



Disability Partnership
Finland

Programme Document

Disability Partnership Finland

Development Cooperation Programme

2022–2025

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Acronyms and abbreviations

ANAD - Albania National Association of the Deaf
CSO – Civil Society Organization
DDI - Disability Development Initiative
DDP - Maryknoll Deaf Development Programme
DPF – Disability Partnership Finland (Vammaiskumppanuus)
DPO – Organization of persons with disabilities
EWDNA – Ethiopian Women with Disabilities National Association
F - Female
FAD – Finnish Association of the Deaf (Kuurojen Liitto)
FAIDD – Finnish Association on Intellectual and Developmental Disabilities (Kehitysvammaliitto)
FDUV – Inclusion Finland FDUV
FFF – The Family Federation of Finland
FFVI – Finnish Federation of the Visually Impaired (Näkövammaisten liitto)
FPD – Finnish Association of People with Physical Disabilities (Invalidiliitto)
GLAD – Global Action on Disability
Handikos – Association of Paraplegics and Paralyzed Children of Kosovo
HPD-O – Help for Persons with Disabilities Organisation
HRBA – Human Rights Based Approach
IDA – International Disability Alliance
IDDC - The International Disability and Development Consortium
KAD - Kosovar Association of the Deaf
KAIH - Kenya Association of the Intellectually Handicapped
M - Male
MANAD - Malawi National Association of the Deaf
MFA – Ministry for Foreign Affairs of Finland
OPD – Organization of Persons with Disabilities
PWD – Person with Disability
PWID – Person with Intellectual Disability
RBM – Results-based Management
SDG – Sustainable Development Goal
SRHR – Sexual and Reproductive Health and Rights
ToC – Theory of Change
The Threshold Association – Kynnys ry
UNAD – Uganda National Association of the Deaf
CRPD – United Nations Convention on the Rights of Persons with Disabilities
ZAPDD – Zanzibar Association of People with Developmental Disabilities
ZNAAPD – Zambia National Association of Persons with Physical Disabilities
WwD – Woman with Disability

1. Summary

Disability Partnership Finland (DPF) is an Organization of Persons with Disabilities (OPD) that brings together eight Finnish OPDs as its members, and a secretariat that implements the programme work together with the members. This Programme Document guides the development cooperation programme of the member organizations and the Partnership secretariat for the four-year period from 2022 to 2025.

Disability Partnership Finland works for the realization of the human rights of persons with disabilities. DPF's member organizations implement development cooperation projects with specific disability groups or with other partners in the Global South, and in other areas where the human rights situation of people with disabilities is weakest. Other methods of work include advocacy for inclusion, support for disability mainstreaming, communications and global education.

With this Programme Document, Disability Partnership Finland applies funding from the Programme-Based Support funding instrument of the Ministry for Foreign Affairs of Finland. The total amount of applied funding for the programme period 2022 – 2025 is 8 840 012 euros.

The Programme for development cooperation for 2022 – 2025 is in many ways continuation to the previous DPF work, and especially to the current 2018 – 2021 programme period. The Programme builds on the acquired experiences and lessons learnt. The need to strengthen the programmatic approach of the DPF has been especially central in the planning of the new programme. The new Theory of Change (ToC) of the Programme provides a strong foundation for this. In addition, the Results Framework of the Programme has been prepared in a more participatory process, strengthening the connection between project and programme levels, and the Results Based Management of the Programme.

The DPF structure, working modalities and most of the programme partners remain the same in the 2022 – 2025 programme period. Overall, the Programme consists of a total of 18 projects with at least 13 partner organizations in 9 countries and the Central Asian region. The programme approach, its objectives, partnerships, and operating environments are introduced in the following chapters. More detailed information is also provided in the document annexes. The Programme's compatibility with the Sustainable Development Goals and the Agenda 2030, the Finnish Development Policy, its priority areas and crosscutting objectives are analysed in chapter 3. Chapter 5 describes the DPF structure, and the processes related to Results Based Management and Planning Monitoring, Evaluation and Learning, as well as risk management and finance and administration.

2. The DPF Programme Approach

2.1. Disability Partnership Finland as a development cooperation actor

Disability Partnership Finland (DPF) is an Organization of Persons with Disabilities (OPD) that brings together eight Finnish OPDs as its members. The development cooperation is implemented by the DPF member organizations together with their Southern Partners and coordinated by the DPF Secretariat. The Secretariat is also responsible for developing the programme's working methods and shared tools in close cooperation with the members.

The member organizations participating in the Programme 2022 – 2025 are the Finnish Association of the Deaf (FAD), the Finnish Association on Intellectual and Developmental Disabilities (FAIDD), the Finnish Association of People with Physical Disabilities (FPD), the Finnish Federation of the Visually Impaired (FFVI), Inclusion Finland FDUV, and the Threshold Association. In addition, Abilis Foundation is an associate member of the DPF.

All organizations except for FAIDD are organizations of persons with disabilities, i.e., more than half of their board members are persons with disabilities or their parents. FAIDD is an expert organization on intellectual and developmental disabilities. When the current programme period 2018 – 2021 comes to an end, the Finnish Federation of Swedish Speaking Hard of Hearing is planning to leave the Partnership.

Development cooperation is guided by **the following values of the DPF Strategy**.

- 1) **Human rights** – Human rights are indivisible, inalienable, interdependent and interrelated. All our activities are guided by human rights-based approach. We work for justice and for persons with disabilities in developing countries to have equal opportunities in their lives. We stand on the side of the weak and promote gender equality in all our work.
- 2) **Shared global responsibility** – We are committed to shared global responsibility in promoting the rights of persons with disabilities in an economically, socially and environmentally sustainable manner.
- 3) **Inclusion of persons with disabilities** – In the DPF Programme, persons with disabilities work to make the rights of persons with disabilities a reality. We strengthen the partnership between persons with disabilities in the South and the North through experience sharing and peer support. The principle of Nothing about Us without Us is strongly based on human rights.
- 4) **Trust** – Our operations are based on mutual trust and independence between member organisations and partners.

The DPF member organizations have over 100 years of expertise in working for the rights of persons with disabilities. Thus, they have fought the same fight that many of their Southern partners now face. During these decades, the Finnish member organizations have grown into experts on their respective field of disability with hands-on-experience of disability advocacy, development of disability specific services and mainstreaming of disability issues into all spheres of life. They are deeply involved in and consulted in questions related to their field of expertise in different processes in constructing a society accessible for persons with disabilities. This includes for example, developing interpreter services for the deaf, ensuring accessibility of public spaces for persons with physical disabilities, developing adaptive methods for inclusive education of the visually impaired and guaranteeing the individual autonomy and independence of persons with intellectual disabilities to make their own choices. This expertise of the Finnish member organizations is internationally recognized and acknowledged and is among the most important added values that the cooperation within the DPF programme can bring to their Southern partners.

The Southern partners of the Finnish member organizations are the main implementing bodies of the programme's activities in the South. They are responsible for project planning, implementation, monitoring, reporting and evaluation together with the DPF member organizations. Partner organizations' expertise is further explored in chapter 4.

2.2. The Global Framework of the Disability Partnership Finland

The UN Convention on the Rights of Persons with Disabilities, CRPD, is a unique human rights instrument in that it gives great emphasis on the participation of civil society, namely the participation of organizations of persons with disabilities. Thus, persons with disabilities and their representative organizations have the right to participate in all decision-making concerning them and in the monitoring and reporting procedures of the CRPD. Although the CRPD is the most widely ratified human rights convention globally, PWDs' active and meaningful participation in the design and implementation of disability legislation and policies has not materialized in most countries. In the Global South there are gaps in the capacities of PWDs, OPDs and the duty-bearers (see <https://bridgingthegap-project.eu/wp-content/uploads/The-unsteady-path.-A-pilot-study-by-BtG.pdf>).

There is a great need for reliable data to support the implementation of the CRPD. This challenge is globally recognized, and efforts are made to tackle it. The task is huge, and collection of data needs expertise. Even using such a simple looking tool as the Washington Group short set of questions needs training both in collecting and interpreting data. The DPF programme work is based on the long experience of the Finnish OPDs and the lived experience of people with disabilities in the South but supported with data where available.

In addition to implementing disability specific projects, the DPF programme promotes the realization of the CRPD Article 32 by supporting disability inclusion in the work of mainstream development actors. In this work both Finnish and Southern OPDs play an important role thus making true the slogan of the global disability movement Nothing About Us Without Us.

Globally, disability inclusion in development efforts has made considerable progress. The United Nations have their Disability Inclusion Strategy and the World Bank a Disability Inclusion and Accountability Framework, just to mention two examples. And yet, the Agenda 2030 goal of Leaving No One Behind is still far ahead.

Unlike earlier development agendas, the Sustainable Development Goals have 11 explicit mentions of disability and targets with indicators. This has presented the international disability movement a great opportunity to promote inclusion in all spheres of life. However, the year 2030 is less than 10 years ahead and PWDs are still left behind in the countries of the world, in the national policies, legislation, implementation of those, and daily opportunities to participate in the life of their communities. The COVID-19 pandemic has made the situation even worse as extreme poverty has increased for the first time in 20 years, and we know that PWDs generally are poorer than populations in average. There has been lack of accessible information, many PWDs have lost their livelihood due to restrictions, and some PWDs run a higher risk of a more severe form of illness due to their disability. More on the SDGs and the PDF programme work is in Chapter 3.3.

The DPF and its Nordic peer organizations have a very special niche on the global scale. Whereas the biggest disability specific organizations are organizations FOR persons with disabilities, the DPF organizations are organizations OF persons with disabilities with a strong focus on strengthening the countries' own disability movements to be capable to activate persons with disabilities in working for their own rights. This Nordic approach of capacity building focus that allows for core funding of the partner organizations is rather unique globally, and the Southern partner organizations mention this as one of the most valuable special features of the cooperation with their Finnish partner organizations.

2.3. Human Rights Based Approach (HRBA)

Development cooperation and all actions by Disability Partnership Finland are guided by the Human Rights Based Approach (HRBA). The human rights standards, principles and goals as laid out in the international human rights system, and especially the CRPD guide the programming and the processes conducted by the member organizations and programme partners. All work conducted in the Programme is in line with the CRPD and contributes to its implementation at national level in the Global South and in Finland.

Human rights principles have been fundamental in defining the guiding principles of the DPF, such as **non-discrimination, equality, participation, inclusion, and accountability**. The objectives of the Programme are set to promote human rights. In addition, the capacities of both rights-holders and duty-bearers are addressed, and dialogue between them and accountability is promoted. The focus of the work with duty-bearers is on awareness raising and cooperation aiming at increasing their knowledge and skills related to disability rights and inclusion. Duty-bearers at both national and local levels are involved and encouraged to cooperate with OPDs.

Fundamental to the programme approach is to tackle the root causes of the problems, such as discrimination and lack of capacity. This is a necessary starting point for policy level changes and changes in discriminatory practices that impede realization of human rights and development. Besides awareness raising and cooperation with duty-bearers, advocating for increased realization of human rights of persons with disabilities is central. The CRPD and the national processes for its implementation and monitoring are the key tool and forum for the partner OPDs.

The DPF programme is **human rights progressive**. All interventions adhere to human rights principles in different processes and the expected results contribute to increased realization of human rights. The needs, concerns and capacity of different rights-holders and duty-bearers are addressed in the project activities and the expected results. Furthermore, the primary group of rights-holders targeted by the Programme are persons with different disabilities who are in especially vulnerable position in relation to the realization of human rights.

The Programme includes elements from the human rights transformative level, as it actively seeks to transform societies by addressing discriminatory legislation, norms and practices and other obstacles to the full enjoyment of human rights of PWDs. Being fully in line with the criteria and processes central to the transformative level is the long-term aim of DPF. However, effort is still required to strengthen the capacity of programme partners and ensure that different processes comply with the criteria of the progressive level. The main challenges are related to the systematic use and analysis of disaggregated data when planning and monitoring different interventions and their results. Moreover, accountability and transparency need to be further strengthened. Developing the capacity and processes to ensure this will continue during 2022 – 2025.

The human rights situation is analysed as part of the Programme planning and project design to operationalize the DPF commitment to the human rights principles. It is central in analysing the operating environment in each programme country and includes mapping out the main challenges and opportunities for the promotion of human rights within the context. The project planning phase includes a human rights assessment and a stakeholder analysis. This serves as a tool for finding entry points for supporting human rights and identifying the right-holders that are in most

vulnerable position. Mapping of stakeholders, according to their role and responsibility in implementing human right commitments is an important part of programming and project planning.

Human rights assessments are also crucial in preventing unintentional negative effects on human rights and target groups and support the implementation of the Do No Harm -principle within the Programme. Project planning focuses also on ensuring the project approach includes sufficient measures to avoid and mitigate potential risks related to human rights and measures to prevent exclusion of any relevant stakeholders from participating or benefitting from the project.

DPF is committed to strengthen inclusive, participatory and non-discriminatory processes, which are transparent and enhance accountability. Human rights principles are considered and applied in programme planning, implementation, monitoring and evaluation. Some are described in more detail below.

The DPF Programme highlights **participation** of persons with disabilities in all decision-making (CRPD Preamble (o)). DPF partners promote and encourage PWDs to participate in programme activities, in all spheres of life in the local communities and societies, as well as in national development processes. Participation is not only the objective within the DPF Programme, but also a mean to achieve the objectives. For example, empowerment of PWDs as expected outcome can be achieved both through different programme activities contributing to the empowerment and through meaningful participation of rights-holders in the project planning or monitoring.

Participation is also a way to strengthen **the local ownership** of the project outcomes. Local ownership and meaningful participation are central to all stages of the Programme, as PWDs design and implement the projects themselves. The work in the programme countries is based on the needs identified by the rights-holders themselves.

As already described above, the Programme focuses on building the capacities of both rights-holders and duty-bearers, promoting dialogue between them, as well as overall **accountability**. The aim is to strengthen the skills of PWDs so that they can claim for their rights and participate in the decision-making and development processes. Strengthening the capacity of the partner OPDs better positions them to advocate towards duty-bearers for increased accountability. Partner organizations also provide important capacity building to the duty-bearers on different disability rights issues. In this way, the Programme contributes to raising the accountability issues of duty-bearers to the frontline (CRPD Article 32 on international cooperation and Article 33 on National implementation and monitoring).

The Programme promotes **non-discrimination** and **equality** in different ways. First, the non-discrimination of persons with disabilities as equal members of the society is widely promoted (CRPD, Article 3 (b)). Furthermore, equality and non-discrimination among persons with disabilities

are promoted prohibiting all discrimination based on disability, gender, race, sexual orientation, ethnicity, age, language or any other reason (CRPD, Preamble (p)). The right to participate and benefit from the development processes must be ensured for persons with different disabilities, girls and boys, women and men, from different ethnic or religious backgrounds.

Stronger emphasis has been put recently on analysing inequalities and multiple and intersecting factors that interact with disability. These include for example gender, age, geographical location, and ethnicity. All of them have an impact on the experience and level of exclusion each individual experiences. Understanding different context-specific factors is important and has been highlighted in the planning of the Programme. This helps to identify, reach and include those who are in most vulnerable position and most excluded.

The DPF approach focuses on increasing the skills of the rights-holders to participate in development processes and advocate for issues of concern to them. **Empowerment of persons with disabilities** is fundamental to the Programme. PWDs often lack opportunities for learning and access to education, and therefore have no access to life skills and information needed to participate in the society. PWDs are not aware of their rights and due to marginalization have low self-esteem and confidence which discourages taking part in public spheres of life.

The Programme contributes to increased awareness of persons with disabilities on their rights. Empowering PWDs to be active citizens and members of community has a transforming impact in the community and is key factor in changing perceptions and norms at the community level.

The Programme also reaffirms the universality, indivisibility, interdependence and interrelatedness of all human rights and fundamental freedoms and the need for persons with disabilities to be guaranteed their full enjoyment without discrimination (CRPD, preamble c). This is ensured by the throughout link between the CRPD in planning, implementing and monitoring of the Programme.

2.4. Most significant results and lessons learnt from the DPF Programme 2016 – 2021

Disability Partnership Finland has persistently defended and promoted the human rights of persons with disabilities beyond Finnish boundaries for over three decades.

