI donors and other stakeholders from the disability movement; 5) data analysis, and 6) formulation of findings and recommendations. The four areas of inquiry on which the evaluation was based were: 1) management and governance 2) progress towards achieving developmental results 3) congruence with CIDA's strategic interests, and 4) a risk assessment.

The evaluator found that DPI has made major strides in regaining its credibility as a viable rights-based disability organization under the stewardship of the Executive Director and Chairperson of the Board who were appointed in 2002. DPI has a democratic governance structure consisting of a 31 member elected World Council and five regional councils representing the 135 member NAs of DPI. A governance committee of the World Council is reviewing the governance structure that has remained unchanged since its founding in 1981. The proposed changes are quite positive and would decentralize decision making authority from the World Council to four sub-committees or decrease the size of the World Council making it possible to meet more regularly (currently meetings are held every two years).

There are five full-time staff and one part-time staff in the DPI office in Winnipeg. Office policies are in place and all staff have work plans that link directly to the strategic plan. They appear to have the required skills to carry out their responsibilities. DPI has been implementing a strategic plan since 2002 that includes: a) regional capacity building for the NAs b) participation on committees contributing to developing a UN *Convention on the Rights of the Disabled*, and c) an information system that links disability movements around the globe. DPI members indicated that access to information (through the DPI newsletters, E-Mail bulletins and journals); the opportunity to participate in the development of the UN convention process, and engagement in capacity building programs offered by DPI are the main advantages of DPI membership.

DPI has succeeded in raising funds to match CIDA's contribution and is in discussions for additional funding that would decrease the percentage of DPI's revenue that is received from CIDA to well below fifty percent. However, there are many challenges related to securing outside funding including: 1) perceived competition with member agencies; 2) difficulties in obtaining support for advocacy work, and; 3) reluctance of donor agencies to cover core costs of an organization based in a developed country.

The main recommendations from the evaluation include: 1) an enhanced results focus for the strategic plan; 2) adopting the proposed changes to the governance structure; 3) exploring new types of funding opportunities and; 4) hiring a policy analyst.

1.0   OVERVIEW

1.1   Background of DPI

Disabled Peoples' International (DPI) was established in 1981 as a global organization with headquarters in Canada and members in 135 countries. The goal of DPI is to promote the full participation of all disabled peoples in mainstream life, particularly those in developing countries who make up the vast majority of the 600 million disabled people in the world. DPI promotes the human rights and economic and social integration of disabled persons through capacity building and advocacy.

DPI member National Assemblies (NAs) represent five regions: Caribbean/ North America, Asia, Africa, Europe and Latin America. The regions are divided into sub-regions based on geographic proximity and language. A thirty-one member elected World Council, comprised of representatives from all of the regions, meets bi-annually to set policy and make major management decisions. The Executive of the World Council consists of nine members and meets every two months by teleconference to review progress towards implementing the DPI strategic plan. DPI is at the mid-point in implementing this plan (2002-2006), which guides all of its activities. The four strategic directions are as follows:

1. Strengthen Our Organization: *Goal- "To give a strong unified voice to disabled people globally through the building of regions, the development of communication tools and a review of governance*."   DPI produces weekly E-Mails and newsletters (every two months) for its 135 NAs to synergize its network of advocacy organizations and give momentum to the global disability movement. DPI also produces a biannual journal on disability for the broader disability community and is working on creating a *Global Information Network on Disability* (GIND) that would link to the World Bank (WB) Development Gateway. Reviewing its governance structure and building capacity of regional and NAs are also on-going priorities.
2. Human Rights: *Goal- "To achieve a UN convention that is human rights- based and reflects the voices and wishes of disabled people world wide*." The main activities in this area are related to participation in the development of the *UN Convention on the Rights of the Disabled.*
3. Diversity Within: *Goal- "To ensure the full participation at all levels of underrepresented groups such as women, youth and indigenous peoples*." It is recognized that these groups are marginalized within the larger disabled peoples' movement. DPI members are developing inclusive strategies to ensure that marginalized groups are included in their associations and that their concerns are incorporated into local, national and international advocacy initiatives.
4. Priority Issues: *Goal- To develop DPI position papers on four priority issues: bio-ethics, self-determined living and universal design.* DPI develops positions and links with networks that are seeking to influence public policy in these important domains.

CIDA has been funding DPI since 1981, contributing approximately $10 million. The current agreement with DPI is a cost share contribution agreement for the period April 2004-March 2006. CIDA contributes up to 50% of DPI program expenses to a maximum of $600,000 with matching funds raised by DPI from other sources.

1.2   Evaluation Profile

1.2.1   Reasons for the Evaluation:

CIDA's performance evaluation policy calls for periodic evaluations of programs, projects and operations. CIDA has conducted institutional evaluations of DPI twice since initiating funding arrangements (1985 and 1994). In the current Contribution Agreement with DPI (2004-2006) an institutional evaluation at the mid- point was identified as a pre-condition to the second year of funding.

1.2.1   Objectives

The key objectives of the evaluation were:
- To examine the eligibility and managerial capabilities of DPI
- To determine the developmental results of DPI's activities and the level to which these results contribute to CIDA's priorities
- To determine that the level of risk in funding DPI using the current core funding/grant option is acceptable

1.2.2   Approach

The Consultant's approach to the institutional evaluation was participatory and consultative. The draft evaluation work plan was shared with DPI providing the opportunity for their input into the designing the final evaluation questions, identifying the appropriate individuals to meet and determining evaluation techniques. The evaluation methodology consisted of interviews and document reviews, followed by data analysis and the formulation of findings and recommendations that responded to the specific evaluation questions. DPI appreciated the participatory approach and provided the consultant with important guidance throughout the evaluation process.

