



UN Partnership on the Rights of Persons with Disabilities

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UNPRPD

QUALITY ASSURANCE
FRAMEWORK

2018

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List of Acronyms and Abbreviations

CRPD	UN Convention on the Rights of Persons with Disabilities
DPOs	Organizations of Persons with Disabilities
MC	Management Committee of the UNPRPD
PB	Policy Board of the UNPRPD
PUNOs	Participating United Nations Organizations
SOF	UNPRPD's Strategic and Operational Framework 2016-2021
UNCT	UN Country Team
UNPRPD	UN Partnership on the Rights of Persons with Disabilities
UNPRPD TS	Technical Secretariat of the UN Partnership on the Rights of Persons with Disabilities



The background is a solid orange color. It features several large, rounded, overlapping shapes in a lighter shade of orange. There are three white circles: one in the top right corner, one in the lower middle area, and one in the bottom left area.

Part I

Introduction



Introduction

This document lays out the key strategies to improve and ensure a high level of quality in the implementation of projects carried out within the framework of and supported by the UN Partnership on the Rights of Persons with Disabilities (UNPRPD)¹

The UNPRPD Quality Assurance Framework outlined in this document addresses five main questions:

- **Why do we need to quality-assure UNPRPD projects?**
- **What comprises a high-quality UNPRPD project?**
- **How to quality-assure UNPRPD projects?**
- **Who is responsible for quality assurance?**
- **When should quality assurance take place?**

This document is to be used only as a reference document to strengthen quality assurance of UNPRPD projects. It does not replace quality assurance guidelines and standards of participating UN organizations (PUNOs) as well as standard UNDG guidance on joint UN programmes, results-based management and evaluation.



1.1 Key Quality Assurance Objectives

Why do we need a UNPRPD Quality Assurance Framework?

The primary purpose of developing a quality assurance framework for the UNPRPD is to enhance the quality and effectiveness of UNPRPD interventions. It is also key for monitoring progress of UNPRPD projects and strengthening the UNPRPD's accountability to its partners and donors and, most important, to persons with disabilities.

In order to facilitate the above, the quality assurance framework outlines some key mechanisms for achieving the following:

- Ongoing monitoring;
- Ongoing policy advice;
- Facilitating access to technical information;
- Promoting access to technical expertise;
- Knowledge management, learning and sharing.²

The Quality Assurance Framework also describes roles and responsibilities of key stakeholders for quality assurance at project and partnership levels. It is also cognizant of the partnership-level results framework set out in the UNPRPD's Strategic and Operational Framework³ (page 42) and aims to facilitate the design and operationalization of quality assurance processes as the basis of reporting against the Partnership's results framework.

1.2 Parameters of Quality

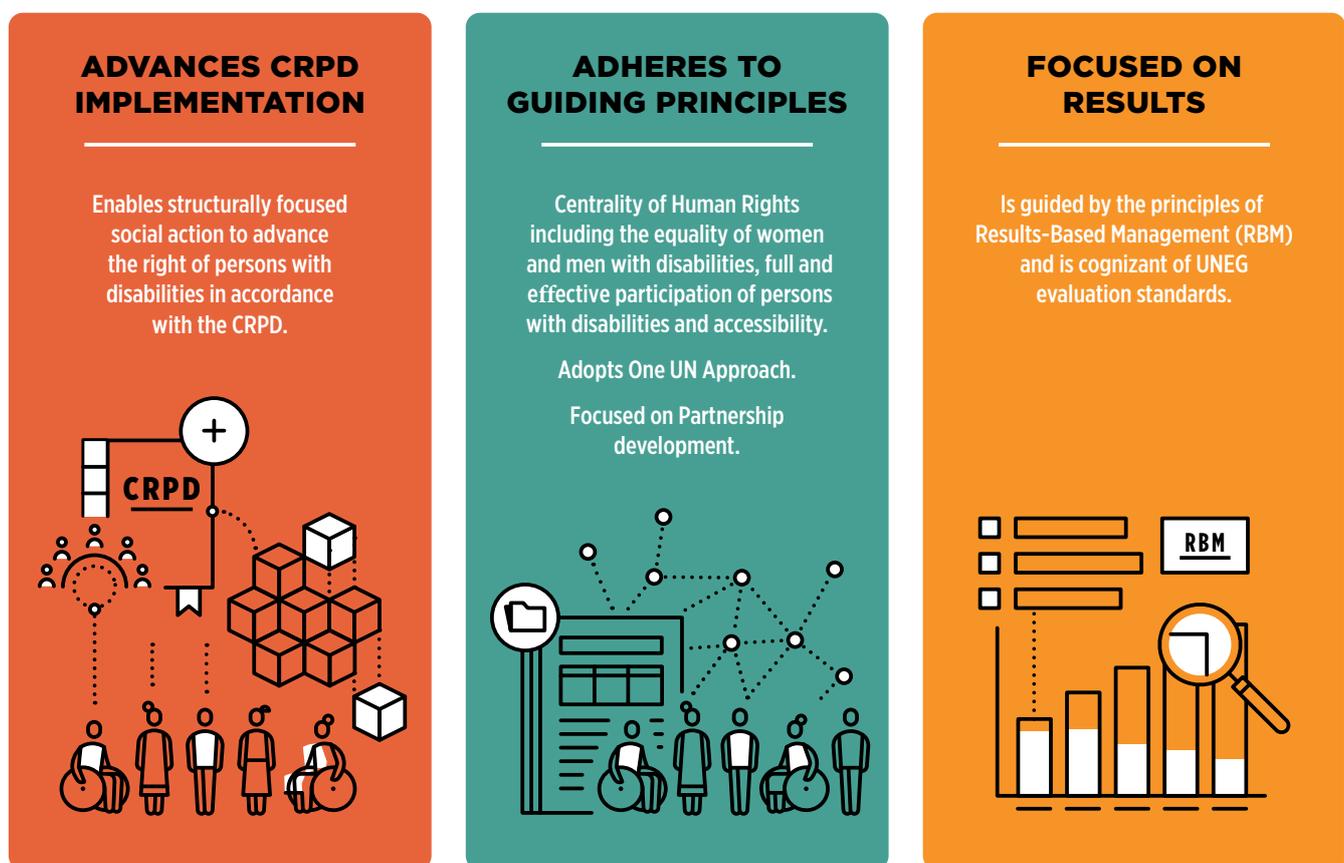
What constitutes a high-quality UNPRPD project?