Some of the most significant results achieved in the previous programme period are summarized below. First of all, increased organizational capacity of Southern organizations of persons with disabilities is an important result. Partners have increased their donor base, established new local branches, and are effectively collaborating with authorities at local, national and international level.

Many significant results have been achieved in advocating for disability rights and inclusion. The CRPD was finally ratified in Kyrgyzstan in 2019 and the DPF programme partner Ravenstvo was

vocal in advocating for the ratification and participated in drafting the Kyrgyz national action plan for the CRPD implementation. Altogether 11 partners have participated in the national monitoring committees or in parallel reporting related to the CRPD by the end of 2019. The number has almost doubled since 2017, indicating that strengthening the capacity of Southern OPDs is yielding results, and they have been able to seize the increasing opportunities to participate in national level processes.

Other important results of successful advocacy work include the Ugandan Sign language being included in the new secondary school curriculum. Sign language research has been successfully carried out and two sign language dictionaries have been produced; Kosovo Sign Language and the first ever dictionary for Malawi Sign Language that will be published in September 2021.

DPF work has also contributed to positive results related to access to education and learning of persons with disabilities. For example, the Programme contributed to the Zanzibar modified curriculum for young people with intellectual disabilities to study in mainstream vocational training centres. The education authorities on national, regional and local level are more aware of the rights and needs of persons with different disabilities. Teachers have gained more knowledge on inclusive education and families are more positive towards educating their family members with disabilities. In 2019 alone, 1 101 students with different disabilities (555 F/546 M) were supported in their access to education.

The disability mainstreaming work has succeeded in increasing knowledge on disability and disability rights. Further, it has contributed to active and meaningful partnerships with Southern organizations of persons with disabilities. Overall, today, promotion of human rights of PWDs is more visible in Finnish development policies than ever before. Still there is need to strengthen the focus on promoting the gender equality and the rights of girls and women with disabilities. This has become evident in both disability mainstreaming work and the overall DPF Programme. Emphasis has been put on identifying the diverse and intersecting factors behind exclusion and taking a more intersectional approach to disability during planning of the new Programme.

Other programme results include increased skills and livelihood opportunities of PWDs. These together with the economic empowerment of PWDs are seen on household and community level, as well as at different sectors of the societies. As previous experience has shown, they promote positive attitudinal shifts in the community towards persons with disabilities.

Several important **lessons learnt** have been identified and have guided the planning of the Programme 2022 – 2025. First, the need to strengthen the programmatic approach of the DPF was pointed out by the programme evaluation carried out in 2020. Challenges related to a rather

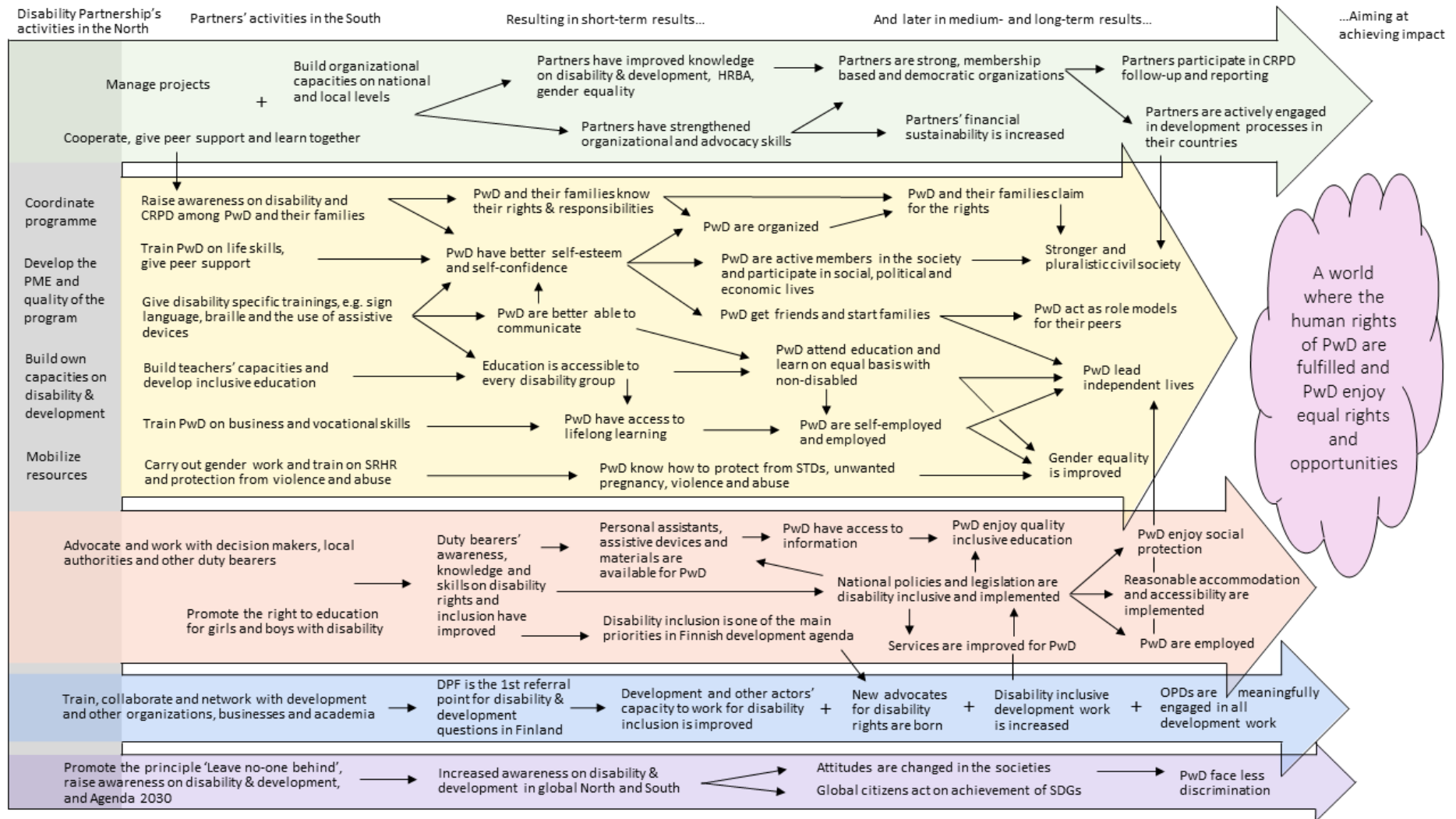
fragmented programme and differing understanding of the programmatic approach between independent member organizations, had been acknowledged even before the latest evaluation.

Since May 2020, special emphasis has been put on strengthening the programmatic approach and finding common understanding and shared goals for the programme. The new theory of change and results framework are results of this effort and concrete steps towards a stronger programmatic approach. The work continues throughout the programme 2022 – 2025. For example, the gradual exit from the Balkan region between 2022 and 2025 provides new opportunities to strengthen the geographic focus of the Programme.

Another lesson learnt and development target is the sharing of experiences, good practices and mutual learning that needs to be enforced. Even though cooperation between different programme actors has been increasing, there is still a need to strengthen the cooperation. Different platforms and structure to promote mutual learning and sharing of experience should be created and maintained. In addition, finding ways to increasingly involve Southern partners in the learning platforms and common processes for peer learning and sharing of experiences must be explored and promoted. This requires human resources as well as financial resources directed to capacity building and peer support between the Southern and Northern partners.

Finally, the lesson learnt related to advocacy work is that important results have been achieved and there is potential to intensify the skills, resources and opportunities to carry out successful advocacy work in the programme countries. For example, sharing of experiences on using the CRPD as an advocacy tool together with building the advocacy skills of partner organizations are possible ways for this. Partner OPDs can influence national and local level processes, when the needed capacity to do this has been acquired.

2.5. Theory of Change of Disability Partnership Finland: Visualization



*The assumptions of the Theory of Change are described only in the following narrative description of the ToC.

2.6. The DPF Programme Theory of Change (narrative)

This chapter verbalizes the above presented DPF Theory of Change chart.

The key challenges the Programme seeks to address

It is estimated that 15 % of the world's population has a disability and around 80 % of them live in developing countries (WHO, 2015). Further, persons with disabilities are hit by multidimensional poverty with a particular frequency. Persons with disabilities (PWDs) and their organisations have long been excluded and discriminated against.

Organisations of persons with disability (OPDs) play an important role in promoting disability rights and in the work of empowering persons with different disabilities. However, exclusion and marginalization from education and other spheres of life contribute negatively to the capacity of OPDs and resources they can access.

Awareness of the rights of persons with disabilities vary greatly between communities and countries. This applies to persons with disabilities themselves, their families, the wider population, and duty-bearers. Disability as a concept is not understood and there are various misconceptions and false beliefs linked to it. Persons with disabilities are often seen as objects of charity and their disability something that needs to be "healed" or "fixed". In other words, the charity and medical approaches towards persons with disabilities dominate instead of human rights-based approach.

Discrimination that persons with disabilities face in all levels of society has led to marginalization and poverty. Exclusion results in low self-esteem and self-discrimination. The right to participate on equal basis with others is denied from many. This all contributes to the fact that persons with disabilities are more often poor, have little or no education and lack skills to sustain their livelihood.

Having said the above, the situation of persons with disabilities naturally varies. Socio-economic background of the family, type of disability, gender, age, and geographical area of living among other factors play a role. Further, attitudes towards disability vary within families, communities, and societies. Similarly, implementation of the Convention on the Rights of Persons with Disabilities (CRPD) and related legislation and policies vary between countries due to political prioritization, and lack of capacity and resources.

Also, accessibility remains a major challenge. This applies to both existing infrastructure, buildings and means of communication, and ones to be constructed. Accessibility standards are inadequate or even non-existent, or simply neglected due to attitudes and lack of knowledge and capacity.

In education, for example, inclusion is the official policy in most programme countries. However, insufficient understanding of different disabilities and gaps in education policies and practices remain. Further, lack of capacity and resources limit the identification of the needs of students. In addition, teachers lack skills to meet diversity of students. Resources at school are limited, which

does not allow individual support. Shortage of suitable and updated teaching materials is common. Discrimination and stigma linked to disability is not addressed. Students with disabilities often face bullying at school and in the community.

Finally, persons with disabilities have been excluded for a long time from national development processes and international work and development programmes. For example, according to the UN Special Rapporteur on the Rights of Persons with Disabilities, disability-inclusive programmes made up only 2 % of the World Bank portfolio in 2016.

The Programme vision and approach

The vision of the Disability Partnership Programme is “A world where the human rights of persons with disabilities are fulfilled and PWDs enjoy equal rights and opportunities”.

The core of the Programme is the implementation of the CRPD. All work is planned according to rights-based approach to development. The objectives and strategies in achieving them are defined together with persons with disabilities and their organizations in the South.

Advocating towards decision-makers and awareness raising on the human rights of persons with disabilities is an essential part of the Programme, as disability rights are often not considered a priority area. Strong disability movement and advocacy work by the OPDs contributes to bringing disability & development on the national agendas.

Capacity building of the Southern Partners is also essential. This contributes not only to stronger OPDs but also to a stronger and more inclusive civil society in which OPDs are active contributors.

The programme strives for meaningful and active participation of persons with disabilities. The key principle is the global disability movement’s slogan Nothing About Us Without Us. Partner OPDs play an important role in encouraging active citizenship and participation of PWDs. Multiple factors, such as gender, age and geographical location intersect with disability and exclusion and inequality experienced by each individual. This diversity and intersectionality are increasingly considered within the Programme.

Explaining how change happens in the Disability Partnership Programme

The Disability Partnership Programme is implemented by the Southern Partners, the Member Organizations and the DPF Secretariat. The DPF member organizations are the Finnish Association of the Deaf, the Finnish Association on Intellectual and Developmental Disabilities, the

Finnish Association of People with Physical Disabilities, the Finnish Federation of the Visually Impaired, the Inclusion Finland FDUV, and the Threshold Association.

The role of the Northern Partners is to act as an ally and a peer to the organizations of persons with disabilities and the disability movement of the South. The activities coordinated in the North are visualised in the grey pillar of the Theory of Change. They include programme coordination, developing the PME and quality of the programme, building capacities on disability & development and mobilizing resources. Cooperation, peer support and learning together is a fundamental part of this, but also fundamental to activities implemented in the South and/or coordinated by the Southern partners.

The DPF Programme Theory of Change identifies five different change paths. From left to right, these paths show how programme activities result in short term results and later in medium- and long-term results, and finally lead to achieving the vision and expected impact of the Programme.

In the first path on the **Capacity Building of partner OPDs** (green arrow in the picture), managing projects and building organizational capacities on national and local levels together with cooperation, peer support and learning together result in partner OPDs' improved knowledge on Disability & Development, Human Rights Based Approach, and gender equality. Another short-term result is that partners have strengthened organizational capacity and advocacy skills. The medium-term results of capacity building activities are that partners are strong, membership based, and democratic organizations and their financial sustainability is increased. In the long run, partners participate in the CRPD follow-up and reporting and are actively engaged in national development processes in their countries.

The underlying **assumption** is a favourable civil society space for OPDs to promote the increased realization of the human rights of persons with disabilities. Second assumption is the continuous sharing of expertise and knowledge between the DPF member organisations and Southern Partners related to disability specific knowledge, such as sign language or orientation and mobility skills for persons with visual impairment.

In the second change path on **Empowerment of persons with disabilities** (yellow arrow in the picture), programme activities in the South include awareness raising on disability and the CRPD among PWDs and their families, as well as providing peer support and life skills trainings to PWDs. As a result, PWDs and their families know their rights and take the first steps towards improved

self-confidence and self-confidence. This is important in recognizing one's potential to achieving positive changes in personal life, family and the wider community.

Through participation in the programme, persons with disabilities begin to build self-esteem, knowledge and skills needed in participating in the society. This is further supported by disability specific trainings on for example sign language, braille or the use of assistive devices, contributing to PWDs being better able to communicate. In addition, training PWDs on business and vocational skills and building teachers' capacities and developing inclusive education are important activities. As a result, education is more accessible to different disability groups and PWDs have access to lifelong learning. In addition, promoting gender equality and providing trainings in SRHR and protection from violence and abuse are part of programme activities. As a result, PWDs know how to protect from STDs, unwanted pregnancies, violence and abuse.

The medium and long-term results that take place in the second change path include PWDs becoming active members of the society participating in social, political and economic life. PWDs make friends and start families. PWDs attend education and learn on equal basis with their non-disabled peers. PWDs become self-employed and employed. In longer term, persons with different disabilities together with their families start to claim their rights. This together with active citizenship leads to a stronger and more pluralistic civil society. Gender equality is also improved. In addition, active and empowered PWDs act as role models for their peers and lead more independent lives.

The underlying **assumption** is that the Southern Partners have skills to reach and motivate both men and women with disabilities to take the first steps to join peer support groups and other programme activities. The second assumption is that the activities can support persons with disabilities to overcome self-discrimination caused by the stigma linked to disability. Further, it is assumed that families support their members with disabilities, especially girls and women, to participate in programme activities and in society at large. Finally, a shift in attitudes towards PWDs, disability and gender equality, followed by positive changes in behaviour and practice, takes place in local communities.

In the third change path on **Disability inclusive policies and legislation** (orange arrow in the picture), advocacy work and cooperation with local decision-makers and authorities and other duty-bearers are crucial. In addition, programme partners promote the right to education for girls and boys with disabilities. In short term, this results in improved awareness, knowledge and skills on disability rights and inclusion of different duty-bearers. As a result, personal assistants, assistive

devices and materials are available and PWDs have access to information. Additionally, disability inclusion remains among the priorities of the Finnish development agenda. The longer-term results include persons with disabilities enjoying quality inclusive education and other services. Also, national policies and legislation are disability inclusive and implemented. This in turn leads into PWDs enjoying social protection and being employed. Furthermore, physical and social accessibility as well as reasonable accommodations are being implemented. Improved accessibility is pivotal for equal opportunities for participation of persons with different disabilities.