1.2.3   Methodology

Document Review/ Consultations with CIDA
The Consultant reviewed relevant documentation provided by CIDA and DPI (e.g. funding proposals to CIDA, the DPI strategic plan, correspondence between DPI and CIDA and project reports) to gain a broad understanding of the mission, purpose, institutional structures and activities of DPI and the history of CIDA involvement. The Consultant analyzed key CIDA policy/strategy papers in order to assess the congruence between CIDA's priorities and the work of DPI. He also made initial contact with DPI to gain their input into the evaluation work plan and to finalize the list of individuals to meet. The main output from this phase was consensus with CIDA and DPI on the evaluation work plan.

Consultations in Winnipeg
The Consultant spent one week in Winnipeg (February 21-25/05) meeting with the DPI Executive Director, agency staff, members of the Advisory Committee, DPI volunteers, provincial and municipal funders and representatives from other disability organizations. The questions and sub-questions used to guide the interviews were organized around the four evaluation topics of managerial capacity/governance, progress towards achieving developmental results, congruence of these results with CIDA's strategic interests, and a risk assessment. The DPI Executive Director and staff were fully available during this

period to answer questions and assist in setting meetings. They provided the Consultant with a binder that included pertinent information on DPI and provided access to office documents as requested.

Consultations with International Membership
The DPI Executive Director and the consultant jointly identified a sample of international members to interview that included: Regional Development Officers (funded by CIDA) from the five DPI regions, the Executive Council members and representatives of NAs not serving on the Executive Council. Interviews were also conducted with past donors (Swedish CIDA and Social Development Canada) and other stakeholders in the disability movement. In total the Consultant interviewed over thirty individuals (see Appendix A for a complete list).

Data Analysis and Production of the Report
The data gathered was organized into four categories corresponding to the main areas of inquiry, analyzed, common trends identified and findings and recommendations developed.

2.0   KEY FINDINGS AND RECOMMENDATIONS

2.1   Overview

The key findings and recommendations are presented in the following section corresponding to the four areas of inquiry identified in the evaluation terms of reference: managerial capacity/governance; progress in achieving developmental results; congruence of developmental results with CIDA's strategic interests, and a risk assessment. For each of these areas, there are sub-sections that correspond to the evaluation sub-questions. In each sub-section there are findings, a detailed analysis and recommendations.

2.2   Managerial Capacity and Governance

2.2.1   Introduction

This section of the report analyzes the management and governance capacity of DPI. It is divided in the four sub-sections of governance, funding, management of human and financial resources, and Results Based Management (RBM).

2.2.2   Governance

Findings:

The DPI governance structure is democratic and clearly provides for an equal voice for its 135 NA members. The thirty-one member World Council meets once every two years and is the exclusive decision making body. This system is valued by many DPI members due to its broad power base. However, it can lead to delays in decision making and distract the World Council from focusing on important policy issues.

The DPI governance structure is comprised of decision making bodies at the national, regional and international levels. Each of the five DPI regions has a Regional Council that is elected by the NA from that region. They meet once per year and are responsible for overseeing the development and implementation of regional strategic plans that are linked to the DPI strategic plan.

Each region elects five members and one alternate to serve on the World Council for a four- year term. This body meets once every two years and is the principle decision making body of DPI. A smaller Executive Council is comprised of the following World Council Members: the chairperson, the two deputy chairs, the information officer, the secretary, the treasurer and one representative from each region. They advise the Executive Director, but do not have decision making authority and must refer items requiring action to the World Council. Decisions at the World Council are made by consensus.

A small Advisory Board in Winnipeg, comprised of three individuals affiliated with the Council of Canadians with Disabilities (CCD), advises the Executive Director and has cheque signing authority. This committee was established in 2002 partly in response to recommendations from the auditors to increase DPI financial accountability.

The DPI constitution and by-laws were adopted in 1981 when the organization was founded and remains unchanged. A survey of the World Council members was conducted in 2004 to identify areas of the constitution and by-laws that could be modified to meet the evolving needs of DPI. The results of the survey were presented to the World Council in September 2004 and recommendations were accepted. A plan of action is in place to start implementation of the recommendations.

Within DPI, there are diverging opinions related to the role of the World Council in decision making. Some members feel that the Executive Council has a disproportionate influence on DPI and believe that steps need to be taken to ensure that the broader membership has a greater voice in policy and management decisions. Examples that illustrate problems with reliance on the World Council for all decision making are as follows:

- A potential Executive Director must be interviewed by all 31 members of the World Council and consensus reached by the council members before a job offer is made. This introduces long delays to the process of hiring an Executive Director.
- If a new NA wants to join DPI, they must submit an application to the World Council to be reviewed at their next meeting (every two years). This has the potential to exclude new members for an unnecessarily long period.

Currently the governance committee is studying two options for improving the governance process. In the first scenario, World Council members could participate on one of four committees: human rights, communications, development and under-represented groups or resource management. The committees would meet regularly by teleconference and have decision making authority. The role of the World Council would be limited to larger policy issues.   The second option would entail a smaller World Council that would meet regularly. The proposed changes will be voted on by the World Council at the next World Assembly in 2006.

Recommendations:

1. Survey governance structures of other international advocacy networks similar to DPI and provide governance committee with examples of effective models. The following international coalitions are similar to DPI and could provide useful examples: the International Campaign to Ban Landmines; the Coalition for the International Criminal Court, Jubilee 2000 and the NGO Group for the Convention on the Rights of the Child.
2. Adopt one of the two models being studied by the governance committee and replace the consensus model with a majority vote structure. A consensus model is not effective for a group as large as the World Council that represents such diverse groups and vested interests.
3. Continue to prioritize promoting young leaders within DPI.
4. Continue to prioritize promoting marginalized groups (women, indigenous peoples etc.) within DPI.