Fundamental to any quality assurance process is the identification of key parameters for determining quality. This section outlines what constitutes a good quality UNPRPD project informed by the UNPRPD's Strategic and Operational Framework (SOF). However, this does not preclude the need for UNPRPD projects to meet overall quality standards that guide development initiatives in general.

A quality UNPRPD initiative:

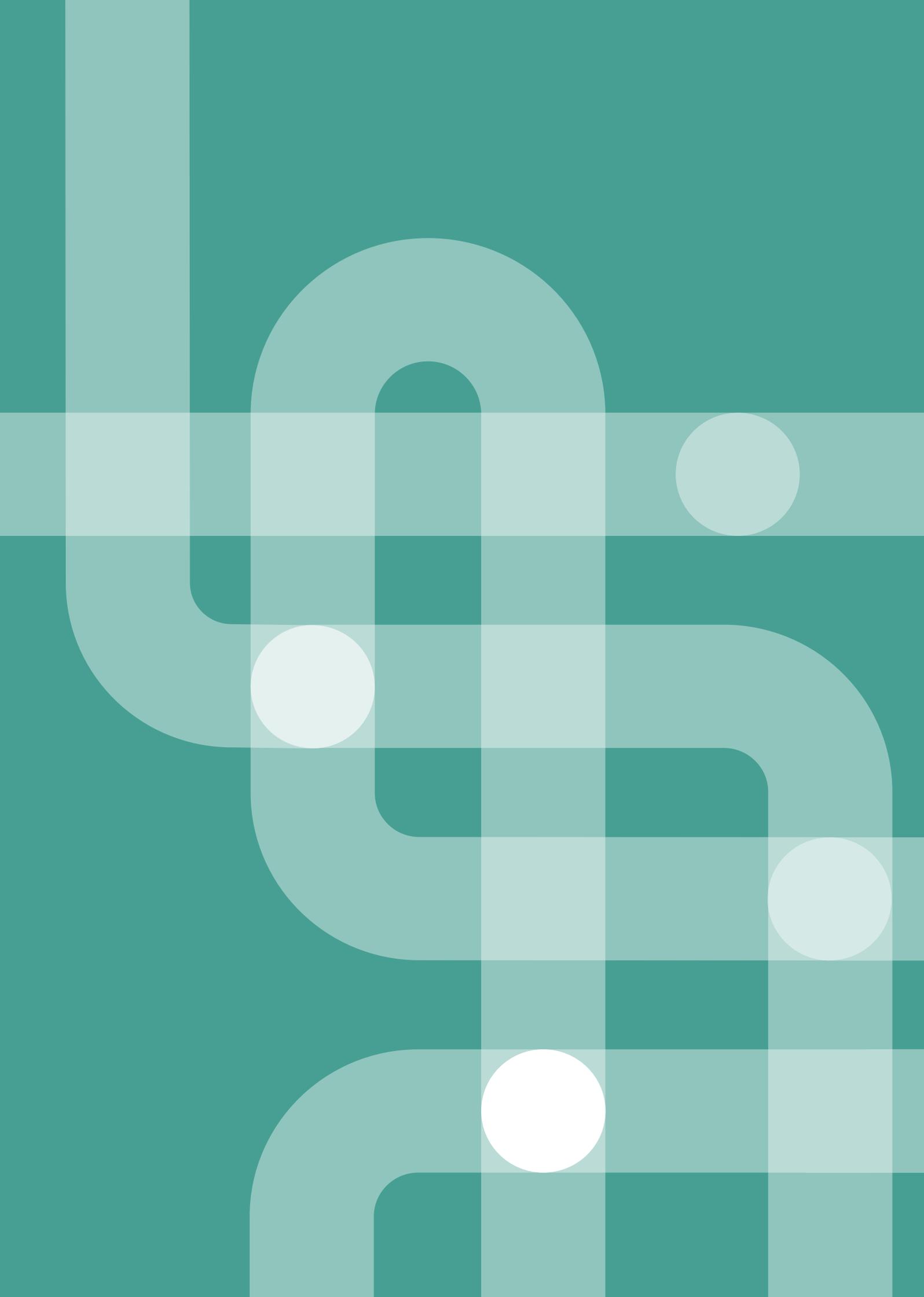
- Enables structurally focused social action to advance the rights of persons with disabilities in accordance with the CRPD (Refer to SOF Section 2.1).
- Adheres to the UNPRPD's Guiding Principles (See SOF 2.0 Section 3.1)
- Is guided by the principles of Results-Based Management⁴ and is cognizant of UNEG evaluation standards.⁵