The underlying **assumption** is that duty-bearers are motivated to work with OPDs, both within the programme and beyond. A further assumption is that duty-bearers can obtain adequate skills and resources to implement disability inclusive legislation and policies, also considering various accessibility perspectives. It is acknowledged that changes in legislation and policy implementation requires actors beyond the Programme. The implementation of the CRPD for example needs to be promoted by the international community.

In the fourth change path on **Disability inclusive development work** (blue arrow in the picture), training, collaboration and networking with development organizations, businesses, academia, and other actors form the core of the programme activities. As part of the disability mainstreaming services, DPF also provides tailored support as requested by different organizations. and organizes seminars on disability & development. As a result, development and other actors' capacity to work for disability inclusion is improved. Later the medium and long-term results are that new advocates for disability rights are born, disability inclusive development work is increased and OPDs are meaningfully and actively engaged in all development work.

The underlying **assumption** is that Finnish actors in the development sector are committed to promoting disability mainstreaming in practice. And that development organizations and donors are willing to engage Southern OPDs and respond to the possible capacity gaps that they may have.

In the fifth change path leading to **less discrimination towards persons with disabilities**, (purple arrow in the picture), all programme partners actively promote the principle Leave No One Behind and raise awareness on disability & development and the Agenda 2030. This includes DPF member organizations' communication in printed and social media. In the short term, these result in increased awareness on Disability & Development in both Global North and South.

The longer-term result is that attitudes are changed in the societies and global citizens act on achievement of SDGs. Finally, persons with disabilities face less discrimination. DPF experience also highlights the importance of increased participation, improved visibility and status in challenging the discriminating attitudes towards disability and PWDs among families, communities, and the society at large. Overall, the fifth change path is directly linked with the second, third and fourth change paths of the Theory of Change and supports the work done under these. Therefore, also the assumptions linked to the fifth result, are parallel to those linked to the long-term results two and four.

Monitoring the key assumptions and analysing the selected programme approach

The key assumptions that need to be tested throughout the Programme are the following. First, mutual learning and sharing as a capacity building tool is closely monitored during the Programme period. Monitoring whether changes, such as new policies, take place is also continuous. The DPF is in its early phases of intensifying mutual learning and sharing of lessons learnt within the wider framework of actors from both North and South. Finding a solution that is good and suitable for all, includes testing the proper time, platform and methods used.

Secondly, the skills and strategies of partner OPDs to promote empowerment of persons with different disabilities need to be closely monitored in the Programme. Especially important is to assess whether the approach and different activities aiming at increased self-value and participation in the society are bringing about results. Assessments that consider gender differences and gender disaggregated data are essential in monitoring that also girls and women with disabilities are increasingly active and empowered to participate in the society.

Thirdly, motivation and commitment of duty-bearers to implement the CRPD and cooperate with OPDs needs to be monitored. Also gaps in knowledge and skills need to be constantly identified. Ways of reaching duty-bearers and the strategies used to increase their awareness and capacity need to be tested throughout the programme implementation.

The fourth assumption is that Finnish actors in the development sector are committed to promote disability mainstreaming in practice. Related to this, it is important to monitor which disability mainstreaming practices are effective and appropriate to each organization. Also, meaningful and active engagement of OPDs needs to be followed up and new possibilities for cooperation identified and assessed.

Regarding the programme approach, the wide geographical range of programme countries has often been considered as a weakness of the DPF programme. It tends to spread the available resources too widely and challenge close cooperation and synergies between programme parties. This is caused by the fact that the DPF member organizations are independent and can choose countries they operate in. There are ten programme countries in Africa, the Balkans, Central Asia and South-East Asia. DPF continues balancing between independent prioritizations of member organizations and the programme focus. The Programme approach has been strengthened and thematic areas, such as the situation of women with different disabilities, are being developed.

Traditionally, the member organizations focus on one specific type of disability in their work. The Threshold Association as a cross-disability organization is an exception in this regard. Thus, the organizations have in depth knowledge on the disability concerned and how to address specific needs of persons with the given disability on both individual and national levels. This is considered an essential strength of the Programme. However, there is need to find greater synergies between disability specific projects within the Programme. Currently some of the Southern Partners do reach persons with different disabilities.

The CRPD is the key instrument and its ratification an important milestone in advancing human rights of persons with disabilities. OPDs as representatives of persons with disabilities and as key stakeholders play a major role in addressing the various barriers of implementation. Therefore, the Programme mainly focuses on national level organizations and provides them long term funding and support to organisational capacity.

Fundamental to the programme approach is that persons with disabilities themselves are active in all programme work. At the same time, due to stigma and discrimination, many persons with disabilities have had limited opportunities to access education and develop skills. Therefore, capacity building and support is needed from the Finnish counterparts. Achieving programme goals and project management processes also require more time. On the other hand, the approach is very empowering and leads to sustainable change among persons with disabilities. It also sends strong signals to the surrounding societies on abilities persons with disabilities have.

3. Description of the DPF Programme

3.1. Overview

The Programme work at the grassroots level is based on peer support between persons with disabilities. In fact, peer support is one of the most important added values of the Programme, as the DPF member organizations provide peer support from person with a disability to a person with disability. Although there are differences in personal experiences and between the cultures people live in, as in political and economic realities, there are also many similarities in the experiences of living as a person with a disability. Other special added value of the Programme is generated by transmitting the long-term expertise of the Finnish OPDs and providing peer support to the Southern partner organizations.

The Programme promotes rights of all persons with disabilities. However, most member organizations represent a specific disability group, and their projects are mainly directed to their respective peers in the Global South. This is because each disability group has, in addition to commonly shared themes and needs by all persons regardless of the type of disability, disability group specific rights that need to be realized. Only the Threshold Association is a cross-disability organisation, and therefore its projects are directed to persons with various disabilities.

Some of the key challenges that persons with different disabilities face in relation to the realization of human rights differ even within the same context. Therefore, strategies and prioritizations to address these vary within the Programme. For example, deaf people's most significant challenge to inclusion is the lack of access to communication and information, and even to basic education in their own language, national sign language. Sign language research, advocacy for and training of interpreters and bilingual education is therefore in the core when targeting deaf persons. For persons with visual impairments challenges in accessing information are different. Therefore, the work focuses on improving the quality of education for the visually impaired.

Persons with physical disabilities face inaccessibility of the physical environment which significantly affects the realization of human rights. Therefore, promoting awareness and skills, as well as policies and legislation that take accessibility and disability inclusion into account, are important. Persons with intellectual and developmental disabilities face deep-rooted stigma and are often denied the right to education and even the basic human rights. To address these challenges, peer support, training and advocacy on human rights are essential.

The ownership of the Programme lies with the rights-holders, the partner organizations that represent them, and with the expertise and networks of these organizations. Persons with disabilities and their organizations are the ones who plan, implement, and monitor the projects. This is critical for the effectiveness of the Programme and its contribution to empowering PWDs and strengthening the civil society. In the North, ownership of the member organizations is crucial.

As already briefly noted, and as the Theory of Change of the programme underlines, the situation of persons with different disabilities varies considerably from one context to another. Common to all contexts where the Programme is implemented is that the rights of PWDs are not protected and fulfilled to equal extent compared to persons without disabilities. There are also differences between disability groups, persons with intellectual and developmental disabilities and deaf persons often being most marginalized among the disability groups the Programme addresses. In addition, girls and women with disabilities are more often marginalized and discriminated against.

The primary target group of the Programme include persons with different disabilities as right-holders; deaf persons, persons with physical disabilities, persons with intellectual and learning disabilities and persons with visual disabilities. In approximately third of the projects, girls and women with disabilities are especially targeted. The role of the rights-holders in the Programme is diverse. They act as informants, peer councillors and facilitators, forming self-help groups and sharing their concerns and contributing with feedback. Once empowered, rights-holders organise into activist groups and often into a local association, gaining new responsibilities in advocating and claiming for their rights.

The secondary target group include family members, especially parents and guardians of persons with disabilities. Their role is two-fold, as parents have specific responsibilities towards their children, and thus have a duty-bearer role. In addition, their role in providing support and encouraging the participation of their children is significant. The role is even more decisive for some disability groups, such as children and youth with intellectual and developmental disabilities. Family members are also targeted to reduce stigma and discrimination against their members that have disability. Further, family members can be over-protective and need to be encouraged to let members with disability to participate different activities outside home. This is especially important in empowering girls and women with disabilities. Some programme activities provide specific support to parents of children with disabilities. This includes self-help groups and support to livelihood skills, which are sometimes considered the best strategy to improve the situation of children with disabilities.

Duty-bearers from different administrative levels are also a very important target group. At national level they are different decisionmakers and officials at relevant governmental agencies with specific role in promoting and/or implementing the CRPD. These include ministries of social protection and welfare, healthcare, education, transportation, labour and finance, different statutory implementing agencies working to ensure the inclusion of PWDs in the society, and national disability councils responsible for monitoring the implementation of the governmental policies and strategies.

Duty-bearers at community, district and provincial level include decision-makers, government officials and authorities, as well as different service providers. Also, teachers, education experts, supervisors, school directors, community leaders and traditional leaders are identified as duty-bearers. The role of different duty-bearers is to participate in trainings and joint decision-making mechanisms (such as working groups or committees), and to be informed and consulted in joint meetings, public hearings and in other relevant processes.

Last group of stakeholders targeted by the Programme are different civil society actors, including both OPDs and other CSOs. These include the Finnish development actors reached by the disability mainstreaming work, as well as local community-based organizations and CSOs, for example women's rights organizations and media.

Direct beneficiaries of the Programme are the people who take part in specific trainings or awareness raisings or receive materials, services, or other direct support and are thus immediately affected by programme activities. Indirect beneficiaries are those people who are assumed to be affected by the Programme through their connection to someone who directly benefits from the Programme. In advocacy for disability inclusion and rights, indirect beneficiaries also include those PWDs who potentially benefit from a newly approved or revised disability inclusive law or policy.

The estimated total number of direct beneficiaries of the Programme is 48 000. This includes 40 000 persons with different disabilities, of which approximately 65 % are women and girls. Over 2 200 duty bearers also directly benefit from the Programme, as well as 4 000 family members of PWDs and 1 500 women and youth without disabilities in vulnerable position. The estimation is based on the 13 project concepts notes that have been already approved as part of the Programme. In addition, the Programme will have approximately a total of 2 million indirect beneficiaries.

3.2. Expected Results of the Programme

The expected impact of the DPF development cooperation programme is that civil society is strengthened through vibrant organisations of persons with disabilities (OPD). They contribute to a strong disability movement and promote the realization of human rights of persons with disabilities in the Global South.

There are six expected outcomes that contribute to the expected impact of the Programme. The way the change is expected to take place and the respective change paths from the activities to the outputs, and from the outputs to the outcomes, and from the outcomes to impact are described in more detail in the Theory of Change of the Programme (see chapters 2.5. and 2.6). The Results Framework (Annex 1) provides a comprehensive picture of the expected results (impact, outcomes and outputs) of the Programme period, as well as the target levels set. For some expected results, mainly at output level, the target levels will be defined after finalising the detailed project work plans (September 2021) and collecting the programme baseline (early 2022).

Outcome 1. Partner organizations of persons with disabilities (OPD) are strengthened to work for disability inclusion and rights in local societies.

The first outcome, capacity building of the Southern partner OPDs, is central in strengthening the civil society of the programme countries. Capacity building is also important as persons with disabilities have had less access to education than the population on average in the Programme countries. Many programme partners have relatively weak capacity and require close and extensive support to capacity building to participate in local development processes and the civil society. Partners are supported in basic organizational skills and technical capacity on HRBA and Results Based Management (Output 1.1.). Weak capacity and low level of education of PWDs highlights the need for long term partnerships. Supporting also OPDs with weak organizational capacities has been a strategic choice by the DPF Board.

The capacity of programme partners varies considerably. The capacity of each programme partner is assessed and based on this a tailored capacity development plan is drafted in cooperation between the partner organization and its Northern counterpart.

Support to capacity building is provided in form of staff trainings, as well as peer support and technical support to the thematic needs and issues raised in the capacity assessment. Besides trainings aiming at increasing the skills and knowledge of the staff members, emphasis is put on supporting the development of policies and processes to promote for example gender equality and

prevention of sexual exploitation, abuse and harassment (Output 1.2.). The same applies for promotion of democracy and good governance among the programme partners (Output 1.3.). This is important to ensure accountability and transparency of the partner OPDs towards their members. The capacity of programme partners to represent the interests of their members and to build a strong membership is thus supported.

In addition, joint learning and peer support is enhanced between the DPF's member organisations and partner organisations (Output 1.4.). This includes increasing collaboration and sharing of experiences between the Global South and Global North, as well as South – South cooperation.

Outcome 2. Empowerment of Persons with Disabilities and Accessibility: Persons with disabilities, especially women, are empowered to participate in societies

The second expected outcome of the Programme highlights the importance of empowerment as a starting point and precondition to the increased participation of persons with different disabilities in societies. Both PWDs and their family members need information related to disability and disability rights, as well as knowledge and skills related to SRHR and sexual exploitation, abuse and harassment (SEAH; Output 2.1.).

In addition to different trainings and awareness raising events, peer support is central in empowering persons with disabilities (Output 2.2.). PWDs not only lack information and skills needed in participation in different spheres of life, but often need to overcome low self-confidence and self-esteem caused by discrimination and stigma. Some persons also need support in basic life skills to participate and lead more independent lives (Output 2.3.).

The surrounding community and environment play an important role in access to participation. It can be challenging due to for example negative attitudes, discriminatory practices or for simple reason that the barriers to participation remain unidentified and are not addressed. Therefore, awareness related to disability and rights need be raised in the target communities (Output 2.4.). To ensure participation, accessibility needs to be ensured. Within this outcome, accessibility is addressed specifically from two perspectives. Firstly, access to communication and information which particularly affects the deaf persons (Output 2.5.) and physical accessibility (Output 2.6.).

Outcome 3. Advocacy for Disability Inclusion and Rights: Disability inclusion and rights are promoted in policy making processes and legislation in collaboration between OPDs and duty-bearers

The Programme seeks to change the discriminatory laws and policies, ensure the implementation of CRPD compliant legislation and strengthen the disability inclusion of the programme countries.

Advocacy work and collaboration with the duty-bearers is central to achieving this outcome.

Partner OPDs are actively looking for new opportunities and strategies to increase the awareness and knowledge of duty-bearers on disability rights, inclusion and accessibility (Output 3.1.). In addition, partner organizations often have knowledge and skills related to, for example, accessibility linked to a particular type of impairment. Thus, they are considered experts in their field of work within their respective countries. Therefore, cooperation with OPDs is an asset in the development of inclusive policies.

The capacity of the partner OPDs to carry out successful advocacy work is enhanced (Output 3.2.).

There is still more to explore within the potential of the advocacy work and need to strengthen a more strategic approach to it. New opportunities for advocacy work are also to be explored and experiences related to advocacy shared within the Programme.

Outcome 4. Disability Inclusive Education: Disability inclusion in primary, secondary and vocational education is strengthened in programme areas

Access to quality education and equal learning opportunities is one of the most critical areas in enhancing the participation of persons with disabilities in their societies. Low levels of education, non-accessibility to learning opportunities and non-accessible learning materials have multiple and long-lasting impacts on persons with disabilities. Therefore, it is of utmost importance to strengthen disability inclusion in all levels of education to ensure PWDs have equal access to lifelong learning opportunities.

Insufficient understanding of different disabilities remains a significant challenge in different levels of the education system. In addition, national education policies need to be either revised or reinforced to provide quality inclusive education for all. The DPF programme partners cooperate closely with duty-bearers on this regard. Capacities of teachers to provide disability inclusive quality education is strengthened (Output 4.1.), and inclusive education methods and materials are developed (Output 4.2.) in the Programme.

Strengthening disability inclusion in education sector also requires wider coordination with health and social sectors, and provision of assistive devices to support PWDs to attend education and learn. Involving parents and communities is significant since they play an important role in ensuring that children with disabilities attend school and are not excluded from the learning opportunities (Output 4.3.).

Outcome 5. Disability Mainstreaming: Disability mainstreaming in Finnish development cooperation is strengthened

Disability mainstreaming has steadily become part of Finnish development work. However, addressing and ensuring rights of persons with different disabilities from various backgrounds and living in different contexts requires long term focus, in-depth know-how and adequate resources. Therefore, the DPF continues to focus on strengthening of disability mainstreaming by other development actors.