2.2.3   Funding

Finding:

DPI is making notable progress in diversifying its funding base. For the current fiscal year, CIDA funding has decreased to less than 50% of its core costs. If the amount that DPI raises for its regional membership were included in DPI's overall budget, the percentage of CIDA support would be far less. As DPI re-establishes its credibility as a viable rights-based organization, it is anticipated that its funding will increasingly diversify. Core funding will always be a challenge. The greatest potential sources for core funding are the Nordic countries. The funding provided by CIDA has been instrumental in helping DPI leverage funds from other sources.

DPI faces three major challenges to diversifying its funding base.
1. DPI must exercise caution to prevent perceptions of competing with NA members for funds. For example, DPI should not apply for funds from Canadian sources that could support the work of the Council of Canadians with Disabilities, the NAs in Canada. On an international level, DPI should not be perceived as accessing funds to support its core operating costs that would otherwise be available for regional and national activities.
2. Most international donors will not consider funding the core costs of an international organization based in a developed country.
3. It is very challenging to secure funding for advocacy work due to its political nature. Disability organizations that take a medical model approach to disability (i.e. non-disabled providing services to the disabled) are far more likely to obtain long-term funding.

The founding Executive Director of DPI was a charismatic leader who successfully raised funds from a variety of sources.   After he left in 1995, the level of reliance on CIDA funding steadily increased (55% in 1992 to 95% in 2002).   Between 1995 and 2001 weak management and leadership resulted in gaps in donor reporting (e.g. Swedish International Development Agency - SIDA) and a slow erosion of DPI's credibility.

In 2004, the funding arrangement with Partnership Branch was changed from a core grant to a contribution agreement, due in part to a concern with DPI's growing dependency on CIDA funds. Under this arrangement, CIDA advances DPI on a quarterly basis up to 50% of its operating budget (up to $300,000 per annum) provided it has raised a matching amount from other sources. The presence of CIDA core funding is intended to facilitate the leveraging of additional funds from other sources.

The current Executive Director and the Chairperson of the World Council are well respected and are making important progress in re-establishing DPI's credibility with donors. For the current fiscal year, DPI has succeeded in raising the matching funds required by CIDA.   For next year (FY '05-'06), funding proposals have been submitted, or are under discussion, with nine donors totalling $585,000 in additional funding. Potential funders include: SIDA, Norwegian Agency for Development (NORAD), Finish Development Agency (FINIDA), the Irish Government, the Ablis Foundation and the Soros Foundation. If DPI is successful in securing these funds, the CIDA contribution to the core costs of DPI would drop to 34% (see Appendix "B" for more detail). It should be noted that DPI also supports regions in their

fundraising efforts. These funds never pass through DPI Canada and therefore are not considered as additional to the funds contributed by CIDA. Please see Appendix B for more detail.

A Fundraising Committee of the World Council, a Project Officer responsible for proposal writing and the Executive Director and Chair of the World Council are responsible for fundraising. The Executive Director and Chairperson take the lead in establishing and maintaining contact with current and potential donors. The Chair of the Fundraising committee is well connected in the European donor community and has been instrumental in advising the Executive Director and establishing contact with donors. The approach to working with donors is to:
1. re-establish contact with past donors
2. use the DPI World Council contacts to make new connections with funding sources
3. take advantage of the travel of the Executive Director and the Chairperson of the World Council to meet new donors
4. develop short concept papers, based on the DPI strategic plan, to submit to interested donors, followed by full proposals if requested
5. develop innovative strategies for marketing and contacting non- traditional funding sources

DPI had a small contract with the University of Illinois to conduct research on disability issues and is pursuing the possibility of expanding its role in this area. DPI's publication *"Disability International"* is increasingly visible as a journal on disability studies and has a circulation of 1,000. DPI has already cut production costs from $60,000 to $16,000 per year and is exploring the possibility of charging for subscriptions to organizations able to pay.

The Deputy Director is concentrating on developing marketing strategies for DPI. In the past DPI attempted to secure other types of long-term funding (corporations, planned giving), but had very limited success.

Recommendations:
1. Continue to meet donors and use contacts to establish relationships with potential funding sources focusing on the Nordic countries, the most likely to provide core funding support.
2. Establish contact with other organizations involved in international advocacy work and learn form their successes in fundraising (see recommendations under section 2.2.2).
3. The work being initiated by the Deputy Director around marketing of DPI should be emphasized. The results of advocacy are not as tangible as service delivery and therefore difficult to promote to potential donors. There are many examples of concrete improvements to the lives of disabled people that have come about as a result of the advocacy work of DPI that should be marketed to potential donors. The presence of standardized DPI marketing information will greatly reduce the time required for production of proposals.
4. Ensure that the new Executive Director has strong fundraising skills.
5. Revisit the fundraising committee membership. Encourage individuals with expertise in fundraising, and adequate time to contribute to fundraising efforts, to join the committee. Many of the current members do not have previous experience in fundraising.

2.2.4   Management of Human and Financial Resources

Findings:

DPI experienced a difficult management/leadership period from 1996 -2001. A new Executive Director with strong management and accounting skills was hired in 2002 and there are clear indications that she has succeeded in implementing sound management practices. Office policy manuals (personnel and office procedures) are now in place and new staff has been hired over the last two years. Financial management controls are in place and reports to donors completed in a timely manner. Minutes from Executive Council meetings are kept and distributed to World Council members for review and approval. The greatest challenge facing DPI will be to replace the Executive Director who will be leaving this year. Depending on the skills of the new Executive Director, roles and responsibilities of staff members may require re-organization.