FIGURE 1. **PARAMETERS OF QUALITY**





- 1. UNPRPD Brochure is available here: <http://mptf.undp.org/factsheet/fund/RPD00>**
- 2. From the perspective of enhancing capacity and quality of project implementation, the QAF refers to knowledge management, learning and sharing, although the purpose of this document is not to outline a knowledge management and learning strategy.**
- 3. UNPRPD Strategic and Operational Framework is available here: <http://mptf.undp.org/factsheet/fund/RPD00>**
- 4. UNDG Handbook on Results-Based Management**
- 5. UNEG Evaluation Norms and Standards 2016**





Part II

Mechanisms and Processes for Quality Assurance

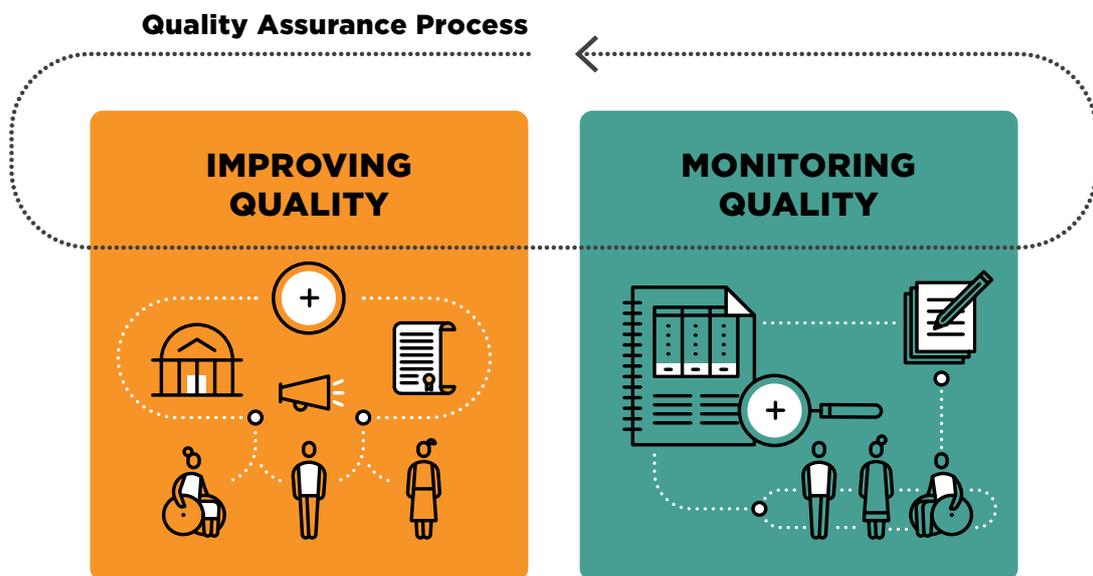
How do we quality-assure UNPRPD projects?