The DPF mainstreaming services complement the DPF programme and incorporate the twin-track approach for realizing the human rights of persons with disabilities coherently into the Programme. The first track, and major part of the program, supports the disability movement and the OPDs. The second track includes the support to other development actors to include persons with disabilities in their projects and programmes. Thus, the DPF twin-track approach is aligned with the twin-track approach for implementing the cross-cutting objectives of the Finnish Development Policy, mainstreaming them in all policies and work and implementing targeted actions to reach them.

The work to achieve this outcome is two-folded. Firstly, Finnish actors on development and humanitarian aid sector are sensitized on the topics linked to disability & development (Output 5.1). The DPF organizes seminars on disability & development, and collaborates with other actors, such as the Finnish Development NGOs – Fingo. Secondly, the DPF provides low-cost disability mainstreaming services for development actors to advance disability mainstreaming in their projects and programmes (Output 5.2). This includes trainings and other tailored support both in North and South as requested and seen best fit.

Currently there are long-term contracts on the mainstreaming services with the following 11 organizations: ADRA Finland, Global Dry Toilet Association of Finland (Käymäläseura Huussi ry), Finnish Lutheran Overseas Mission (Kylväjä ry), Sports & Development (LiiKe ry), Finnish Evangelical Lutheran Mission (Suomen Lähetysseura), Finland-Somalia Association (Suomi-Somalia Seura), Finnish Somalia Network (Suomen Somalia-verkosto), Operation a Day's Work

Finland (Taksvärkki ry), UFF, The Family Federation of Finland (Väestöliitto ry) and World Vision Finland.

The mainstreaming services, seminars and various cooperation contribute to increased awareness on disability rights and capacity of different actors, and to wider implementation of disability mainstreaming in development cooperation in Finland. Key principles of the mainstreaming work include utilizing both the in-depth knowledge of the member organizations related to specific disability groups, and the expertise and experiences of Southern OPDs. Persons with lived experience of disability and knowledge on development context play key role in providing trainings on the disability group they represent.

Outcome 6. Communications on Disability & Development: Awareness on disability & development is increased among members of the DPF member organizations and general public in Finland

By strategic choice the main target group for awareness raising about disability and development themes are Finnish persons with disabilities. This target group is not well reached by mainstream development communications efforts so the comparative advantage for the Partnership is that its member organizations can reach the target group directly with appropriate means. Appropriate refers to adaptation of material to the needs of visually impaired, deaf people and persons with intellectual disabilities.

Being peers to persons with disabilities living in developing countries, the assumption is that persons with disabilities in Finland are interested in the living conditions and rights fulfilment of their peers. The aim is to strengthen solidarity between Finnish persons with disabilities and persons with disabilities in the Global South so the DPF member organizations have a mandate to continue development cooperation even in times when the financial situation in Finland is tight.

As the DPF Secretariat staff has not included a communications professional, communications work has relied on the member organizations. Their communications work mainly concentrates on the individual projects, and programme level information and more general development information has had a smaller role. Now for the coming programme period the DPF Board decided to budget for buying communications services. With this budget it is possible for the Secretariat to reach a larger public and disseminate information on disability and development themes and the programme results (Output 6.1.). The DPF social media channels, which have been updated sporadically depending on the workload of the Secretariat, will be kept alive with regular updates.

An annual social media campaign of the member organizations together with the Secretariat has become a tradition and will be continued. The campaign themes reflect the programme outcomes, and the timing of the campaign is planned to coincide with the World Village Festival and annual events of the disability sector. Of the member organizations, the Threshold Association is reaching out to larger audiences with global education materials.

The communications plan for 2022-25 is attached. The plan will be updated when the funding for the next programme period is confirmed.

3.3. Compatibility of the Programme with the 2030 Agenda for Sustainable Development

The 2030 Agenda for Sustainable Development adopted in 2015, together with the CRPD, form the global framework for the DPF Programme 2022 – 2025. The programme objectives are highly compatible with various Sustainable Development Goals (SDGs). This has been relatively easy to achieve, as significant effort was done by different actors, including different organizations of persons with disabilities, for the Agenda 2030 to be disability-inclusive development agenda for the global community.

The overarching principle of the 2030 Agenda to **Leave No One Behind** is fundamental to the DPF Programme. Its core is to ensure that the social, economic, and political rights of persons with disabilities are fulfilled. The Programme actively promotes and contributes to the principle of leaving no one behind and reaching the furthest behind first. After launching the Agenda 2030, considerable effort has been made to ensure that all actions for the achievement of the SDGs are inclusive of persons with disabilities and guided by the CRPD. This commitment brings new opportunities and acknowledges persons with disabilities and their organizations (OPDs) as key actors in global development.

The table below presents the SDGs the Programme especially contributes to.

Table 1. Programme contribution to the Sustainable Development Goals

<p>1. Sustainable Development Goal #10: Reduced Inequalities Reduce inequality within and among countries</p>
<p>Targets that are especially in line with the programme objectives are:</p> <p>10.2: By 2030, empower and promote the social, economic, and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.</p> <p>10.3. Ensure equal opportunity and reduce inequalities of outcome, including by eliminating discriminatory laws, policies and practices and promoting appropriate legislation, policies and action in this regard.</p>
<p>2. Sustainable Development Goal #5: Gender Equality Achieve gender equality and empower all women and girls.</p>
<p>Targets that are especially in line with the programme objectives are:</p> <p>5.1. End all forms of discrimination against all women and girls everywhere.</p> <p>5.2. Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.</p>
<p>3. Sustainable Development Goal #4: Quality Education: Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.</p>
<p>Targets that are especially in line with the programme objectives are:</p> <p>4.5: By 2030, eliminate gender disparities in education and ensure equal access to all levels of education and vocational training for the vulnerable, including persons with disabilities, indigenous peoples and children in vulnerable situations.</p>
<p>4. Sustainable Development Goal #11: Sustainable Cities and Communities: Make cities and human settlements inclusive, safe, resilient and sustainable.</p>
<p>Various targets in line with the programme objectives.</p>

The contribution to these three SDGs and targets is visible in the Results Framework of the Programme and the expected outcomes, as strengthened disability inclusion and improved realization of the human rights of PWDs are at the core of the Programme. Partner OPDs actively promote and advocate for the inclusion of persons with different disabilities in the local and national development opportunities and decision-making. Special focus in the capacity-building of the

partners is to increase their skills and knowledge to promote gender equality and to prevent discrimination and all forms of violence. In addition, the empowerment of persons with disabilities, especially girls and women, is one of the expected outcomes of the programme. The same applies for disability inclusive education, thus linking the programme outcomes strongly to the above-mentioned SDGs.

The Programme also contributes to some extent to the **Target 3.7**. By 2030, ensure universal access to sexual and reproductive health-care services, including for family planning, information and education, and the integration of reproductive health into national strategies and programmes.

3.4. Compatibility of the Programme with the Finnish Development Policy and Priority Areas

The DPF Programme is highly compatible with the Finnish Development Policy and its Priority Areas and Outcomes. The guiding principles of the Human Rights Based Approach and Results Based Management are fundamental to the work (more detailed description in chapters 2.3. and 5.2.). The programme approach to the strengthening of the civil society is analysed in the chapter 3.6.

4 out of 9 programme countries in the DPF Programme are Least Developed Countries (LCD). This is in line with the Development Policy encouraging civil society organizations to direct MFA support to the LCDs. In addition, the overall aim is to reduce inequalities. This is in line with the DPF Programme that seeks to provide persons with disabilities the same opportunities as their non-disabled peers. Persons with disabilities are often in very vulnerable position and may face significant barriers to the realization of rights and participation. This applies also to countries that seem to be well off according to the OECD DAC classification.

When relevant, the DPF has analysed the country strategies for Finland's development cooperation and the way its Programme is related to these. As the updated country strategies beyond 2020 have not been available for many of the DPF programme countries, the analysis has been based on the strategies ending in 2019. More details on this can be found in the annex 2.

The table below, presents the priority areas of the Finnish Development Policy, as well as the related outcomes and outputs to which the Programme contributes to.

Table 2. Programme contribution to the priority areas of the Finnish Development Policy

Priority Area 1: Rights of women and girls	
<p>Outcome 3. The rights of persons with disabilities, including their right to enjoy life free of violence, stigma and discrimination are protected.</p>	<p>Output 3.1. The capacity of partner governments and key international institutions to deliver CRPD compliant development policies is strengthened.</p> <p>Output 3.2. The awareness of persons with disabilities on their human rights and the capability to claim them has improved.</p>
<p>Outcome 2. Women and girls of all abilities enjoy the right to live a life free of violence and abuse, and to make decisions concerning their bodies in compliance with CEDAW (SG5, T2).</p>	<p>Output 2.3. Women and girls' (including those with disabilities) awareness of their rights and their capability to claim them have improved (SDG 5.2.)</p>
<p>Outcome 1. The right of women and girls of all abilities to access high-quality non-discriminatory sexual and reproductive health services is protected (SDG3, T7; SDG5, T6).</p>	<p>Output 1.2. Women, girls, and boys of all abilities have improved access to comprehensive sexuality education and sexual and reproductive health services (SDG 3.7., SDG 5.6).</p>
Priority Area 3: Education and peaceful democratic societies	
<p>Outcome 4. The enabling environment for and capacity of the civil society and persons in vulnerable positions to influence and participate in decision-making has improved (SDG5, T5; SDG16, T7).</p>	<p>Output 4.1. Strengthened public and political participation and decision-making power of women and those in vulnerable positions.</p> <p>Output 4.2. Increased capacity of an independent, vibrant and pluralistic civil society to organize, advocate and participate in political decision-making.</p>
<p>Outcome 1. Access to quality primary and secondary education has improved, especially for girls and for those in most vulnerable positions (SDG4, T1 and 5).</p>	<p>Output 1.2. Enhanced institutional capacity to improve learning outcomes.</p> <p>Output 1.3. Teaching and learning practices and educational environments improved.</p> <p>Output 1.4. Women and girls with disabilities have access to vocational training.</p>

Since the CRPD and the capacity of the partner OPDs to advocate for disability inclusion and promote the realization of human rights of PWDs are at the core of the Programme, its contribution to the priority area 1 and especially to the outcome 3, is fundamental. Through capacity building of organizations of persons with disabilities and empowering persons with disabilities, the Programme contributes significantly also to the priority area 3. Disability Inclusive Education as one of the expected outcomes strengthens the contribution to this Priority Area even more. Some projects have components which also contribute to the priority area 2 on sustainable economies and decent work, but the contribution is not as significant as to the main priority areas identified in the table.

To be better able to monitor the contribution to the priority areas, the aggregate indicators (where civil society programmes have been identified as source of data) of Finland's Development Policy related to the outputs identified in the table 2 have been integrated into the DPF Results Framework (Annex 1.). They are marked with an asterisk (*) and have either equal wording as in the Finnish Development Policy ToC or are included in the indicator part of the Results Framework (outputs 1.4. and 4.1. under priority area 3).

3.5. Cross-cutting Objectives of the Finnish Development Policy in the DPF Programme

3.5.1. Gender Equality

Gender equality is a cross-cutting objective of the DPF Programme and is actively promoted. Gender equality is an important element of the HRBA and the principle of non-discrimination.

Promoting gender equality within the Programme requires also special effort to ensure full and equal participation of girls and women with disabilities in the programme operations. This is done for example through building the capacity of the partner organizations and by empowering individuals. This has been the ongoing approach and continue during the new programme period. Since girls and women with disabilities are especially vulnerable to discrimination for multiple reasons (gender, disability and so forth), empowerment is a crucial precondition to overcome self-discrimination and low self-esteem and to have courage to participate.

Ensuring participation of men and women, boys and girls has been emphasized in planning the Programme. In addition, human rights assessment, and stakeholder analysis with focus on gender has been integrated to the project planning. These aim for ensuring that all, regardless of their gender, can equally contribute to and benefit from development. During project planning, barriers for equal participation and inclusion by all genders are identified and addressed. Project plans also

include strategies to promote gender equality and to address root causes of gender-based discrimination. Overall, data that is disaggregated according to sex and disability are systematically collected, analysed and used. Data disaggregation according to age started in 2020 but further developing of its disaggregation needs to be done in the Programme.

To advance gender equality, certain projects promote women's rights in general, or focus specifically on sexual and reproductive health and rights, or on gender-based violence. Some programme activities also promote livelihood of women or increase female leadership, for instance. There are also six programme partners that are specifically organizations of women with disabilities and can support mutual learning and share experiences within the Programme.

Providing quality sexual education is a key in the prevention of SEAH in the Programme. Hence, it not only contributes to minimizing risks but also to increased awareness and realization of rights. Similarly, low self-esteem and poverty increase risks for sexual exploitation and abuse. Hence, empowerment of women with disabilities, as well as their active and meaningful participation contribute to gender equality. Resources are also allocated to specific activities to increase women's participation. In the disability mainstreaming work, special attention is paid to ensure female representatives of Southern OPDs and addressing gender equality in the training contents.

In addition, the following measures are implemented to ensure the Do No Harm principle regarding gender equality. The DPF risk management system has been revised in 2021. It provides tools to identify potential risks and unintentional negative impact on gender equality and SEAH risks. Preventive actions on project and programme level have also been improved. Further development of processes is planned to take place (for details, see the chapter 5.4.).

3.5.2 Non-Discrimination

Human Rights Based Approach and non-discrimination guide all action within the DPF Programme. Detailed description on how different human rights principles, including non-discrimination are considered and applied in the programme planning, implementation, monitoring and evaluation is provided in chapter 2.3.

The focus of the Programme is specifically on addressing the discrimination against persons with disabilities. Furthermore, it contributes to the empowerment of PWDs and disability inclusion and is planned and implemented by organizations of persons with disabilities. Supporting agency and leadership of persons with disabilities is a critical component of the programme and contributes

positively to non-discrimination as cross-cutting objective. The Programme as a whole is targeted action towards reaching the objective.

The CRPD is the key tool in the Programme to address the discrimination persons with disabilities face and the inequalities in realization of the human rights in the programme countries. The human rights situation, including critical forms of discrimination, is analysed as part of the programme planning and project design. These have been described in the Programme Theory of Change (chapter 2.6.) and in chapter 3.2 on the expected results of the Programme. Non-discrimination linked to gender is discussed in the previous section 3.5.1.

In addition, as noted in the chapter 3.1. (Overview of the Programme), each disability group has specific rights that need to be realized. This is an important aspect of the Programme to ensure persons with different disabilities can fully enjoy their rights. Disability linked diversity is also stressed in the disability mainstreaming services, noting that also certain illnesses (for example mental health conditions, epilepsy and leprosy) produce disability in interaction with society. This is important in promotion of non-discrimination between persons with different disabilities.

In all, disability mainstreaming work (outcome 5) and support provided to other development actors is significant in mainstreaming disability inclusion in the development cooperation funded by Finland and thus contributes to the non-discrimination as crosscutting objective. The expected outcome 4 on advocacy for disability inclusion and rights also indicates that including non-discrimination systematically in policy dialogue and influencing is a central part of the Programme.

As described in the chapter 2.3. on HRBA and later specified in the chapter related to gender equality as cross-cutting objective, project planning systematically identifies strategies to promote non-discrimination, address the root causes of discrimination and managing risks related to the human rights of PWDs (more on risk management in chapter 5.4.). Monitoring data that is disaggregated according to sex and disability is systematically collected, analysed and used (more in chapter 5.3.). All these processes are also used in promoting the non-discrimination principle in general, not just related to non-discrimination of PWDs. The intersectional approach to disability linked discrimination will be strengthened during the Programme period.

3.5.3 Climate Resilience

The Programme does not include targeted action aimed at climate mitigation or adaptation. However, climate change is being mainstreamed in the Programme by more systematic

identification of climate related risks and screening of possible impacts on climate change and the environment of the interventions.

Climate change implications are disproportional for the global South and especially for those who are in most vulnerable position and have least resources to cope with them. Persons with disabilities are often among the most vulnerable, and face on a personal level the challenges in access to nutrition, loss of livelihood opportunities and lack of access to critical life-saving information before, during and after climate-related weather events. Hence, reducing discrimination and realizing human rights for all people equally, contribute to increased resilience of programme beneficiaries.