Staff

The head office staff includes the Executive Director, Deputy Director[1], Communications Officer, Web Content /Researcher, Project Officer, Office Manager and a part-time Bookkeeper. All the staff have been employed by DPI for less than two years. They have detailed work plans that are clearly link to the strategic plan. All staff have demonstrated the required skills to carry out their responsibilities and are highly motivated and strongly committed to the goals of DPI. The majority of staff are young professionals and therefore require strong direction from the Executive Director.

The Executive Director brings to DPI extensive experience in management, accounting and policy analysis. She is responsible for fundraising, financial management, staff supervision, maintaining contact with Executive Council members and numerous network and policy related initiatives. For regular administrative matters she is assisted by the Office Manager and a part- time bookkeeper. The skills and experience of the Executive Director have been instrumental in making DPI a leader in the disability movement. There was consensus among all people interviewed for this evaluation that it will be challenging to find an individual with comparable qualifications. The roles and responsibilities of the new Executive Director will have to be re-assessed to reflect their respective strengths and weaknesses.

The Deputy Director is the most recently recruited staff member. His job description is quite broad and encompasses member relations, policy work and the marketing of DPI as part of the fundraising strategy. The Project Officer role is primarily related to report writing, donor research and developing concept papers and proposals. The Membership/Communications Officer and the Internet Researcher are responsible for maintaining communications with the membership though weekly E-Mails, newsletters (every two months) and a bi-annual journal distributed to the broader disability community. Access to information on the global disability community was mentioned by most DPI members as one of the most important benefits of DPI membership. The Communications Officer is tri-lingual (Spanish, French and English) and has been instrumental in re-engaging the NAs in Latin America. In regions where proficiency in the three DPI official languages is limited, efforts are made to translate information to local languages.

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[1] Following the evaluation study the DPI Executive decided not to continue to Deputy Director position

The Executive Director has re-established the relationship with the regions that had weakened under the previous leadership. The Regional Development Officers (RDOs) are present in each region to serve as the link between the regions, NAs and DPI/Canada. They ensure that information from global initiatives is disseminated to the NAs and promote input from the grassroots to the regional and international network. They organize regional assemblies and council meetings, maintain regional websites and conduct fundraising activities. They are also responsible for managing the implementation of regional projects and providing capacity building assistance to NAs.   They have regular meetings with the DPI Executive Director and the chairpersons of the Regional Councils, and submit reports to DPI every two months. The budgets for the regional offices were reduced in the most recent CIDA contribution agreement leaving sufficient funds to only cover (or in some regions just contribute to) the salaries of the RDO. The lack of a travel and communications budget has resulted in less face-to- face contact between the RDO and the NA and a reduction in communication within the regions.

NAs consistently stated that the presence of RDOs in the region is a highly effective mechanism for maintaining a strong global DPI network. Without RDO's, DPI would have to rely exclusively on the volunteer time offered by Regional Chairs.

 Recommendations:
1. Develop staff training plans. The staff is new to DPI and could benefit from increased competencies in areas such as: results-based management, effective proposal writing, training of trainers (TOT), advocacy, policy analysis and formulation, financial management and fundraising.
2. DPI should prioritize recruitment of a new Executive Director with strong skills in donor relations and policy work. Financial control and management responsibilities should be transferred to the Deputy Director or another newly created position.

2.2.5   Results-Based Management
Findings:
DPI has integrated results-based principles in its strategic plan and reports to donor and has trained staff with CIDA RBM resources. However, the strategic plan and reports are still essentially activity based. Applying RBM to advocacy work is challenging and DPI will likely require outside technical assistance. Increased integration of results-based management at DPI will have a positive impact on the marketing of DPI's work to donors.

Recommendation:
1. To organize RBM training for DPI staff and provide follow-up coaching. A results framework could be developed for the strategic plan and used to monitor implementation for the remaining two years.

2.3   Progress in Achieving Developmental Results

2.3.1   Accomplishments in Implementing Strategic Plan

Findings:

The DPI strategic plan provides a strong rationale and operational guidelines for the work of DPI. However, the plan does not include a detailed implementation framework to indicate when specific tasks will be completed, milestones and indicators. DPI is at the mid-point in its strategic plan implementation and it is clear that more than half of the planned activities have been implemented and developmental results, though not always clearly articulated, are being achieved. Of the six strategic areas outlined in the plan, the strongest results are visible in human rights (related to the work on the UN Convention), and public awareness (related to DPI's outreach work).

The strategic plan guides the work of DPI and there are clear indications that significant progress is being made. One unintended positive result mentioned by the Executive Director and many DPI members is that the process of developing and implementing a strategic plan has introduced a "culture of planning" to DPI regions and NAs. Below is a summary of progress towards implementing the strategic plan by priority area:

Strategic Direction 1: Strengthening the Organization:

This strategic direction is quite broad and encompasses activities related to capacity building of NAs, enhancing communications systems and developing youth leadership. DPI has made major strides in re-establishing its credibility with both donors and membership. This is verified by the fact that all DPI members have paid their membership dues this year. NAs reported the benefits of DPI membership as: access to information, opportunities to engage with the global disability movement, opportunities to participate in capacity building activities and enhanced credibility with their national governments and donors. Members provided examples of how they have directly benefited from the examples of effective advocacy initiatives of other NAs that they learned of through DPI publications and participation in DPI sponsored regional and international activities. For example, the success of the NA in Uganda in securing a set number of seats in parliament for people with disabilities (elected by people with disabilities) has inspired other NAs to pursue similar initiatives in their countries.