Two primary functions of a robust quality assurance framework are: a) improving and ensuring better quality of project implementation and b) stronger monitoring of project performance. While both of these are ongoing and separate processes, they are closely interlinked. Based upon feedback received from enhanced project monitoring, the quality of project implementation can be assessed and improved. At the same time, quality implementation of projects can lead to better results for UNPRPD projects.

While this document outlines quality assurance processes once a project has been selected for UNPRPD support, in essence the quality assurance process must begin at the project design stage for a project to be of good quality. The project's design must be informed by a strong theory of change based on a solid situational and gender analysis⁶ as well as having been developed with meaningful engagement of persons with disabilities and other partners.

This section details how to ensure quality assurance of UNPRPD projects through two principal mechanisms during project inception and implementation: improving quality and monitoring quality. It further elaborates on the ways in which these mechanisms can be operationalized to improve the quality of project implementation and to ensure the quality of results. The suggestions made below are neither prescriptive nor exhaustive, since an effective quality assurance process must be context-specific to be fit for purpose. However, they do aim to outline the fundamental principles on which the quality assurance process should be designed at project level and refers to the quality assurance process at the Partnership level.

FIGURE 2. MECHANISM FOR UNPRPD QULAITY ASSURANCE

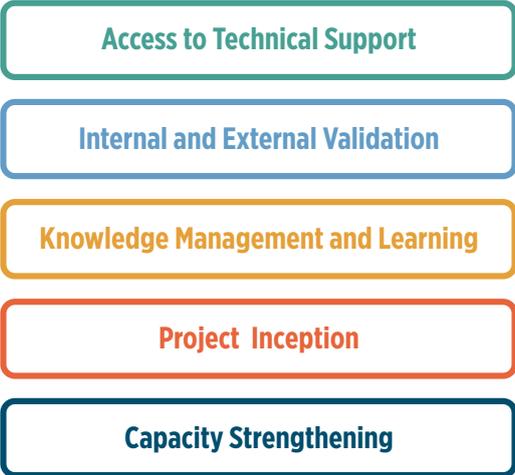


2.1 Improving Quality

A critical aspect of any quality assurance mechanism is putting in place a process that enhances the quality of project implementation in the first place. This section details ways in which the quality of UNPRPD projects can be improved and as such covers the following broad areas:

- Project Inception
- Capacity Strengthening
- Access to Technical Support
- Setting up Appropriate Validation Systems
- Development of a Knowledge Management and Learning strategy

FIGURE 3. MEANS OF IMPROVING QUALITY





2.1.1 Project Inception

To ensure a good quality UNPRPD project, a first step is putting in place a strong foundation through a well-thought-out project inception phase at the start of the project's implementation. A well-planned project inception phase includes, among others, bringing together different stakeholders and partners, including organizations of persons with disabilities who will be involved in the implementation of the project, including organizations of persons with disabilities, and ensuring a shared vision, ownership and commitment to the realization of the project's goals, and clear allocation of responsibilities. Often this may also entail the formalization of partnership arrangements or cooperation agreements. The project inception phase also allows for putting together a detailed project implementation, monitoring and evaluation plan as well as establishing appropriate mechanisms for oversight and coordination during project implementation. Baseline surveys and further strengthening gender analysis⁷ might also be necessary to inform the implementation of the project. As detailed below, it is also an opportunity for orientation and capacity-building on the CRPD.

2.1.2 Capacity Strengthening

In order to improve the quality of projects, UNPRPD project teams may adopt several means to address gaps in programmatic capacity needs. These may be as follows:

- **Inception Training:** Strengthening capacity by initiating an inception training at the start of an UNPRPD project on the UN Convention on the Rights of Persons with Disabilities (CRPD) as a whole and/or on specific thematic areas relevant to the project. This can create a shared understanding of the CRPD, promote ownership of the UNPRPD project and help promote a coordinated approach for gender-responsive CRPD implementation between key stakeholders, significantly amplifying their capacity. The participants of these trainings may be members of PUNOs, the UNCT more broadly, DPOs, as well as government and other partners. Project inception activities and training must focus on gender-responsive implementation of the CRPD in order to promote equality between women and men with disabilities and between boys and girls with disabilities. Trainings must also reflect the diversity of the lived experience of disability. DPOs and civil society organizations with expertise on the rights of persons with disabilities can be critical providers of training during the inception phase. While designing the inception training, it is sensible to build on or tap into existing training packages of the UN, CSOs and DPOs and to make linkage to these as relevant. Disability Equality Training along with more focused training on the CRPD can be an effective tool for creating a shared and rights-based understanding of disability at the start of a project.