Strengthening the resilience and reducing the vulnerability of persons with disabilities play most important role in contributing to the climate related cross cutting objectives within the Programme. The expected outcome on empowering PWDs (Outputs 2.1-2.4.) to participate as equal members of the society increases resilience in general. Similarly, access to education (Outcome 4) is a crucial in enhancing the climate resilience of PWDs. The Programme includes activities, such as trainings and awareness raising on climate change and partnerships with environmental organisations. New opportunities to promote climate resilience are also being sought.

In addition, the expected outcomes contribute to **climate adaptation**. Advocacy for inclusion and disability rights (Outcome 3) and accessibility (Outcome 3/outputs 2.5. & 2.6.) pave way for disability inclusive national plans and strategies, including climate change adaptation and disaster risk reduction. Some DPF partners address specifically authorities responsible for environment and risk mitigation in their advocacy work. Disability mainstreaming (Outcome 5) contributes to increased awareness and capacity of Finnish development actors to include PWDs in their climate mitigation and adaptation projects and/or components.

3.5.4. Low-Emission Development

Adverse impacts on climate and the environment on project level are screened during project planning. No major adverse impact, expect for emissions caused by air travel, on the climate or the environment has been identified in the DPF Programme 2022 – 2025.

Overall, the most significant negative impact on climate is linked to travelling. Intercontinental and other flights linked to monitoring & evaluation, training, seminars, and other meetings is the most significant individual factor. However, certain amount of traveling must take place for quality implementation of the Programme and to meet the requirements to control the use of funds.

Further, persons with disabilities have long been neglected and thus non-present in various development conferences and their participation is thus crucial.

Due to the Covid-19 pandemic, there are emerging practises that promote climate mitigation related to travelling. Online and virtual cooperation between South and North has been increasing, as the pandemic has forced attitude change towards online communication and participation and speeded up the utilization of different online platforms. It is evident that the good practices will remain even when travelling is possible. For persons with disability, increased use of online meetings also enables larger participation and thus visibility since travel costs to conferences often pose a challenge.

Hybrid trainings have also taken place and can be promoted in both mutual learning between programme partners and the disability mainstreaming services provided under Outcome 5. For the disability mainstreaming services hybrid trainings instead of physical workshops in the South are an opportunity in the post Covid-19 era in cases where local trainers are not available. Further, organizing evaluations in which evaluators train local staff to collect and analyse the data with the support of experienced evaluators have become an option to be considered. This naturally not only contributes to climate mitigation but on local capacity building.

Overall, climate mitigation is promoted also at the level of organizations participating in the Programme. At the Secretariat, for instance, furniture, such as electric working tables, are purchased second hand. Office space and equipment are shared with five other organisations and recycling is well organized. Southern partners have also identified local mitigation measures in their daily activities.

3.6 Strengthening the Civil Society

The DPF Programme has a strong focus on strengthening the civil society. The principal idea is that the civil society is strengthened through vibrant organisations of persons with disabilities (OPD) who contribute to strong disability movement and promote the realization of human rights of people with disabilities. Many of the programme outcomes directly contribute to and are central in strengthening the civil society, its space, and the operating conditions of civil society organizations.

The capacity building of partner OPDs (Outcome 1.) is an essential part of the programme and directly linked to strengthening the civil society in the countries the DPF operates in. Capacity building contributes not only to stronger OPDs but also to a stronger and more inclusive civil

society in which OPDs are active contributors. Through capacity building support partners have increased ability to collaborate and establish networks with other civil society organizations.

Furthermore, the Programme contributes to the strengthening of the voice and inclusiveness of the civil society more broadly. This is done both through the already mentioned support to organizational capacity and through empowerment of persons with disabilities (Outcome 2.). As many of the partner OPDs are membership-based organizations with local branches, they can represent a large number of persons with disabilities with wide geographical representation.

The empowerment of persons with different disabilities, on the other hand, contributes to more inclusive and diverse civil society. By acquiring new skills and information related to human rights for example, PWDs start increasingly to participate in different spheres of life. With support from their families, many start engaging actively and advocate for human rights in their communities. Grassroot level peer support and self-advocacy supported in the Programme, is important in strengthening the representativeness of these OPDs and getting the voices of PWDs heard.

Support to advocacy for disability inclusion and human rights (Outcome 3.) also contributes to strengthening of the civil society. Under this outcome, the Programme raises awareness and knowledge and skills of the duty-bearers related to disability rights, inclusion, and accessibility. Partner OPDs collaborate closely with duty-bearers from different levels and promote disability inclusion and rights in policy making processes and legislation. This kind of collaboration in which the OPD often acts as an expert of its own area, may contribute positively to the operating conditions of the civil society organizations more widely.

Finally, the disability mainstreaming work of the DPF is also highly significant in contributing to a more diverse, inclusive, and strong civil society in Finland and in the Global South. Related to work under outcome 5. DPF collaborates with various Finnish development NGOs and other actors to increase their knowledge and skills related to disability & development issues and disability mainstreaming. Cooperation with Southern OPDs is one of the key elements in the disability mainstreaming work, enforcing networking between OPDs and mainstream organizations. Additionally, it provides opportunities for OPDs to build their capacity and engage with development projects and arenas priorly closed to them. Thus, contributing to the inclusiveness and diversity of the civil society in line with the principle of leaving no one behind.

3.7. Analysis on the Sustainability of the Programme Results

The sustainability of the Programme results and impact builds strongly on the Human Rights Based Approach to development. Targeting both **rights-holders** and **duty-bearers** is important, as well as contributing to the empowerment and increased capacity of different actors. Promoting **local ownership** and **meaningful participation** during different stages of the programme is also essential. Emphasis is put on careful analysis of the context and key actors during the planning phase. This together with other elements of the programme approach aim to ensure the sustainability of the achieved results. These include working on awareness raising and attitude change in different levels, supporting the capacity building of partner organizations and local duty-bearers, as well as advocating for change in legislation and improved implementation of the CRPD. Supporting the organizational capacity of the partner OPDs is fundamental in strengthening the overall sustainability of the results. In the first place, long-term support to the organizational management and basic skills is necessary for them to be able to participate in the civil society and advocate for the disability rights and inclusion in societies. It is crucial for keeping the OPDs in the momentum to advance disability inclusion from the grassroots level to the national level engagement with duty-bearers. Investing in increased capacity of the partner OPDs to advocate and meaningfully engage with key duty-bearers and other CSOs supports the achievement of results that are **socially sustainable**.

Additionally, the foundations for **technical** and **institutional sustainability** of the results are being built in long-term collaboration with partner organizations, local authorities, and national governments. The Programme aims at building constructive relationships with the authorities at all levels. This strengthens the ownership of the duty-bearers of the results and thus also the **institutional** and **social sustainability** of the results. Moreover, dialogue and finding common interests with the local duty-bearers is crucial and provides the basis for sustainability of the results.

The systematic approach to increase the awareness and sensitize duty-bearers on the human rights of PWDs is central in the programme. Close collaboration with duty-bearers serves as an opportunity to increase their capacity to fulfil their formal obligations. When capacity has been enhanced as a collaborative effort and in equal partnership, the results also tend to be more sustainable. The aim is that increased knowledge and skills will lead to improved implementation of disability inclusive legislation and the CRPD, and gradual takeover of the programme activities by the government authorities.

In addition, the aim is to influence on how new policies are designed and on how existing ones could become disability inclusive. The Programme will continue supporting the participation of the partner OPDs in the national legislative and policy development processes. This component of the Programme aims at structural change in the programme countries and increases the **social, technical, institutional, and financial sustainability** of the programme results.

The Programme promotes equal participation and inclusion of all. One important focus is to empower PWDs and especially women with disabilities. Learning new skills, being able to communicate and participate in the community are positive changes in the lives of persons with different disabilities. They are also often highly sustainable results; the DPF experience shows that most continue to participate in the programme or start being socially active in other spheres of life.

Increased awareness of human rights and how to claim them is also crucial for PWDs. The Programme actively seeks increased ownership of the rights-holders by building on existing local capacities, but also building new capacities, so that the rights-holders can continue to claim their rights independently beyond the Programme.

Additionally, working at the grassroots level, provides the partner OPDs a strong and sustainable base. The growing membership and participation contribute to constructing sustainable basis for the organization, its structures, and democratic practices. Linking these organizational structures with the local decision-making structures and authorities contributes significantly to the **social and institutional sustainability** of results. The Programme is planned and implemented by men and women with different disabilities, who are often both rights-holders and key informants of both practice and policy. This way, the Programme draws on the local knowledge, experiences and skills, and builds on the existing local structures, partnerships, as well as other resources.

Regarding the **socio-cultural sustainability** of the achieved results, strong efforts are done in the community level to sensitize local communities on the rights of persons with different disabilities and to gradually create an inclusive culture that respects and accommodates human diversities including disability. Investing in building strong movements at the community level is critical in ensuring that local and national government plans, budgets and services are inclusive of persons with disabilities and their families, that their leadership is consulted and meaningfully involved in its design, implementation and monitoring.

The fact that communities are strongly involved in the implementation of the Programme is one way to ensure **social and cultural sustainability** of the achieved results. Changes in attitudes,

knowledge, skills and policies at individual, family, community, and national level are the beginning of improvement of the rights of PWDs. This is challenging and takes time, but there is no other way to overcome the barriers and stigma related to disability and persons with disabilities. Local agency and participation of persons with different disabilities are a key in addressing the barriers to inclusion and changing discriminatory laws and practices that exist in societies.

Advocating and raising awareness regarding accessible services and implementing accessible city planning also contribute to the increased **social** and **environmental sustainability** of the achieved results.

Financial sustainability has been a widely acknowledged challenge to the DPF Programme and its partners. It has also been a widely monitored aspect of the organizational capacity of the partner OPDs. Partner organizations are starting to have increased capacity in resource mobilization and are putting stronger effort to finding new donors. Some partners have been able to secure increased funding and diversify their funding base. However, partners are still likely to depend on external donors in the years to come and not very likely to access significant domestic funding. For many the major challenge still is to find ways to ensure the core funding of the organisation.

However, efforts to prevent financial dependence from one funding source are intensive and partners are investing in diversifying funding sources and strengthening the financial sustainability of their work. This is done by strengthening the visibility of the organization and the ability to raise funds and generate additional income. Partners are also increasingly striving for government agencies to gradually take over the project activities and seeking for agreements to be signed with different government bodies. Partners have been successfully involving key actors in for example providing infrastructure and other resources needed in project activities. This has contributed to reducing some of the project implementation costs and are also important signals about governments' willingness to support OPDs.

3.7.1. Exit strategies and exit from the Balkan region

Exit strategies have been on the agenda already in the Programme 2018 – 2021. In general, development organizations should pay more and sufficiently early attention to planning how to exit cooperation. The DPF also acknowledges this. However, there are differences in how this has been planned and implemented in the Programme. This issue is addressed and a common

strategy should be found among the member organizations. Partner organizations are increasingly aware of exit planning and the need to consider exit plans and strategies in the project planning.

During the Programme period, the DPF will exit from one of its operating areas with a long history of cooperation, the Balkan region. The exit phase has been planned for each programme country and partnership separately, as the time of the exit differs between projects and partnerships.

However, synergies in supporting the partners and finalising the exits are sought.

In Albania and Kosovo, the projects and the exit phase supported by the Finnish Association of the Deaf (FAD) last until the end of the programme period. Both projects are exit phases to long-term cooperation and focus on consolidating the sustainability of achieved results.

In Albania, the planned exit phase aims at capacitating ANAD to develop further the means and methods related to addressing the issues in deaf education and access to information and services. It will also focus on widening the ANAD donor and local collaboration base. The aim is to build ANAD resource mobilisation skills, develop needed new structures and advocate towards the public sector taking over its duties of providing services and information for the deaf community and ensuring quality education for deaf children.

In Kosovo, the project planned for the exit phase addresses the identified KAD gaps in skills and knowledge in deaf/sign language specific areas. KAD still needs intensive support especially in advocacy and resource mobilisation to ensure that the needed structures are in place for the public sector taking over its duties in providing services and information for the deaf community and ensuring quality education to deaf children.

In both Albania and Kosovo, significant progress has been made in empowering the deaf community and policies regarding persons with disabilities, and especially the deaf community. However, both ANAD and KAD and the local duty-bearers still lack knowledge and skills. FAD expert support is still required to support partners in deaf and sign language specific capacity building. The long-term cooperation of FAD in the Balkan region will be evaluated in the end of the Programme period, possibly in 2024. The focus will be on reviewing the overall human-rights based approach to sign language work and deaf community development, the achieved results, as well as the best practices and lessons learnt.

In the Threshold supported projects in the Balkan region, the exit from Kosovo will be finalized already during the year 2021. However, Threshold will be partnering with its Kosovar partner Handikos also after 2021 in the EU funded project "Inclusive Kosovo" together with the DPF. The

cooperation with the partner in Bosnia and Herzegovina will continue until the end of 2024 with a new three-year project focusing on the inclusion of women with disabilities. An external evaluation of the regional Balkan project (Kosovo and Bosnia and Herzegovina) will be carried out in the end of 2021 and its findings will support the partners in the exit phase.

4 Overview of the DPF programme countries and programme partners

The Programme is implemented in 9 countries and in the Central Asian region. The geographic focus of the Programme lies in the Eastern and Southern Africa, where over 60 percent of the projects are being implemented. Altogether, 13 project concept notes were approved to be part of the Programme and 5 more projects will be planned and integrated to the Programme during 2022 – 2025. The cooperation with the Uganda National Association of the Deaf (UNAD) is on hold. Therefore, Uganda is not included in the analysis of the programme countries. The programme countries and partner organizations are presented in the table below.

Table 3. Programme countries and partner organizations

Name of the country	DPF member organization	Partner organization
Albania	Finnish Association of the Deaf (FAD)	Albania National Association of the Deaf (ANAD)
Bosnia and Herzegovina	Threshold Association	Information Centre for Persons with Disabilities “Lotos”
Cambodia	Finnish Association of the Deaf (FAD)	Maryknoll Deaf Development Programme (DDP)
Central Asia	Threshold Association	Public Association Union of People with Disabilities “Ravenstvo” (Kyrgyzstan); Coordinator of the Disabled Women’s Network in Central Asia.
Ethiopia	Finnish Association of People with Physical Disabilities (FPD). Finnish Federation of the Visually Impaired (FFVI). Threshold Association.	Disability Development Initiative in Ethiopia (DDI). Help for Persons with Disabilities Organization in Ethiopia (HPD-O). Ethiopian Women with Disabilities National Association in Ethiopia (EWDNA).
Kenya	FDUV	Kenya Association of the Intellectually Handicapped (KAIH)

Kosovo	Finnish Association of the Deaf (FAD)	Kosovar Association of the Deaf in Kosovo (KAD).
Malawi	Finnish Association of the Deaf (FAD)	Malawi National Association of the Deaf (MANAD)
Tanzania (Zanzibar)	Finnish Association on Intellectual and Developmental Disabilities, FDUV	Zanzibar Association for Persons with Developmental Disabilities in Zanzibar, Tanzania
Zambia	Finnish Association of People with Physical Disabilities (FPD) Threshold Association	Zambia National Association of Persons with Physical Disabilities in Zambia (ZNAPD). Vilole Images Productions (Women and Girls Disability Rights of Zambia)

All partners, except for the partner in Cambodia, are organizations of persons with disabilities, where most of the board members are persons with disabilities or parents/guardians of children with disabilities, and membership is granted mainly to these groups. The Central Asian regional project reaches out altogether to five organizations of women with disabilities, Ravenstvo being the partner OPD representing the network.

Four of the programme countries, Cambodia, Ethiopia, Malawi, and Zambia, are classified by the OECD-DAC as least developed countries. According to the Fragile State Index, Ethiopia and Kenya are among the least stable and belong to the “Alert” category. Seven more countries, including Kyrgyzstan and Tajikistan from Central Asia, belong to the category “Warning” regarding their fragility. Only Kazakhstan and Albania classify as stable.