DPI received funding from United Nations Department of Economic and Social Affairs (UNDESA) to conduct capacity building workshops in the five regions. These sessions provided an opportunity for both the regions to develop capacity in priority areas and for the Executive Director and other Canada- based staff to learn more about the needs of the regions. The content of the sessions varied based on regional priorities, but the core topics of the UN Convention and fundraising were covered at all workshops. Feedback from individuals who participated in the training were very positive and some of the regions are applying for additional funds to provide follow-up training. Participants in these workshops were able to provide the consultant examples of the application of training related to participation in the international convention work and fundraising.

DPI made effective use of local and international consultants for the four capacity building workshops (the final workshop to be conducted next fiscal year) and participants clearly benefited. However, DPI

recognizes that to have a greater impact, a train- the- trainer approach should be taken. A core group of regional trainers could receive intensive training on advocacy, fundraising, policy development and training techniques. The trainers would then be responsible for providing on-going training and technical support to the NAs.

Strategic Direction 2: Human Rights:
"When upwards of 60 disabled people show up at the UN ad hoc committee meeting at the UN, their presence alone has a profound effect. Disabled people are viewed as a force to be listened to. DPI is known in the disability movement for its ability to mobilize large numbers of people with disabilities to speak for themselves; disabled people are no longer invisible."- Member of the International Disability Alliance (IDA).
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Work on the UN *Convention for the Rights of Disabled People* has been at the centre of DPI's advocacy work since the strategic plan came into effect in 2002. DPI has attended the five ad hoc meetings on the Convention as a member of the International Disability Caucus on the Convention (IDCC). UNDESA supports the participation of one member from each DPI region and the Chairperson of the World Council. During the last ad hoc meeting, DPI produced daily bulletins in three languages that were posted on their web site. In some cases NAs used this information to lobby their governments to modify their positions on specific items in the text of the Convention. DPI contracted experts on Convention law to train members and advise on the legal aspects of the Convention. The ad hoc committee work will be concluded in 2006, culminating with a draft Convention. Individuals from other IDCC organizations commented that DPI is unique in that it brings disabled people to the UN to voice their own concerns.

DPI is increasingly involved in advocating for mainstreaming the rights of the disabled into international human rights and development initiatives (e.g. Beijing +10, Amnesty International). The presence of a disability movement organized by disabled people and taking a human rights approach is new. DPI's major strength has been its ability to mobilize large numbers of disabled people to participate in international initiatives. Some stakeholders in the disability movement believe that DPI could have increased impact with stronger capacity in policy development and advocacy. Another challenge faced by DPI is its role as a cross-disability network in a movement dominated by unidisability organization (e.g. blind/deaf federations). The DPI mission to speak for all disabled people is not universally accepted in the disability movement. For example, blind and deaf federations believe their cultures are unique and that their concerns can only be expressed by their own organizations.   Efforts by DPI to market its unique role would likely secure its niche within the disability movement and be viewed positively by potential funders.

Strategic Direction # 3: Diversity Within.
This section of the strategic plan is focused on seeking increased involvement of indigenous people, women and youth in the global disability movement. These issues were the topic of the 2004 DPI Summit "Diversity Within" which was held in Winnipeg in September of 2004.   During the event, working groups were formed and resolutions passed on ways to promote inclusion for the three target groups. DPI, in close consultation with the Summit committees, is producing "how to kits" that can be used by the regions and the NAs to develop and implement strategies to achieve the Summit resolutions.

At the time of the evaluation, the kits were near completion. Once approved by the World Council, the kits will be distributed to NA members.

There was consensus among all stakeholders that the Summit succeeded in meeting its objectives. However, given the costs, complexities and staff time required to organize a major world event every two years, one funder suggested DPI consider limiting these large gatherings to once every four years with a smaller World Council meeting every two years.

Strategic Direction 4: Priority Issues:
The DPI World Council identified the following four topics as priority areas for DPI's advocacy efforts: bioethics, self-determined living, universal design and inclusive education. To date, position papers have been completed on two of the four topics (bioethics and inclusive education).   Training on these subjects is part of the regional capacity building sessions and there are links on the DPI web site to additional information on these topics.   DPI is part of the Flagship Committee on education that works closely with United Nations Education and Scientific and Cultural Organization (UNESCO) on issues of inclusion. DPI is also a member, currently serving as chair, of the IDA, a network of international disability organizations that meets regularly to form positions on priority issues.

Strategic Direction #5: International Development
This section of the strategic plan seeks to influence international donor agencies to include disability issues on their development agenda. Eighty percent of the world's disabled people live in developing countries and are usually the poorest of the poor. All donor agencies have mechanisms for assessing project effects on women and the environment, but the needs of disabled people are rarely taken into consideration when designing and implementing development projects. DPI's main accomplishment in this area is related to negotiations with the WB on the creation of the GIND that will be accessed through *The Development Gateway*. DPI also participates in a discussion group on international cooperation as part of UN convention process. DPI also meets with individual donors and country governments when possible (e.g. the government of Ireland, Ablis Foundation, CIDA) to promote disability as a development issue. They participated in a DFID (the UK's Department for International Development) research project to determine the degree to which donors take into consideration disability issues in planning development programs.   Two examples of DPI's advocacy work with international donors are: 1) contacting all major international donor agencies following the Asian tsunami to request that they take into consideration the special needs of disabled people in relief and development operations, and 2) promoting disability as a factor to be considered in Iraq reconstruction. There has been some resistance on the part of donors to take on disability as another cross-cutting issue. DPI recognizes that this will require a long-term lobbying effort and hence will continue to prioritize this component of its strategic plan.