- **Leveraging existing capacity within the UNCT or other UNCTs on a specific area:**
Often UNCTs have capacities on disability inclusion and/or specific thematic areas. For example, a UNPRPD member entity may already be doing work on mine action and may have gathered expertise on working with people with disabilities that could be useful for the UNPRPD project. Or, if a project entails strengthening the participation of persons with disabilities in the deliberations of Parliamentary Commissions, specific entities within the UNCT may already have experience of working with and have access to Parliamentary Commissions. Similarly, human rights or disability teams within agencies may have access to existing networks of DPOs and can help facilitate their participation in the work of Parliamentary Commissions. It is also important to harness existing gender expertise within UNPRPD PUNOs and within the broader UNCT while planning and implementing UNPRPD interventions. It is also important to reach out to gender experts within PUNOs and the broader UNCT or beyond in order to strengthen the gender equality dimension of UNPRPD projects and ensure appropriate attention to the rights of women and girls with disabilities. Furthermore, at the inception phase, new UNPRPD project teams could be in touch with older UNPRPD project teams to learn from their experience. The UNPRPD Technical Secretariat can facilitate these linkages.

- **Collaboration with organizations of persons with disabilities (DPOs) and civil society organizations (CSOs):** DPOs and CSOs have developed expertise as well as resources to promote the inclusion of persons with disabilities and can be critical partners in interventions aimed at enhancing the capacity of UNPRPD PUNOs or the UNCT more broadly. Civil society resources including those of the International Disability Alliance and the International Disability and Development Consortium, and their members' training capacities can be mobilized in country. Furthermore, links can be made with BRIDGE CRPD-SDGs co-facilitators and trainers⁸ in country for the provision of training on the CRPD. The UNPRPD Technical Secretariat and members of the UNPRPD Management Committee can help to facilitate linkages with relevant organizations in the country. It is also necessary to proactively consult and actively engage the participation of organizations of women with disabilities or women members of existing DPOs throughout the project cycle including during the project inception training. It may also be beneficial to reach out to women's organizations and to organizations representing traditionally underrepresented groups of persons with disabilities to ensure their voices and expertise are adequately reflected.

- **UNCTs may also access other resources on the rights of persons with disabilities:**
While UNCTs can consult UN and non-UN resources, some UN-specific resources are the UNDG Guidance on Including the Rights of Persons with Disabilities in United Nations Programming at Country Level⁹ or the UNITAR training module "Commitment to the Human Rights Based Approach to Disability Rights"¹⁰ as well as disability inclusion programming guidance of individual UN entities.



2.1.3 Access to Technical Support

In several instances, it might be necessary to access technical expertise from outside the UNCT. This can be accessed through different means depending on the nature of the need. These could be as follows:

- **Contracting external expertise** at the national, regional and/or international level. The Technical Secretariat of the UNPRPD and representatives on the UNPRPD Management Committee—including civil society representatives—can also help to facilitate appropriate linkages to external experts.
- **Consultation with regional and international networks and bodies of work** can be a useful means of accessing technical support or making programmatic linkages that let UNPRPD projects link with global or regional work and resources on similar thematic issues, and align their intervention to existing global standards, guidance and good practice. The Technical Secretariat as well as disability focal points of PUNOs might support this by making referrals and suggestions on existing networks and global initiatives on different thematic issues as well as individual and institutional expertise to facilitate access to global good practice, lessons learnt as well as expertise. Examples include Global Business and Disability Network, G3ICT, GATE initiative, and Accessible Books Consortium.
- **Periodic meetings with UNPRPD Technical Secretariat (TS) as well as disability and thematic focal points of UNPRPD PUNOs** at HQ and regional levels. The UNPRPD TS will organize periodic thematic virtual meetings to provide support to projects as needed.
- **Access to technical support from other UNPRPD projects** via virtual exchanges/face-to-face meetings with UN entities and UNCTs that may be involved in similar work.
- **Technical support and review missions** may occasionally be undertaken by the UNPRPD Technical Secretariat or the HQ disability focal points of PUNOs to different UNPRPD projects. These missions will aim to assess progress and support the project teams to strengthen project implementation.