The civic space in Cambodia, Ethiopia, Tajikistan and Tanzania is classified as repressed by CIVICUS. In five more programme countries the civic space is classified as obstructed.

The level of economic and human development of the programme countries varies greatly according to different global indicators. Common to the countries is that persons with different disabilities live in the margins of the society and the human rights of PWDs are poorly realized. In addition, negative attitudes and stigma towards disability and persons with disabilities are persistent. Instead of a social and rights-based approach to disability, medical and charity models persist, while opportunities for inclusion of PWDs are not created.

Even though there have been signs of a more positive attitude and perception toward persons with disabilities, discriminating legislation, policies and practices are still widespread. Girls and women

with disabilities are in especially vulnerable position. Violence and harmful practices are common and pose a serious obstacle to the realization of their rights and gender equality.

Children with disabilities face numerous challenges, which include being neglected or overprotected by family, not being treated equally with other children, and being discriminated against in their access to health and education for example. There is huge need to increase efforts in inclusive education in all levels.

Greater inclusion of the disability dimension in all aspects of national and local development processes needs to be achieved. Most DPF partners are vocal in the national level advocacy processes concerning disability rights in general or disability specific rights that are key to their members. Often, they also have the best expertise on these issues in their country and project strategies are based on human rights advocacy.

The operating environment of each programme country is carefully analysed by the DPF member organizations and their Southern partners. The context and realization of human rights are also analysed in the project concept notes. The project planning process continues during the second and third quarters of the 2021 and detailed project documents, as well as project appraisals will be finalised in September – October 2021.

The following chapter summarizes the work in each programme country and introduces the expertise of partner organizations. More detailed information regarding the operating environment and the programme partners can be found in the annex 2.

4.1. The expertise of partner organizations and focus of work in the DPF programme countries

In **Albania**, the Programme continues to cooperate with the Albania National Association of the Deaf (ANAD) in advocacy and further developing the ANAD organizational, Sign Language and interpreter training capacities and education of deaf persons in Albania.

The deaf population face challenges to fully participate in society due discrimination and to multiple barriers deriving from it. The most pressing challenge in Albania is the rampant illiteracy even after graduating from basic education. ANAD cooperates closely with duty-bearers to ensure teachers have minimum level of signing skills and skills in deaf bilingual education methods, and so that deaf students in primary education are always supported by trained deaf class assistants. Additionally, advocacy towards free access to sign language interpreter services in public and private settings, including study interpreters, is important.

The focus of the work is on supporting the capacity building of ANAD, Empowerment and accessibility, advocacy for disability inclusion and rights, as well as disability inclusive education and related expected outcomes of the Programme (1 – 4). The estimated number of direct beneficiaries include 1 515 (775 male and 740 female) rights-holders and 35 duty-bearers.

ANAD also cooperates with local and international organizations, such as the UNDP on empowerment of deaf women. In 2020, ANAD started to collaborate with UNICEF on accessible communication and safeguarding of deaf children. There are natural synergies between the project in Kosovo and ANAD and the Kosovo Association of the Deaf (KAD) collaborate closely. Both deaf communities face the same barriers – lack of recognition of their linguistic rights which creates problems such as illiteracy, challenges in finding employment and living independent life.

In **Bosnia and Herzegovina**, cooperation continues with Information Centre for Persons with Disabilities “Lotos” (IC Lotos). New project will focus on strengthening position of women with disabilities and decreasing gender-based discrimination and violence.

The work addresses the gap in understanding of gender-based human rights violations in the disability field. In addition, women with disabilities are marginalized even in the activities of women rights organizations. IC “Lotos” provides leaderships skills training for women with disability and supports the strengthening of cooperation between women organizations and local OPD’s. OPDs need to be supported to create space for the inclusion and active participation of girls and women with disabilities.

Overall, the focus of the work is on the capacity Building of IC Lotos, empowerment and accessibility, advocacy for disability inclusion and rights, and related expected outcomes of the Programme (1 – 3). Estimated number of direct beneficiaries include 100 women and girls with disabilities between 18 and 45 years and up to 50 men with disabilities. Duty-bearers from 20 different institutions working on domestic violence, disability and social protection will be reached.

Violence and discrimination against women with disabilities has been increasingly reported in the recent years in Bosnia and Herzegovina and IC Lotos has started working on this as pioneer in the country. The work will benefit from the strong experience of Threshold and other partners working on gender equality and prevention of violence within the Programme. IC Lotos also has a wide network of over 20 national OPDs and women organizations that will be included in the project and has already established cooperation with some of them.

In **Cambodia**, work towards strengthening the Deaf community and building the foundation for a National Deaf Association in Cambodia will continue in partnership with the Maryknoll Deaf Development Programme (DDP). DDP reaches out to deaf youth and provides basic education and job training opportunities for those who have not had the opportunity to attend formal education. Overall, the aim is to build a strong community with increased skills and knowledge. It is needed in running a local association and to be able to advocate for the rights of deaf persons.

The focus of the work is on supporting the capacity building, empowerment and accessibility, advocacy for disability inclusion and rights, disability inclusive education and related expected outcomes of the Programme (1 – 4).

Direct beneficiaries include approximately 700 members of the deaf community (50 % female and 50 % male). DDP interacts regularly with local government officials through its outreach efforts to raise awareness of deafness in Cambodia and to identify deaf people. In addition to reaching results on individual level, the work has wider impact in raising awareness about deafness in the society. DDP has for example established contact with many small businesses and NGOs to provide job training. Promoting youth leadership is also high on its agenda.

In **Central Asia**, the DPF will continue working with the Disabled Women's Network in Central Asia (CAN). The network is coordinated by the Kyrgyz partner the Public Association Union of People with Disabilities "Ravenstvo". Ravenstvo and the other four network organizations are all organizations of women with disabilities (WwD). The network is also active in Turkmenistan and Uzbekistan, but the focus of the work is on Kazakhstan, Kyrgyzstan and Tajikistan.

Studies have shown that the human rights of women with disabilities are violated and WwD are widely discriminated against in Kyrgyzstan, Kazakhstan and Tajikistan. The work in Central Asia specifically addresses sexual and reproductive health and rights that are not realized for women with disabilities. In addition, the Central Asia Network advocates for legislative changes and improved accessibility.

The focus is on prevention of violence against WwD, mainstreaming gender from disability perspective in the regional agenda, and on empowering women with disabilities. The work will contribute to the programme outcomes on Capacity Building (Outcome 1), Empowerment and accessibility (Outcome 2), and Advocacy for disability inclusion and rights (Outcome 3). The direct beneficiaries include approximately 5 000 girls and women with disabilities and 1 000 duty-bearers (including parents, authorities, and medical specialists).

The organizations of WwD participating in the project have strong networks and expertise related to empowerment and SRHR. For example, Ravenstvo and Ishtirok from Tajikistan have implemented projects supported by the Abilis Foundation. Also, synergies and cooperation with the Family Federation of Finland has contributed to increased skills related to SRHR. Important operational linkages and coordination is also done in CRPD implementation and monitoring on national level and with UN Women for example.

In **Ethiopia**, the cooperation with Disability Development Initiative (DDI), the Ethiopian Women with Disabilities National Association (EWDNA) and Help for Persons with Disabilities Organization (HPDO) will continue. All partner organizations implement work that contributes to the disability inclusive and human rights-based development work promoted by the Finnish Development country strategy for Ethiopia. For HPDO the focus is on the right to education of visually impaired Ethiopians, for EWDNA on the human rights of women and girls with disabilities, and for DDI the accessible environment including disability inclusive accessible WASH in Ethiopian schools and elsewhere.

Capacity building of partner organizations, empowerment and accessibility, and advocacy for disability inclusion and rights, and the related expected outcomes (Outcomes 1 – 3) are at the core. HPDO has a strong focus and contributes to all outputs under the Outcome 4 on inclusive education. The project allows for mutual learning and sharing of experiences between the project partners and HPDO will especially benefit from the expertise and adaptive technologies from Finland and or Global North that could be replicated in Ethiopia to the best interest of people with visual impairment.

In addition, DDI work contributes to the output 2.6. on physical accessibility through trainings and accessibility audits. The aim is to build a consultation relationship between FPD accessibility centre ESKE and DDI. Materials on accessibility for the use of DDI will be produced in English. There are several opportunities for sharing of expertise, among these the Finnish accessibility auditors with disabilities trained by ESKE can have a role participating in the project. DDI is also exploring collaboration opportunities with WaterAid in designing and constructing model accessible school in Addis Ababa.

Altogether, estimated 13 000 rights-holders with different disabilities will benefit the DPF work in Ethiopia. These include persons with visual disabilities, physical disabilities, intellectual and development disabilities, as well as deaf persons and persons with leprosy. Approximately 85 percent of the direct beneficiaries are women with disabilities. Duty bearers that directly benefit

from the project activities include government officials at Zonal and Woreda levels, public school teachers, school principals and social workers. In addition, over 700 graduate architects will be reached through DDI work on accessibility. The project implemented by HPDO reaches three more higher education institutions.

EWDNA has established strong networks and works very closely with local level government organizations to monitor and provide technical support on how best to include/respond to the rights violations concerning women with disabilities. EWDNA collaborates with the shelter run by the Association for Women's Sanctuary and Development (AWSO) and facilitates access to justice in collaborating with police and hospitals. EWDNA also collaborates with the Ethiopian Women lawyers Association (EWLA) and EWDNA members get free legal support in case of Gender Based Violence or other legal advice.

Overall, synergies within the DPF programme partners are actively sought and sharing of experiences, good practices, and mutual learning will be supported by the Programme. One opportunity for closer cooperation has been identified in the work related to the promotion of gender equality and PSEAH. In addition, accessibility promotion is a highly important theme for all and experience sharing and learning on accessibility promotion could be enhanced. Currently DDI and EWDNA already collaborate for instance by participating in trainings on both sides.

The civil society space is now more open and for the first time, a national civil society council has been established. EWDNA is a member and contributes to raising disability awareness within it. In addition, there is increased attention given to the disability movement and attitudes towards disability and OPDs are changing positively. This presents various opportunities for the actors of the disability movement.

In Kenya, cooperation with Kenya Association of the Intellectually Handicapped (KAIH) continues. The work will support persons with intellectual and developmental disabilities, their family members and other key stakeholders through trainings, awareness raising and advocacy initiatives on inclusive development in the Machakos, Kajiado, Nairobi and Meru counties. KAIH will continue to strengthen the existing parents' groups and self-advocacy groups. Regular platforms for self-advocacy and family involvement are critical in amplifying the voices of persons with intellectual and developmental disabilities and ensuring the recognition of their rights at various levels.

The focus of the work in Kenya is on capacity building of KAIH, empowerment and accessibility, advocacy for disability inclusion and rights, and disability inclusive education, and the related programme outcomes (1 – 4).

The direct beneficiaries of the work are persons with intellectual and developmental disabilities and their family members, whose meaningful participation through-out the project is very important. An estimated number of 1 000 persons with intellectual and developmental disabilities will be reached. The project also targets duty-bearers from the local administration and county government departments. Collaboration with government is the key in ensuring intellectual and developmental disability is well understood, and persons with intellectual disabilities and their families are included in the government programmes, social development committees, budgetary discussions and in monitoring processes.

KAIH has strong partnerships and is actively networking for example in the drafting of alternative report to the CRPD in the next cycle of the Kenya review by the CRPD committee between 2022 and 2025. It is also a strong advocate for domestication of the CRPD and inclusive budgeting. KAIH is also promoting the participation of persons with intellectual and developmental disabilities and the needed support and accommodations for this in the next elections to be held in 2022.

In **Kosovo**, Cooperation with Kosovar Association of the Deaf (KAD) continues. The Programme will focus on advocacy work and further developing the KAD organizational, sign language and interpreter training capacities, as well as developing the education for deaf persons. Both KAD and the national duty-bearers still lack knowledge and skills required in ensuring the sustainability of the results achieved.

The deaf population in Kosovo face various challenges in participating fully in the society due to multiple barriers. The challenges faced are similar to the ones in Albania. Thus, the work in both countries have common focus areas in advocating for the rights of the deaf and developing the education of deaf persons. Synergies for collaboration between KAD and ANAD are supported within the Programme.

The focus of the work is on supporting the capacity building of KAD, empowerment and accessibility, advocacy for disability inclusion and rights, as well as disability inclusive education and the related expected outcomes of the Programme (1 – 4). The estimated number of direct beneficiaries include 1 482 (895 male and 857 female) rights-holders and 12 duty-bearers.

KAD collaborates with various actors in Kosovo, such as the Ombudsman and Kosovo Women Network and the Kosovar Civil Society Foundation. KAD is also partnering with the Organisation of Paraplegics and Paralysed Children of Kosovo (HANDIKOS) and Kosovar Blind Association (KAB), Threshold Association and DPF in the EU funded joint project “Inclusive Kosovo”. The main project goal is improved accessibility of the whole society and inclusion of persons with disabilities in the society. Joint advocacy and capacity building supports KAD and the project part of the DPF Programme.

In **Malawi**, cooperation with the Malawi National Association of the Deaf (MANAD) continues. The work focuses on supporting the organizational, advocacy and Sign Language Work capacities of MANAD. The first ever sign language dictionary of Malawi Sign Language (MSL) will be published in September 2021. MANAD’s sign language work needs further external support. Also, extensive advocacy is needed for the legal recognition of MSL, development of quality education of the deaf and development of sign language interpreter services funded by the government. In addition, MANAD works to ensure that deaf children are identified in early stage and get needed support.

The focus is on capacity building support to MANAD, empowerment and accessibility, advocacy for disability inclusion and rights, disability inclusive education, and related expected outcomes (1 – 4). The estimated number of direct beneficiaries include 12 017 registered MANAD members (4 721 women and 7 296 men). In addition, 74 duty bearers (43 male and 31 females) are among the direct beneficiaries. Among them for example the Ministry of Gender, Children, Disability and Social Welfare, the Malawi Council for the Handicapped, Ministry of Health and Ministry of Education, Science and Technology. Further, MANAD advocates towards the Catholic University of Malawi for the development of educational programmes mainstreaming deafness by and incorporating sign language in the training programme for special needs teachers. Collaboration will be actively sought with other key stakeholders such as audiologists who are crucial in early childhood intervention.

Lessons learned and best practices gathered by the Finnish Association of the Deaf (FAD) over the years evolved into a Balkan model of sign language work (research and documentation). The model has been experimented in Malawi in the past years. In 2022 – 2025 the focus will be on interpreting training, developing curricula for sign language instructors, and developing guidelines and training for bilingual education. A workshop to share best practices and lessons learned for all FAD project partners will be organised in Malawi in 2023 or 2024.

In **Tanzania (Zanzibar)**, the DPF continues to cooperate with Zanzibar Association for Persons with Developmental Disabilities (ZAPDD) in creating vocational education opportunities for youth with intellectual and developmental disabilities. They are systematically excluded from the education system due to lack of friendly education infrastructures, as well as lack of teaching and learning resources to suit their cognitive capacity.

ZAPDD project intends to equip learners with life skills designed to suit the economic context of Zanzibar for better access to job opportunities. The learning will be practical oriented, and housekeeping and gardening will be amongst the courses offered. This targets the hospitality industry which offers a substantial number of job opportunities. Students will also have sexual and reproductive health (SRH) education, as persons with intellectual and developmental disability face customized marginalization in sexual education and are in especially high risk for sexual exploitation, abuse and harassment. The previous experience has proved that even small-scale learning opportunities has had positive effect on the attitudes towards persons with intellectual and developmental disabilities in the local communities.

The focus of the work is on empowerment and accessibility (Outcome 2) and Disability Inclusive Education (Outcome 4). The estimated number of direct beneficiaries include 20 youths with intellectual disabilities aged between 16 and 29 (10 M/10F), parents 10 (5F/5M) and 74 duty bearers (43 male and 31 female). They include duty-bearers responsible for technical and vocational education and training, the Ministry of Education, the Inclusive Education and Life Skills Unit and the Ministry of Labour.