Strategic Direction # 6: Public Awareness:
This strategic area covers DPI publications, the web site and the GIND knowledge network. It overlaps with priority # 1, "*Strengthening Our Organization,* which also includes communications as a priority area and strategic area # 5 *"International Development."* that includes the GIND.

The hiring of a Communications Officer and Internet Researcher has contributed substantially to the quality of DPI communications materials. All individuals interviewed indicated that DPI information is useful and is contributing to the global disability movement. The *"Disability International"* publication is recognized as an important source of information globally. The value of these publications is evident by the fact that currently there are 1,700 subscribers to "*DPI E-News Weekly*." The internet site has been strengthened and is recognized by DPI members as a valuable resource (in November 2004, the website had 236,525 hits). DPI is currently under negotiations with the Irish government to fund the GIND which, if supported, would have a major impact on access to disability information globally.

Recommendations:
1. The Executive Council should conduct an internal mid-term assessment of progress towards implementing the strategic plan and identify the developmental results that DPI expects to achieve by the end of 2006 and develop detailed work and fundraising plans for implementing the remaining activities.
2. Adopt a train- the- trainer approach for future regional capacity building activities. Identify members of NAs who would like to develop and deliver training on topics relevant to local needs. These trainers should take part in intensive training in fundraising techniques, policy formulation, advocacy, communication and training facilitation. Regional training teams could provide training and on-site coaching to NAs if funding is secured.
3. Expose membership to effective models of developing policy recommendations and advocacy. Ideally DPI would hire a Policy Analyst (either on short-term or as a staff position). This individual could collect examples of effective policy development and advocacy to share with membership. They could also work with the regional trainers to integrate these topics in their on-going capacity building program.
4. Develop a system for measuring the impact of the *"how to kits"* that were created as a result of the resolutions from the World Summit. Train the RDOs on how to use these kits so that they can support NAs.
5. Limit the World Congress meetings to once per four years with a World Council meeting on alternate two year cycles.

2.3.2   *Inform a Wide Audience and Voicing the Concerns of Developing Countries*

Eighty percent of the world's disabled people and the majority of DPI members are from developing countries. The presence of RDOs has facilitated the flow of information from the NAs to the regions and DPI Canada. DPI members are encouraged to provide information on their activities to include in the DPI weekly E-Newsletters.   Representatives from developing countries are actively engaged in DPI's international advocacy efforts including: developing position papers on priority issues, participating on the IDCC and in activities linked to Education for All and bio-ethics. DPI uses a highly consultative approach in all of its work and is strongly connected to the international disability movement through the IDA, IDCC and other international networks.

As mentioned earlier in this report, *"Disabled International," "DPI Happenings,"* and the *"DPI E-News"* are ways that information from the grassroots is passed to the regional and international level. *"Disabled International"* is known among the disability community as a leading journal on disability.

Publications are circulated in three languages and NAs reported translating materials into additional languages to ensure that a broader audience of DPI members have access to information and can express their views on issues affecting disabled people.

The UN Convention work is one poignant example of how DPI contributes to the goal of "informing a wide audience on disability issues and ensuring the concerns of developing countries are heard." NAs meet to discuss the Convention and provide their input to DPI regional representatives. These representatives participate in the IDCC meetings in New York and bring to the convention process the input of their member NA. During the latest ad hoc committee meetings in N.Y., DPI prepared written daily summaries that were posted on the DPI internet site making it possible for NA to continue to provide input and lobby their national representatives on a regular basis.

A highly consultative process is in place to develop the position papers on priority issues (e.g. bioethics and inclusive education). The World Summit and World Forums are the cornerstone of DPI's efforts to maintain regular communication with the disability community on issues affecting the disability rights movement.

Recommendations:
1. Ensure that all NAs have full access to information. Some NAs are disadvantaged due to language barriers and lack of computers. Each region should identify these gaps and develop strategies to ensure that all NAs fully benefit from DPI membership.
2. Continue to pursue opportunities to participate in mainstream social development/human rights forums to increase the visibility of DPI and impact a broader audience. Focus on mainstreaming disability into other UN Conventions, treaties and Summit processes.
3. Continue to seek funding for regional capacity building workshops. The previous workshops provided an excellent opportunity for NAs to offer their perspectives on issues facing the international disability movement.

2.4   CIDA's Strategic Interests

2.4.1   Introduction

"Addressing disability is a significant part of reducing poverty. Bringing disabled people out of the corners and back alleys of society, and empowering them to thrive in the bustling centre of national life will do much to improve the lives of many from among the poorest of the poor around the world."

- Jams D.Wolfensohn, President of the WB

DPI works with civil society organizations, primarily in developing countries, to build their capacity to affect policies in their own countries and to participate in the global rights movement for disabled people. Their work is consistent with the priorities of CIDA by:

- Following a rights-based approach, promoted by CIDA and based on the *Universal Declaration of Human Rights* that states that "all human beings are equal in dignity and rights without distinction of any kind."
- Contributing to the achievement of the Millennium Development Goals that link directly to CIDA's key agency results, policy on poverty reduction and social development priorities.
- Promoting the Government of Canada's *Policy for CIDA on Human Rights, Democratization and Good Governance.*

2.4.2   A Rights' Based Approach

The rights' based approach, increasingly adopted by CIDA and internationally, is consistent with the model being promoted by DPI and the *Convention on People with Disabilities.* This approach recognizes that rights can only be realized with empowerment and that rights always imply obligations of the state. DPI empowers civil society organizations in developing countries to advocate for fulfillment of their rights as equal citizens. Disabled people are the "*rights' holders"* and the State and society the *"duty bearers."* This approach is in sharp contrast to the traditional medical model approach to disability that is charity focused. Stakeholders interviewed consistently identified DPI as the international leader in promoting a rights–based approach to disability.