2.1.4 Managing Knowledge and Promoting Learning

Learning before, during and after UNPRPD project implementation is important and must be closely linked to the project's delivery to improve quality. As such, learning processes must be embedded within the delivery process. Furthermore, one way for UNPRPD projects to gain access to technical knowledge and support is by engaging with colleagues from other UNPRPD projects that are or have been engaged in similar work. Several opportunities exist for such exchange and south-south learning:

- Thematic webinars/meetings organized by the UNPRPD Technical Secretariat on a specific theme relevant to the work of UNPRPD projects based on demand and need.
- The Know UNPRPD programme, which brings together UNPRPD project representatives from different PUNOs to share, brainstorm and discuss project progress, approach and challenges, and document knowledge and lessons learnt from UNPRPD projects.
- A UNPRPD-specific virtual space as well as external knowledge platforms to share resources, information and request input from other project colleagues, as well as the Technical Secretariat and organizations and experts outside the UNPRPD.
- Existing knowledge management platforms on disability-inclusive development and humanitarian action, such as Source, Enabling Education Network (EENET) etc. are also useful ways to share and access knowledge.
- National, regional and international meetings and forums organized by projects or by external partners may provide a good opportunity to UNPRPD project representatives to share information about their projects as well as to learn from other countries' experiences.
- Documentation of good practices and lessons learned to inform ongoing and future work of the concerned project as well as other UNPRPD project teams. Project teams should adopt a clear knowledge management strategy from the start, to capture learning and inform project delivery. Any knowledge management initiative must closely consider the rights of women and girls with disabilities, and those of the most underrepresented groups of persons with disabilities, and how these are being impacted as a result of the project's intervention. Furthermore, UNPRPD projects can and do make a significant contribution to global knowledge — within and outside the UN system — on approaches to disability inclusion and as well as gender-responsive CRPD implementation. Therefore, documentation and sharing of this knowledge is critical.



2.1.5 Setting up Appropriate Validation/Review Mechanisms

Some mechanisms and processes may be set up by UNPRPD project teams to strengthen the quality of products, services and interventions developed through the project and ensure their relevance to the needs and rights of women and men with disabilities as well as compliance with the CRPD. The suggestions below are not prescriptive and all validation processes must be context-specific as well as fit for purpose.

Some important principles and guidelines to keep in mind while designing a validation process for products, services and programmes developed through the UNPRPD project:

- All validation mechanisms must involve meaningful engagement and consultation with women and men with disabilities and their representative organizations. Also, as appropriate, following due protocols, children and youth with disabilities (girls and boys) should also be involved in validation processes as relevant. It is also important to involve persons with different disabilities, including the most discriminated-against groups among persons with disabilities, and it is especially important with validation of new services or products to be used by a range of users with disabilities. Importantly, validation processes must be accessible to all persons with disabilities and provide appropriate reasonable accommodation to enable meaningful participation.
- All validation processes should seek to ask a primary question: Is the product, service, tool, policy or programme being validated compliant with the provisions of the CRPD, and does it adequately account for gender differences and the diversity of the lived experiences of disability?

Validation processes can be internal as well as external and can entail the following options:

2.1.5.1 Internal Validation

Establishment of a project-level governance mechanism - Different UNPRPD projects adopt different governance mechanisms. This could be in the form of a project-level Steering Committee for project planning, coordination and quality assurance functions. Depending on the overall nature of the need, validation can be provided by the project-level Steering Committee or an Advisory Committee comprising key stakeholders and experts. It is best for each UNCT to determine the best mechanism for quality assurance. Some key principles to keep in mind while designing this is to ensure that it involves a broad range of stakeholders with due representation and meaningful participation of women and men with disabilities, and the most underrepresented groups with disabilities.



Periodic feedback and consultation with relevant technical leads at regional and HQ level of UNPRPD PUNOs - Initiating consultation processes at the start, during and after implementation of activities will enable projects to tap into networks of expertise and experience that already exist within individual agencies, access the latest developments within the UN and externally in a particular area, and build on this.

Consulting and seeking feedback from the UNPRPD Technical Secretariat (TS) - In addition, the TS may be able to make connections with similar work in other UNPRPD projects as well as to other similar regional or global work. Depending on need, the TS may also, in consultation with country project teams and missions, monitor project progress to provide technical support and feedback.

After Action Reviews (AARs) - Project teams may also undertake after action reviews supported by an external facilitator along with their national partners to capture the lessons learned with the goal of improving future performance. These should include representatives of women and men with disabilities. In case a project team plans to undertake such a review, the project's M&E must include a budget.

2.1.5.2 External Validation

External validation and peer review by subject matter experts within country, regionally or internationally is important - It is often helpful to have an external consultation process prior to the implementation of an activity, followed by validation during and after the activity. The composition of validation teams must include thematic experts as applicable, gender and disability experts including experts with disabilities, and DPOs including those representing the most underrepresented groups of persons with disabilities.