ZAPDD partners with the Zanzibar Female Lawyers Association and the Zanzibar Legal Service Centre that can support in tackling the gender related issues including strengthening of skills related to PSEAH. There are also possible synergies and cooperation opportunities with the Threshold Association project in Zambia and the project in Kenya. These are being further explored within the Programme. Work is also in line with the current country strategy of Finland, especially with the target of human rights promotion and increased community awareness of gender equality and gender-based violence.

In **Zambia**, the Programme cooperates with Zambia National Association of Persons with Physical Disabilities in Zambia (ZNAPD) and Vilole Images Productions (Women and Girls Disability Rights of Zambia). Cooperation with Vilole Images Production started in October 2020. The focus of the work in Zambia is on advocating towards duty-bearers and empowering persons with disabilities.

Intensified implementation and mainstreaming laws linked to disability rights into policies and sectoral legislations is required in Zambia. On the other hand, empowerment of persons with disabilities is extremely important and needs to be supported to achieve increased participation of PWDs at different levels of the Zambian society.

DPF work focuses on the promotion of disability rights and advocating for their improved implementation in the national level policies and government programmes. Facilitating community level support to the rights-holders, and especially to women and girls with disabilities is also at the core of the work. Negative stereotypes, customs, traditions and practices that marginalize girls and women in general, and particularly those with disabilities, need to be challenged and changed through strategic advocacy. In addition, the capacity of the partner OPDs is strengthened, enabling them to play strong role in the national development processes.

Both projects contribute to the expected outcomes on capacity building of partner organizations, empowerment and accessibility, advocacy for disability inclusion and rights, and disability inclusive education (Outcomes 1 – 4). The estimated number of direct beneficiaries include 4 700 PWDs (1 200 WwD, 800 men and 2 700 girls and young women with disabilities) and 4 000 family members of PWDs, and 1 500 vulnerable women and youth without disabilities. Duty-bearers targeted include traditional and community leaders, local and national government officers and district commissioners, political party leaders and members of the parliament. In total, an estimated number of 800 different duty-bearers.

Synergies among the Zambian partners and within the Programme are being further explored. Vilole Images Productions has strong skills in documentation using film and photography, as well as using film/art for justice and social change, as well as digital media as a tool for advocacy. There are also opportunities for collaboration on joint activities in SRHR trainings for women and girls on SRHR and joint advocacy work promoting access to health and other social services for women and girls.

4.2. Cooperation with Finnish Development Actors

Abilis Foundation is an associate member of Disability Partnership Finland. The work of the two Finnish disability and development actors is complementary. In Finland, Abilis and the DPF share information and experiences thus creating synergies.

In the Global South, the complementarity arises from the different modus of work. The DPF focus is on long term partnerships with national level organizations of persons with disabilities whereas Abilis is funding shorter term initiatives at local, national and regional levels.

The geographical coverage of the Partnership and Abilis operations overlap in many countries. Ethiopia is also one of the programme countries of Abilis. Abilis is a member of the Partnership's internal Ethiopia working group and strengthening of cooperation and exchange of information is foreseen for the next four years. DPF programme partner EWDNA also has a partnership project with Abilis Foundation at one of the project sites (Mehale Meda). As Abilis focuses mainly on economic empowerment, EWDNA can fill other gaps like right to education, provision of life skills training and community awareness to increase the self-confidence of rights-holders participating in the project, provide information to their parents and improve their participation in community life.

In Ethiopia, EWDNA collaborates with the Martha Organizations for the provision of life skills training for women with disabilities. DDI is communicating with the Ethiopian Center for Disability and Development (ECDD), the partner organization of National Union of University Students in Finland (SYL). There are opportunities related to organizing different advocacy and awareness raising events on accessibility and accessibility auditing together and these are being explored.

DPF and the Finnish Association of the Deaf have been actively sharing information and experiences related to development cooperation in Malawi with other Finnish development actors, and especially with Abilis Foundation, the Family Federation of Finland, Taksvärkki ry and UFF. Exploring synergies and concrete ways of collaboration between the actors has been in the focus. Opportunities related to shared efforts on capacity building of the Malawian partner organizations, as well as utilising the specific expertise of each organization in the projects have been identified. The Malawi Association of the Deaf and the Centre for Youth Empowerment and Civic Education (CYECE; Taksvärkki and FFF partner in Malawi) organized a meeting in 2020 to plan possible areas of cooperation. A memorandum of understanding has been signed between MANAD and CYECE and planning of collaboration continues.

In Tanzania, ZAPDD will cooperate with Finnish Deaconess Foundation's in Tanzania mainland related to employability of young people with disabilities in 2022 – 2023.

In Zambia, cooperation between the Finnish Dry Toilet Association (Käymäläseura Huussi ry), DPF programme partner ZNAPD and FPD's accessibility centre ESKE continues until 2024 (the project is funded by project support for the Toilet Association by MFA). The Zambian partner of the

Threshold Association has been planning collaboration with the Barefeet Theatre, the Zambian partner of Taksvärkki ry. Both Zambian organizations use art as means of advocating and DPF programme partner has been supporting the disability mainstreaming skills of Barefeet Theatre. Disability mainstreaming of the projects by the Toilet Association and Taksvärkki are supported by the DPF's mainstreaming work.

In addition to cooperation and coordination with Finnish development actors, the programme partners also cooperate with various other development actors, including the UN Agencies, such as the UN Women, the UNDP and the UNICEF. Most partners are also active members of the national umbrella organizations of OPDs.

The DPF, The Siemenpuu Foundation and Finnish Evangelical Lutheran Mission (Lähetysseura) have discussed on co-operation linked to disability and climate change for mutual learning and sharing. In addition, the DPF and the Family Federation of Finland have discussed on the possibility to produce disability inclusive sexual education materials. Terapiaperhonen, which will train DPF staff in June 2021, has produced sexual education materials in plain language (Selkoseks) that are rather unique in global scale. Cooperation around the theme is an option to be explored further.

As the umbrella organization of Finnish development NGOs, Fingo is an important cooperation partner to the DPF. Fingo's advocacy work for development co-operation and communications work to raise general awareness on development questions are valuable for the DPF, whose own resources are limited. The DPF secretariat participates in some of Fingo's thematic working groups. On the other hand, the DPF advocates disability inclusion towards Fingo and is invited to speak in Fingo's trainings.

All organizations receiving programme-based support from the Ministry for Foreign Affairs are a relevant reference group to the DPF. There are well-established cooperation routines between the organizations, and exchange of information and experiences is indispensable in developing the quality of the DPF programme and in keeping up with new developments in the sector.

Disability Partnership Finland is one of the founding organizations of KIOS, and until 2020 when KIOS made changes in its statutes, a permanent member of the Foundation's board. According to the new statutes, the founding organizations convene annually to nominate KIOS board, so the connection to KIOS is alive and cooperation continues.

The Finnish development sector as a whole is naturally the target group for the DPF's advocacy work. Article 32 of the CRPD emphasizes the importance of disability inclusion in all development programmes. It is a mission of the DPF with its member organizations to bring the voice of persons with disabilities and their representative organizations to the development sector and to promote the participation of persons with disabilities themselves. Active dialogue with different units of the Ministry for Foreign Affairs supports the Finnish development policy's strong commitment to disability inclusion.

4.3. Cooperation with International Disability and Development Actors

IDDC and IDA

The International Disability and Development Consortium, IDDC, is a network of civil society organisations coming together around a common objective: promoting inclusive international development and humanitarian action with a special focus on the full and effective enjoyment of human rights by all people with disabilities. Members include a diversity of non-governmental organizations working with disability and development. The DPF and its Nordic sister organizations form a special group of members as we are the only organizations of persons with disabilities. Thus, although we are not big when comparing the volume of our work to the big players, we are significant as representatives of PWDs as called for in article 32 of the CRPD. With the Nordic sister organizations, the DPF wants to ensure that persons with disabilities are presented also in the IDDC board.

The IDDC works mainly through its thematic Task Groups, which are run by members. By investing time and expertise in the Task Group work, members have built the reputation of IDDC as a reliable expert organization that has access to important venues. The Task Groups give an opportunity to the DPF members and Secretariat to follow disability inclusive development and participate in advocacy campaigns and joint statements, which is a great asset as the DPF Secretariat has limited resources for international advocacy.

The International Disability Alliance, IDA, is an alliance of 14 global and regional organisations of persons with disabilities and brings together over 1,100 organisations of persons with disabilities and their families. IDA advocates at the United Nations for a more inclusive global environment for everyone. The global umbrella organizations of some DPF members are members of IDA, e. g. World Federation of the Deaf, World Blind Union and Inclusion International.

IDDC together with IDA is organizing BRIDGE-trainings, which are aimed at supporting DPO activists to develop an inclusive (all persons with disabilities) and comprehensive (all human rights) CRPD perspective on development, including the 2030 Agenda and the SDGs to reinforce their advocacy for inclusion and realisation of the rights of persons with disabilities.

Global Action on Disability (GLAD)

The Global Action on Disability Network is a coordination body of bilateral and multilateral donors and agencies, public and private foundations as well as key coalitions of the disability movement with a common interest in achieving inclusive international development and humanitarian action. Both IDA and IDDC are members. The Partnership associate member Abilis Foundation has a seat in the GLAD Steering Committee.

International Disability Specific Umbrellas

The Partnership's member organizations are well linked with their global, European and Nordic disability specific umbrella and cooperation organizations, and relying on these long-established links the Finnish DPOs help the Southern sister organizations get access to the global disability movement. This involves no or minimal financial support from the programme funds but is a good example of the value added of the Finnish organizations to their Southern partners.

Nordic Cooperation

The Nordic sister organizations of the Partnership are: Atlas Alliance, Norway, DPOD, Denmark, and MyRight, Sweden. All these organizations started supporting their sister organizations in the Global South during the latter part of the 1980's. There has always been exchange of information and experiences between the Nordic organizations, and even closer cooperation e. g. in the form of East African Sign Language Seminars that were held regularly in the early years. Through the decades the volume of work has changed in the Nordic countries. At the moment, Atlas Alliance has the largest resources and has been very active in the Nordic group initiating joint publications and thematic meetings. In 2022, Atlas will host the civil society day in connection with the Second Global Disability Summit.

The members of the Nordic umbrellas are national disability organizations, whose main focus is on domestic work. Development cooperation has a long-established tradition on their work agenda, but there are challenges as the development sector has become more professionalized compared to the times when the work started, and the quality criteria are more ambitious. At the same time,

the Nordics have their uniqueness in representing people with disabilities and their organizations, which gives them a strong mandate to work in development.

5. Programme Administration and Quality Assurance

5.1. The Programme Structure

Member organizations

At the time of writing, Disability Partnership Finland has seven full members, but during the next programme period six of them will be implementing the programme. The projects that the members implement together with their Southern partner organizations are the core of the programme and receive over 80 % of programme funding. According to the DPF strategy 2019 – 2023 the specificity and strategic added value of the programme work is based on the independent work of member organizations, where each member organization co-operates on a long-term and direct basis with its own partner representing the same disability group or several different disability groups. The development cooperation teams of member organizations are the direct cooperation partners of the Southern OPDs, assisting them in planning, implementing, monitoring and evaluation of the projects and often providing technical support in form of expert services.

Partnership Secretariat

The partnership Secretariat's own operations, apart from programme level coordination of and support to the member organizations are mainly concentrating on promotion of disability inclusion in the work of Finnish development actors.

The Secretariat is responsible for the preparations of Board meetings and implementing the decisions of the Board. It prepares the basic documents of the organization like activity plans, reports and budgets, and is the main channel of communications with donors.

The Secretariat coordinates the disability mainstreaming work of the programme that is implemented together with member organizations and Southern partners. It shares responsibility with members of the programme's advocacy work in Finland and at international forums. The Secretariat coordinates information flow within the programme and gives technical advice to member organizations. It carries the main responsibility for developing tools for project and programme management, for development of quality and risk controls and for promotion of joint

learning within the programme. The responsibilities of the Secretariat are stipulated in the internal organizational guidelines and regulations.

5.2. Results Based Management

Applying Results Based Management (RBM) at the DPF involves shifting the management approach focusing more on the desired results of the work, as well as utilising results based tools for planning, monitoring and evaluating the performance of DPF projects and Programme. Results framework is the main tool for the RBM of the Programme. It gives a concise overview of the causal logic of the Programme and articulates the expected results of the Programme at impact, outcome and outputs level, as well as the indicators used to measure these. Thus, it is also the principal monitoring tool, and introduces the sources of information for monitoring and verifying the achievement of results. For this purpose, the baselines and target levels for each indicator are set.

The DPF programme results framework for 2022 – 2025 was built with the aim to strengthen the programmatic approach and the RBM within both programme and project levels. It is founded on the causal linkages of the Programme's Theory of Change and builds on the assumptions and inputs identified in it. The DPF results chain identified in the results framework is based on the understanding that outputs are directly linked and attributable to the Programme. The outcomes on the other hand, may in addition to the direct effects of the Programme also be a consequence of factors beyond its control. Thus, the outputs contribute to the programme outcomes. This is even more evident in the longer term expected impact of the Programme.

Based on the experience gained in the previous programme periods DPF has put special emphasis to linking the project level results more closely to the programme level. Therefore, the project and programme results framework for the Programme 2022 – 2025 have been synchronised. The project results frameworks are built using the programme level results framework. This hopefully will ease the extra burden on monitoring caused by the often-diverging expected results and indicators that the project results frameworks previously have included. It will also support analysing the contribution of the project level results to the achievement of the Programme outcomes. The contribution of each project implemented by partner organizations to programme level outputs and outcomes is presented in annex 4.

At programme level the most important points for RBM include the half-year review on programme implementation to the Board and the annual reporting. Member organizations, the DPF steering groups and the board participate in analysing the programme effectiveness,

5.3. Planning, Monitoring, Evaluation and Learning within the Programme

Project planning is done in a participatory process by the partner organizations in close coordination with the DPF member organizations. The project document and its annexes have been revised in early 2021 and include human rights assessment and stakeholder analysis. The operating environments are also analysed as part of the planning of the Programme.

All project plans are subject to the DPF appraisal and approval process, which is central to the DPF quality assurance. The appraisal process is coordinated by the DPF programme advisor and steering group members participate in the appraisal process. The template for the project appraisal will be revised based on the lessons learnt before the appraisal process for the projects part of the 2022 – 2025 programme taking place in September 2021.

Important part of project and programme level results based management and reporting on results is the qualitative and quantitative data that partner organizations collect. Monitoring data is submitted to the member organizations on annual basis, but partner organizations also provide quarterly and/or bi-annual reports to their Northern counterparts. The annual reporting templates are common to all partners and the formats for collecting the data was revised in 2020. The newly drafted template for building the project level results framework will serve as data collection tool for all phases from the collection of project baselines to the annual reporting. Data disaggregation according to sex, disability and age is systematically done. The disaggregation according to age was first initiated as part of the 2020 annual reporting and further developing is needed.

DPF member organizations are responsible for the narrative and financial reporting to the DPF Board, as well as submitting the annual reports to the DPF secretariat in the established timeframe. The results data is reviewed and aggregated to the programme level by the DPF programme advisor. Based on this and analysis of the narrative project results the analysis of achieved programme results is done mainly by the Secretariat, but it is reflected and validated in the steering group. The results framework is the main tool used for reporting of results. Based on it, the annual programme results report is drafted.

In addition to quarterly and annual reporting, close communication between actors and annual monitoring visits further support results based management of projects. The secretariat supports project monitoring when requested and participates in monitoring visits when relevant. The secretariat is also responsible for developing the monitoring processes and tools, as well as the overall development of the programme level monitoring. The monitoring costs are included in the

project budgets. In addition, the programme budget includes a separate budget line for planning, monitoring, evaluation, and learning.

DPF projects and partners carry out regular self-assessments. Sometimes external facilitation is used, but most commonly assessments are carried out as a shared effort between the member organization and the partner organization. Based on the findings and the monitoring data, project plans are reviewed and updated when needed, but at least during annual planning. External evaluations are carried out when found relevant. More emphasis has been put on identifying the phases in which carrying out an external evaluation is highly recommended. An external evaluation of the Disability Partnership Programme is carried out once during the programme period.