2.4.3   CIDA's Agency Results and Policy on Poverty Reduction

Poverty is both a cause and a consequence of disability. Eighty percent of the world's disabled people live in developing countries and represent the poorest of the poor. It is estimated that only 2% have access to basic services. UNESCO estimates that only 1-2% of children with disabilities in developing countries receive an education. As many as 50 % of disabilities are preventable and directly linked to poverty. For example, 70 % of blindness could be avoided through proper nutrition and education. The links between gender equality and disability are also strong. Disabled women are two to three times more likely to be victims of physical abuse and their access to reproductive health services is minimal, leading to greater vulnerability to reproductive health problems. There is growing consensus that it is unlikely that the Millennium Development Goals will be achieved without explicitly targeting disabled people.

CIDA's policy on poverty reduction seeks to *"recognize and develop the potential of the poor, increasing their productive capacity and reducing barriers that limit their participation in society."* CIDA's key agency results are based on the millennium development goals, and reflect the specific nature of CIDA's work. The four result areas are: economic well-being, social development, environmental sustainability and governance. Below are examples of how DPI is contributing to these key agency results:

Economic well-being:
- Promoting the right to job training and employment opportunities for disabled people
Social development:
- Promoting the right to access to health care services, education and rehabilitation programs for people with disabilities
Environmental sustainability:
- Advocating for the rights of disabled people adversely affected by natural disasters and environmental degradation (e.g. tsunami)

Good Governance:
- Creating a space for the voices of disabled people to participate in the governance process.
- Pursuing the full participation of disabled people in the UN convention process and other rights' based international initiatives
- Participating in efforts to mitigate the consequences of armed conflict that result in disability (e.g. land mines)

2.4.4   Social Development Priorities:

CIDA's Social Development Priorities: A Framework for Action set out a five year plan aiming to increase CIDA's investment in the priority areas of: health and nutrition, basic education, child protection and HIV/AIDS. Below is a description of how the work of DPI is linked to the first three of these priority areas.

CIDA's Action Plan on Health and Nutrition: CIDA supports a number of health initiatives that directly prevent disabilities such as the Global Alliance for Vaccines and Immunizations, the Global Polio Eradication Initiative and the Micronutrient Initiative. These programs contribute to the reduction of polio, blindness and mental disabilities. The plan also emphasizes the strengthening of health systems focusing on equitable access for all.

Child Protection Action Plan: The strategic focus for this action plan is child labour and children affected by armed conflict; both critical to the prevention of disability in children. Children with disabilities are explicitly identified as a group in need of special attention. The strategy states that one in ten children is born with or acquires a physical, mental, sensory, intellectual or physiological disability because of a preventable disease, congenital causes, malnutrition, micronutrient deficiencies accidents and injuries armed conflict or land mines. It is also recognized that disabled girls are often the victims of double discrimination.

CIDA's Action Plan on Basic Education: This action plan emphasizes a rights based approach and reinforces the *Education for All* principles that education must be accessible to all children, including those with disabilities.

2.5   Risks

The terms of reference for the institutional evaluation refer to three types of risk: additionality, fiduciary and implementation. Below is an analysis of each of these types of risk as they relate to DPI.

2.5.1   *Additionality risk*

There is a low risk of additionality because there are no other funders supporting DPI core operating costs, with the exception of small overhead contributions that are included in project proposals. CIDA provides part of DPI's core funding making it possible for DPI to leverage funds from other organizations. DPI is exploring core funding opportunities with Nordic donors to decrease dependency on CIDA. In the past two years DPI has made considerable efforts to cut core operating costs by moving office locations, cutting production costs of publications and maintaining low personnel costs. If

additional core funding were available, DPI could consider hiring a policy analyst and adjusting staff salaries to be consistent with market rates for non-profit organizations. It should be noted that the salary being offered to the new Executive Director is not competitive which is presenting major challenges in the recruitment process.

2.5.2   Fiduciary Risk

In December 2004 the Financial Compliance Unit (FCU) of CIDA conducted an initial visit to DPI to: 1) review the terms and conditions of the agreement with CIDA, 2) determine if DPI's financial reporting and internal control system would facilitate a potential audit, 3) ascertain DPI's capacity to produce financial reports that meet CIDA's requirements, and 4) clarify DPI's administrative requirements related to managing the CIDA agreement.

The FCU reported that DPI has appropriate financial management systems to facilitate a financial audit. The CIDA funds are used to support the core costs of the organization. Staff work plans are guided by the DPI strategic plan. It is clear through DPI's audited financial statements that CIDA funding is used for the purpose it is intended and the fiduciary risk is estimated as low.

2.5.3   Implementation Risk

The operating budget of DPI is based on the strategic plan. DPI is at the mid-point in the implementation of its plan and, to date has succeeded in soliciting the necessary funds to implement all of the planned activities. The communications activities are covered under the core funding of the organization. The summit (and follow-up activities), regional capacity building, participation in the UN Convention, and other advocacy activities, are funded by non-CIDA sources. Discussions are underway to identify funds to support the remaining activities in DPI's strategic plan. It should be noted that DPI also takes on activities that are outside of its strategic plan, contingent upon approval of the World Council and availability of funding. The staff has demonstrated most of the required skills to implement the strategic plan. When there are gaps between needs and staff capacity, DPI hires outside contractors (e.g. the Convention work). The level of implementation risk for the remaining period of the CIDA contribution agreement is estimated as low.