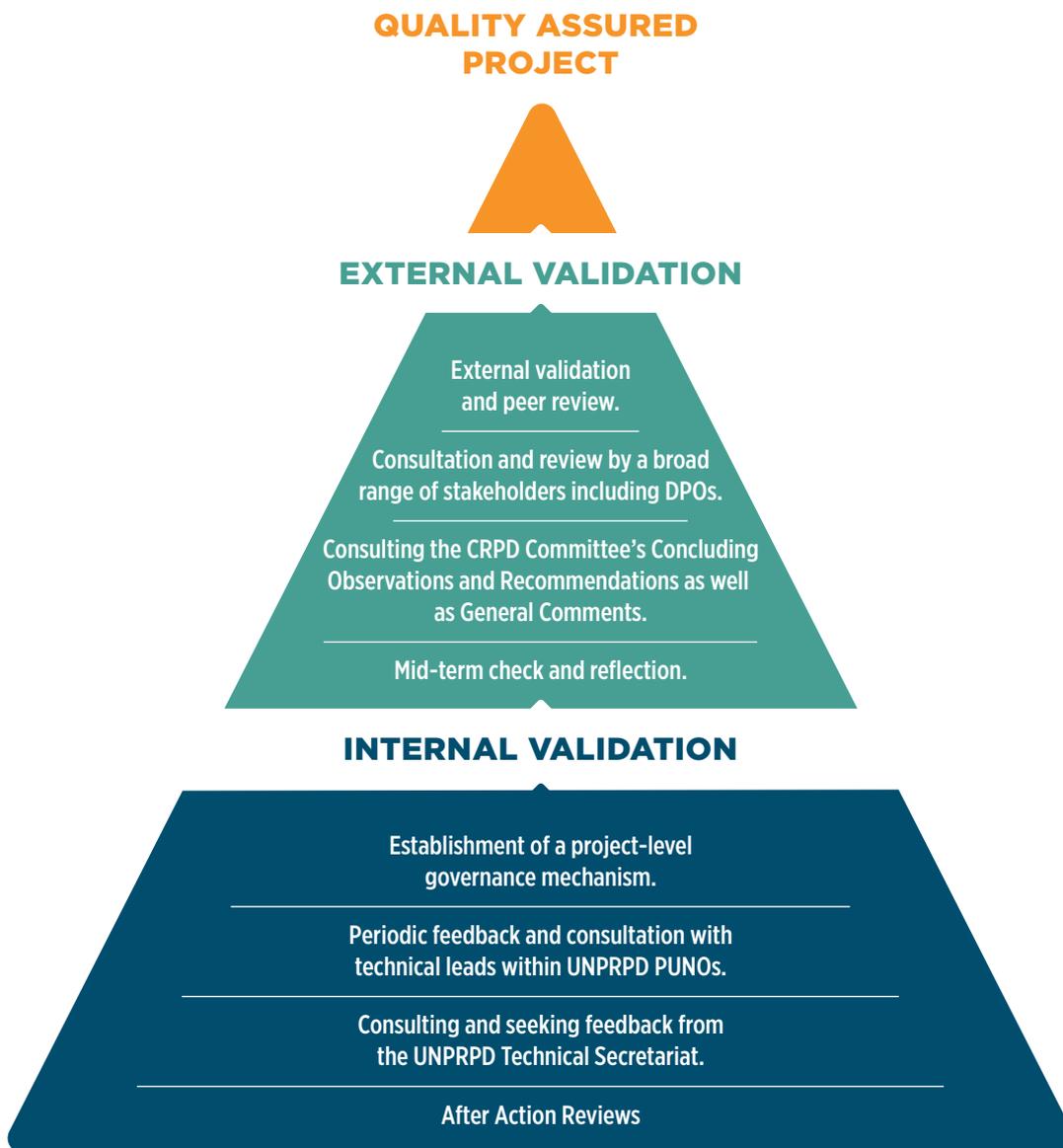
Consultation and peer review with a broad range of stakeholders including DPOs at country level - Consultation with and peer review by a broad range of stakeholders before, during and after the development of a project output can be useful for its validation. As the primary rights holders, persons with disabilities and their representative organizations are central to any consultation and review process to ensure that products and services being developed are relevant, accessible and fit for purpose. Such consultations must pay specific attention to the inclusion of women with disabilities and their representative organizations, children with disabilities including girls, and the most underrepresented groups of persons with disabilities. Enlisting the active engagement and participation of persons with disabilities from the design stage can often mean that products, policies, services and tools developed through the UNRPD projects meet their needs and are accessible.

Consulting the CRPD Committee’s Recommendations as well as General Comments -

The CRPD Committee issues concluding observations and provides recommendations¹¹ based on its review of State Party reports. The Committee also issues General Comments on different articles of the CRPD¹² from time to time, to further clarify the interpretation of different CRPD articles. These must be factored in while designing laws, policies, services and programmes and during the validation processes when relevant.