Overall, self-assessments, evaluations as well as the annual reporting are important opportunities for identifying lessons learnt and to reflect on the achieved results and the challenges faced. Mutual learning and developing the processes and improving the quality of work is in the common interest of all programme parties. DPF promotes continuous learning and will focus on enforcing the sharing of experiences and good practices between its actors. Establishing and maintaining different platforms and processes to promote mutual learning and sharing of experience is critical. Efforts will be done to involve the Southern partners increasingly in the common peer learning platforms and processes at programme level. Tentative Monitoring, Evaluation and Learning plan for 2022 – 2025 is presented in the annex 5.

5.4. Risk Management

5.4.1 Renewed DPF risk management system and processes

The DPF risk management system and processes were renewed in March – April 2021. The DPF Risk Management System: Policy and Guidance document is annexed for more detailed information (Annex 6). The document describes the risk management system and is composed of two main parts: policy and guidance for putting policy into practice. It defines the purpose, scope, principles, approach, key actors as well as the process of risk management within the Programme.

The new risk management system will be made operational during the second half of 2021 and the early phases of the new programme period. The new risk matrix tool has however been already used for identifying and analysing the programme level risks for the Programme 2022 – 2025. The operationalisation of the new system will include informing and training persons responsible for risk management, as well as adjusting the project level risk identification and analysis process into the new tools and standards defined in the new risk management system.

Managing risk is an ongoing and iterative process, which assists the organisations on DPF's three programmatic levels in setting strategy, achieving objectives, and making informed decisions. Effective management of risks is also a way of systematically considering possible unintended negative effects caused by the programme. As such, risk management is fundamental to how the programme is managed at all levels and all programmatic contexts. It is also central in the quality assurance and internal control mechanisms of the Programme.

Due to the nature of its activities and the operational contexts in which it operates, DPF recognises that the Programme faces external and internal factors and influences that bring uncertainty to achieving its objectives. There are also a broad range of elements in the operational contexts that are beyond the control of the programme, its projects, and individuals working in their framework. The risks involved in the implementation of the Programme are assessed and monitored closely. Anticipating and managing risks is essential, but DPF acknowledges that they may sometimes materialise despite the taken measures and precautions.

Within the new DPF risk management system, risks are categorized to the following four categories: strategic risks, operative risks, financial risks, and security & safety risks. Each risk is identified, and its likelihood and consequences analysed on a scale from 1 to 4, and mitigation plan with risk owners and schedule defined based on the analysis (See annex 7, DPF Risk Management Matrix).

A careful analysis with identified proposed action as risk treatment has been done to address each of the identified risks. A more detailed risk mitigation plan, for each risk where this is required, will be finalised during the second half of 2021. The risk identification and analysis will be updated before the beginning of the new programme to better reflect the situation.

To conclude, in total 17 risks has been identified for the Programme. Two of them are extreme, 11 are high and four medium level risks. **The extreme risks** are **operative** and linked to Covid-19 pandemic and thus out of control of the Programme. The realisation of the risks may lead to changes in implementation and disruptions to project activities, and impact on PWDs. Covid-19 response and capacity to adjust plans is further discussed in the chapter 5.4.4.

There are **high risks** in all four risk categories. **Strategic risks** of this level include the three-layer DPF structure (member organisations, Southern Partners, the DPF) and DPF member organizations' commitment to development cooperation. The latter is linked to opinions of individual members which again is reflected in decisions made by the leadership. The **operational**

high-level risks are linked to human resources and sexual exploitation, abuse and harassment (SEAH). Capacity building is a key area in the Programme, and prevention of SEAH is discussed in the following chapter (5.4.2.). **Financial** high-level risks include economic fluctuation in programme countries, corruption and fraud, and political change in Finland that leads significant reduction of development funds. Economic fluctuation is mostly out of the control of the Programme. Prevention of corruption is discussed in chapter 5.4.3. and advocacy work within the Programme increases knowledge and support for development work in Finland. There are two high-level risks in the category **safety and security** identified, namely climate change and safety in programme activities. There are ongoing measures, such as travel policy and occupational health, in place. In addition, internal guidelines will be formulated by end or 2021, and the Programme Manual reviewed during the programme period.

The medium-level risks are linked to political instability in programme countries (strategic), shrinking space for civil society (operational), limited staff resources in the North (operational), natural disasters (operative) and inappropriate use of funds (financial). The implementation of the programme demands flexibility and adaptation to new emerging situations in the programme countries, in some more than others.

5.4.2. Prevention of Sexual Exploitation, Abuse and Harassment in the Programme

There is zero tolerance for sexual exploitation, abuse and harassment (SEAH) in the Programme and in all DPF work. Values and principles guiding prevention of SEAH and responding to incidents are derived from international human rights conventions and other documents, such as the CRPD, Convention on the Rights of Child, Declaration on the Elimination of Violence Against Women, and Beijing Platform for Action.

Naturally, key principles of development work, such as Do No Harm and non-discrimination, and Human Rights Based approach are also fundamental in implementing prevention of SEAH in the Programme. Further, both the engagement of organisations of persons with disabilities, and active promotion of gender equality, lay in the heart of the prevention of SEAH in the Programme.

The Inter-Agency Standing Committee (IASC) Minimum Operating Standards for Protection from Sexual Exploitation and Abuse for UN and non-UN staff is the most widely used standard. Sexual harassment is not included in the IASC Standards but in the IASC Strategy, the Protection from and Response to Sexual Exploitation and Abuse and Sexual Harassment.

DPF Programme employs the IASC standards and criteria. However, it is acknowledged that the full implementation to meet IASC standards requires significant capacity building and further work to ensure all adequate systems and procedures are in place throughout the Programme. For example, safe and accessible reporting channels for the community and victim/ support care in various contexts are challenging for any development actor. Therefore, the work is ongoing and will continue the whole programme period of 2022-2025.

The three-layer structure of the DPF Programme is reflected in the prevention of SEAH. It is equally important to ensure all, Member Organisations and the DPF Secretariat, and the Southern Partners, have respective organizational level systems and procedures in place. In addition, adequate Programme level systems and procedures need to be ensured.

For the staff linked to the Programme at the DPF Member Organisations, the Secretariat staff, and for the Board members, the DPF Code of Conduct is the key guiding document. For the Southern Partners, it sets the standard for their respective Code of Conduct. The Board of the DPF has approved a draft version in March 2021 and it will be finalized and signed by the staff it concerns at latest during the 2nd half of 2021.

Training on sexuality, sexual education and how to train on safety skills will be organized for the DPF Board and Steering Group members and the Secretariat staff in May 2021. After the training, the Northern counterparts are in better position in developing together needed systems and procedures to prevent SEAH in the Programme, and to support their respective Southern Partners in this regard.

The Southern Partners (16) have various policies and other documents linked to prevention of SEAH in place. These have been systematically mapped out, not only to identify gaps but also to map existing capacities. The Secretariat has also started a systemic review of the PSEAH mechanisms and practices among the Partner Organizations. The work is planned to be completed by early July 2021. Based on the mapping, a draft a plan for supporting Partner Organizations in strengthening PSEAH will be made.

Procedure in reporting incidents and suspicions by Partner Organisations and DPF Member Organizations for the Secretariat was formalized and re-communicated to all counterparts in November 2020. Project Concept Notes (13) for the programme period of 2022-2025 were reviewed from the SEAH risk perspective in February. Risk analyses and risk mitigation from SEAH perspective will be strengthened in all projects of the Programme.

To summarize the situation, the Partners are in very different stages. Some of them have years of experience in prevention of sexual violence. For others, the theme is rather new. Capacity building and technical support have also been provided for some Partners within the framework of the Disability Partnership Programme over the years. Also training for the Northern Counterparts have been organized in 2017. Now the focus is to ensure prevention of SEAH is systematically and adequately addressed in all policies and practises by every organisation engaged in the Programme, and to create those not yet in place. This will ensure all the three layers of the DPF structure and the Programme itself comply with the IASC standards and criteria.

5.4.3. Prevention of Corruption in the Programme

Disability Partnership Finland has a zero-tolerance policy to all forms of corruption. Capacity building of the Southern partner organizations but also of the Finnish DPF organizations has always been a priority area and is an outcome in the new programme. Among the basic building blocks of strong capacity are good governance and solid financial administration. Transparent financial processes are seen as an effective method against corruption in the programme.

Every organization receiving funds from the DPF is obliged to sign the Zero Tolerance for Corruption Agreement. It defines different forms of corruption, requires the Southern partners to create their own anti-corruption mechanisms, and report all cases of corruption and attempted acts of corruption - even the slightest suspicions - either directly to the DPF Secretariat or to their Finnish partner organization, who will then immediately report it to the DPF. The project coordinators of the DPF member organizations have the responsibility to discuss the text of the agreement with the Southern partners before signing and remind of the prevention of corruption during monitoring visits.

Besides the agreement described above anti-corruption measures include regular financial reporting from the projects, annual project audits and spot-checks of the financial documents of partner organizations in connection with monitoring visits.

The DPF Board members and substitute members annually sign a form where they must report any conflict of interest with their position in the Board.

As part of the new risk management system of the DPF, an Internal Auditing Group will be formed. The Group will monitor, guide, and assess the risk management of the programme on all levels and thus strengthen anti-corruption work in the programme.

5.4.4. Covid-19: Preparedness and capacity to adjust plans when needed

There are various operative risks related to the Covid-19, and the implications of the national and local responses to the pandemic to the programme implementation vary from moderate to significant. Changes in the Covid-19 situation together with the measures to address this vary from country to country and change relatively quickly. Partner organizations are central in monitoring the situations regularly and deciding when corrective measures need to be taken.

Since the beginning of the pandemic, various lessons learnt and good practices related to adjusting the programme implementation have been identified. Partners have quite successfully adjusted programme activities according to the specific needs of each context and the local Covid-19 related restrictions. In addition, accessible information taking into consideration the specific needs of different disability groups have been produced and disseminated. Many partners have been learning the use of new technologies and different digital platforms and tools for organizing online events. This has included adapting the content of the activities and materials to online needs. Through online events some partners have been able to reach more participants and participants more widely comparing to organising offline events. Therefore, adapting the events and materials to new audiences has also taken place.

Due to travel restrictions, finding new ways to communicate and cooperate more effectively online has been necessary. Opportunities and different platforms for virtual co-working methods and online trainings are being actively explored and the Programme aims at increasing their implementation. For example, in the disability mainstreaming the concept of a hybrid training (Finnish trainers provide online training for project staff and engage representatives of a local OPD who are physically present) was developed and carried out for a project in Somalia and will be used in the future. Also, some partners have successfully organised trainings, webinars and peer support online. The good practices and lessons learnt related to these can be further promoted in both mutual learning between programme partners and disability mainstreaming services. In addition, organizing evaluations in which evaluators train local staff to collect and analyse data with their support has become an option especially in cases when travelling is not recommended.

However, COVID-19 pandemic has revealed that many persons with disabilities do not have the right technical capacity and knowledge (e.g., smartphones and online instruments) needed in online participation. In addition, many lack access to internet connection or connection is very expensive to use for long periods of time. Despite the positive effort to adopt online platforms, it is important to bear in mind the accessibility challenges linked to platforms concerning different

disability groups. All these factors need to be taken into consideration regarding the plans for the 2022 – 2025 period. However, DPF and programme partners are more prepared for this than when the pandemic started in 2020.

It is also clear that the improved implementation of human rights of persons with disabilities, and especially women with disabilities, is a challenge for governments (and donors) struggling with the pandemic. Programme partners have been reporting of increased violence against women, and many have been struggling to react quickly enough to the increased need to support women with disabilities to overcome violence and distress.

5.5. Programme Financing Plan and Budget

The applied funding for the programme period 2022–2025 is 8 840 012 €. This includes the 10 % unallocated share, which use can be decided later.

The budget attachment gives an overview of the grant application and self-financing divided in project costs and the support costs that include planning, monitoring and evaluation costs, communications costs and administration costs.

The DPF Board has approved the budget allocations for each member organization and the Secretariat. In case the DPF is not granted the applied funding in full, the Board will, after consultations with the Southern partners, decide on adaptations to the programme.

The Programme consists of a total of 18 projects. 13 project concept notes have already been approved to be part of the Programme. In addition to these, the budget includes reservations for 5 more projects that will be planned and submitted for approval later. Furthermore, Threshold Association is planning to carry out two communication projects.

The DPF has a long experience for successfully implementing development cooperation projects. Its administrative capacity is based on a competent and experienced personnel and on a functional Board.

The grant applied provides sufficient resources to implement the programme in full. The administrative capacity will also be strengthened as the applied grant would enable the Budget and Finance Advisor to work full-time, instead of the current working time of 50 %. The project coordinators of the member organizations get support from the organizations' own financial administration.

Project costs

Member organizations have their own budget frames under the project costs. Under these frames, they plan their operations in Finland and in the Global South. The member organizations who have more than one project have budgeted their costs in Finland as an aggregate, while for those having only one project, the costs in Finland are included in the same budget line with the project costs in the Global South. The aggregate costs in Finland are not fully comparative between member organizations, as some of them include some costs registered in Finland in each project budget, while others budget all costs registered in Finland as part of the aggregate costs in Finland.

Planning, monitoring and evaluation costs

The budget line of planning, monitoring and evaluation is divided in two parts: a) shared planning, monitoring and evaluation funds (PME fund), and b) planning, monitoring and evaluation funds of the Secretariat. The planning, monitoring and evaluation costs of the Secretariat include e. g. personnel costs, travel and other monitoring related costs.

The shared PME fund is earmarked for project planning, development of monitoring and evaluation knowhow, project evaluations and other work that raises the quality of work. Throughout the year, member organizations can apply for funds from this lot by submitting a plan and a budget to the DPF Board to decide if the plan is feasible. The funds are paid per retained vouchers after the costs have realised and a minimum 7,5 % self-financing share is entailed. Each approved PME grant is also audited after the financial year of implementation has ended. Over the past years, these shared funds have been used for instance for planning new project components, monitoring and evaluation workshops, project evaluations, project planning trips, member organization board's visit to a project, and support to self-advocates' participation in project work.

Communications costs

The communications costs include programme information work, development communications, global education and advocacy costs. The budget lines of communications & global education and advocacy work are allocated to the Secretariat. The communications costs of the Secretariat include e.g. personnel costs, website, and publishing costs. The member organizations' communications costs are included in the member organizations' budgets under project costs in Finland and/or in projects in the Global South.

Administration costs

The budget line of administration is allocated to the Secretariat. Administration costs of the member organizations come within their allocated share of the project funds. The administration costs of the secretariat include e.g., personnel costs, office rent, financial administration, auditing, bank fees, network and software costs.

Personnel Costs

The member organizations' personnel costs are budgeted within their allocated share of the project funds. Nine full-time or part-time project coordinators are employed by six member organizations in Finland, and a few other employees work part time for the development cooperation programme. The development cooperation teams of the member organizations plan and implement their projects together with their Southern partners.

The Secretariat has a staff of four: Executive Director, two Programme Advisors and a Budget and Finance Advisor. The applied fund allows the whole staff to work full-time (currently the Budget and Finance Advisor's working time is only 50 %). The personnel costs are included in the secretariat budget and divided between the Planning, monitoring and evaluation, and Communications and Administration costs. In the year 2022 only 75 % of the Programme Advisor's (M&E) personnel costs are allocated for the programme. The remaining 25 % are allocated for the EU financed project. In 2023–2025 100 % is allocated for the programme. Furthermore, most of the yearly income from the DPF mainstreaming services is used for covering the personnel costs of the second Programme Advisor.

Self-financing

A minimum of 7,5 % self-financing share is required in the programme. The required total self-financing for the programme period 2022–2025 is 716 757 €.

Based on the joint agreement, each member organization is responsible to cover the self-financing share of their project portfolio and possible use of PME fund. Each member organization has their own sources of self-financing. Trust funds, membership fees, organized events, miscellaneous sales revenues and revenues from fundraising campaigns are some of the typical sources of self-financing by the member organizations.

The secretariat gets membership fees, occasional training and article fees and donations that are used for its self-financing share. Also, the small income from the DPF mainstreaming services has

been used to cover the secretariat's self-financing in the past years. The share that is not covered by these sources is financed by the member organizations. Each member organization pays an allocated share according to the principles laid out in the signed internal agreement between the members.