2.5.4   Sustainability Risk

Sustainability of DPI should be assessed at the international, regional and national levels.
A strong indicator of the sustainability of the work of DPI is the fact that during the period that DPI Winnipeg was less active (1996-2001) the NAs and regions continued to function.

DPI in Winnipeg will need to continue to diversify its funding base in order to sustain its critical role in maintaining the links between the national, regional and international levels of the disabled people's movement. Challenges and recommendations related to funding can be found in section 2.2.3 of this report. The majority of DPI members are from poor countries and it is not feasible to increase membership fees to offset the core costs of operating the DPI Winnipeg Office; donor reliance will always be a reality. As a result of DPI membership, NAs have connected to regional and international disability networks. In the absence of the head office, it is likely that participation of poorer NA in the international disability movement would decrease.

The regional offices face enormous challenges carrying out their work due to lack of funding and infrastructure support. The RDOs (funded by CIDA) are the only paid positions in the regional offices and play a critical role in maintaining communication within the region and internationally and providing technical assistance to the NAs. Members of the regional assemblies and councils are leaders in their respective national movements and volunteers for regional activities. The sustainability of DPI as an international advocacy movement is not possible without strong regions. In the absence of the RDO, DPI would have to rely exclusively on the volunteer efforts of the regional councils, likely resulting in diminished regional input to international advocacy initiatives.

The NAs interviewed indicated that their capacity to raise funds and engage in advocacy work had increased as a direct result of participation in DPI activities. However, as with the regions, the levels of capacity of the NAs vary greatly. Their survival as national entities is not directly linked to DPI as they do not receive funding support from headquarters. However, their ability to engage in policy dialogue at a regional and international level would be adversely effected.

3.0   Conclusions

As a rights' based cross-disability organization, DPI is making important contributions to the global disability movement. It is gradually re-gaining its credibility as a unique network that is able to mobilize disabled people from all parts of the world to participate in policy and advocacy initiatives that promote their rights as equal global citizens. National disability movements around the globe are synergized from their participation in the DPI network and concrete changes to the lives of poor disabled people in developing countries can be directly linked to the work of DPI.

For reasons described in detail in this report, there are enormous obstacles facing DPI's long-term sustainability. The current Executive Director has made progress attracting donors, but will be leaving DPI by the end of the year. If the new Executive Director is able to maintain the fundraising momentum started over the last three years and the DPI World Council adopts governance procedures adapted to a large international network, DPI will likely have increasing influence in the global disability movement.

Building capacity of the NAs and regions and strengthening skills in policy analysis and advocacy will be readily achieved provided funding and effective governance systems are in place. CIDA's core funding has made it possible for DPI to start the implementation of its strategic plan and move on the path towards long-term sustainability.   There is clearly no other single network better positioned to positively impact the lives of disabled people in the developing world than DPI.

APPENDIX A: Individuals Interviewed

NAME	COUNTRY	POSITION
Khalfan H. Khalfan	Tanzania	DPI Vice Chair/Regional Chair Africa
Dinah Radtke	Germany	DPI Vice Chair
Frank Mulcahy	Ireland	DPI Secretary
Giampiero Griffo	Italy	DPI Europe/Regional Chair
Kalle Konkkila	Sweden	Chair, Fundraising Committee
M. Sattar Dulal	Bangladesh	Bangladesh Protibandhi Kallyan Somity/Asia Pacific
Zohra Rajah	Mauritius	Federation of Disabled Persons' Organizations Mauritius/Africa
Tambo Camara	Mauritania	RDO Africa
Maria Isabel Farias	Peru	RDO Latin America
Venus Ilagan	Philippines	DPI Chairperson
Topong Kulkhanchit	Thailand	RDO Asia Pacific
Rita Barbuto	Italy	RDO Europe
George Daniel	Trinidad & Tobago	Trinidand & Tobago Chapter of Disabled Peoples' International/North America, Caribbean
Shoji Nakanishi	Japan	DPI Treasurer/Regional Chair Asia Pacific
Vangelis Nikias, Phillip Gordon,	Canada	Office for Disability Issues
Debroah Stienstra,	Canada	Disability Studies Program, University of Manitoba
Laurie Beachell, Jim Derksen,	Canada	National Coordinator, Advisory Council
Eva Faulkenberg,	Canada	Swedish International Development Agency
Steve Estey,	Canada	Consultant/ DPI Contractor
Diane Riechler,	Canada	Inclusion International (Member of IDA)
Kathy Taylor-Hallick, Penny Mc Milan	Canada	City of Winnipeg
Minister Melineck,	Canada	Minister Responsible for Disabilities at the Legislature

DPI staff based at Headquarters: Moira Horgan-Jones Ross Eadie Maureen Colgan Alissa Wilts Jorge Aguela	Canada	

APPENDIX B: Projected Revenue FY '05-'06

	PROJECTED '05-'06	STATUS
CIDA – Knowledge Partners Unit	300,000	Confirmed
CIDA – Youth Internship	60,000	Project submitted
Canadian Grant – Summer Students	8,948	Project submitted
Membership fees	27,000	
UNDESA	135,000	Under discussion awaiting the results of current project
FINIDA	62,500	Project under review and looks good
SIDA		
Ireland Aid	60,000	Project under review
ABILIS	50,000	Project under review
Donations and Foundations		
CIR		
University of Illinois		
Interest		
NORAD	72,000	Project submitted
Japan Fund	20,000	For project proposal
WB		
German Government	75,000	In discussion
Ford Foundation	15,000	In discussion
TOTAL PROGRAM REVENUES	**885,448**	