Mid-term review - A mid-term check or reflection during the project cycle can provide the project team with useful insights into the quality and relevance of its work and to have validation of the results. Such reviews must include gender experts, disability experts and consult with organizations of men and women with disabilities including representatives of the most underrepresented groups of persons with disabilities.

FIGURE 4. VALIDATION MECHANISMS





Such analysis and review must specifically address how much the project is contributing to outcomes that advance the rights of women and girls with disabilities and whether the rights of persons with different types and diverse experiences of disability are being adequately addressed.

2.2 Monitoring Quality

This section will detail the quality assurance cycle at project and partnership levels for monitoring progress of UNPRPD projects. As such, it will outline the quality assurance structures and processes for monitoring and evaluation at the project and partnership levels, and the intermediary processes that make aggregation and accountability possible at different levels of the Partnership.

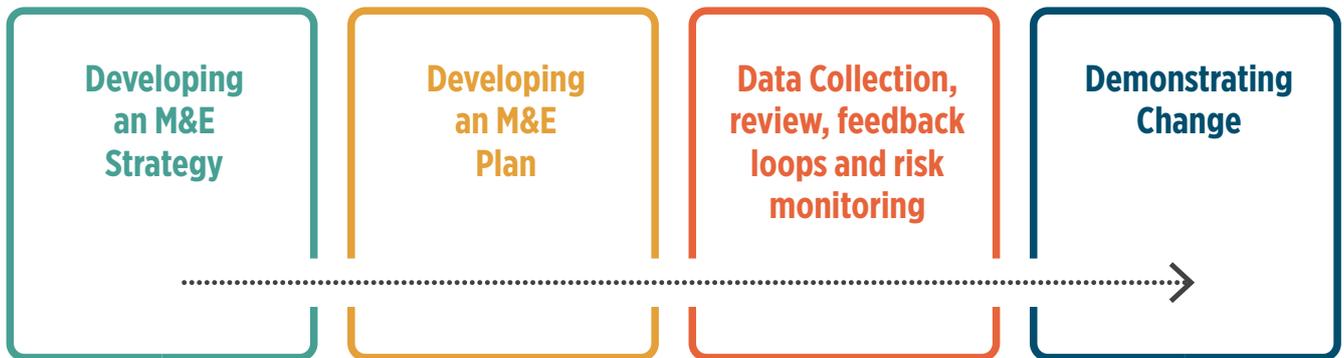
2.2.1. Establishing the M&E System at Project-Level

To strengthen tracking of progress of UNPRPD interventions cumulatively and for individual projects to better capture results, a monitoring and evaluation (M&E) system should exist at the project level. Project teams can consult M&E guidelines of the **UNDG¹³** as well as their individual agencies while designing the project-level M&E system. They may choose to involve M&E experts within their organizations to support them to put an appropriate M&E system in place.

During the project design stage, it is important to put adequate budget allocations in place to cover M&E costs. Active participation of DPOs and women with disabilities in the project monitoring process is critical. Depending on the project's objectives, participation of children with disabilities (girls and boys) and their parents should also be taken into account, following due protocols. Project teams need to be mindful of reasonable accommodation costs¹⁴ for all persons with disabilities, and include these costs in the project budget.

As figure 5 above depicts, establishing an M&E system at project level entails several steps:

FIGURE 5. PROJECT-LEVEL MONITORING



Steps for Establishing an M&E system at Project Level

Developing the Indicator Framework

After the approval of their project proposals, UNPRPD project teams will be required to develop indicators against their results framework. While data collected against all indicators must be disaggregated by sex, it may be important to also include specific indicators when it would not be possible to track changes in the advancement of the rights of women and girls with disabilities through sex disaggregation alone. For example:

- Number of organizations of women with disabilities that have enhanced capacity to engage in legislative and policy reform processes.
- National mechanisms in place to monitor and reduce gender-based violence that track violence against women and girls with disabilities.
- Number of women with disabilities accessing disability-inclusive maternal health care.

Developing a project M&E strategy

This will entail designing the monitoring system to track project progress. The M&E strategy must be put in place with due consultation and agreement with project stakeholders, as their ownership is necessary for project-level M&E to be successful. The M&E strategy should outline the design of the M&E system as well as allocation of responsibilities of different stakeholders in the monitoring of the project. In the development of the M&E strategy, due consideration must be given to reasonable accommodation and accessibility to facilitate the meaningful participation of women, men



and children with disabilities throughout the M&E process. The M&E strategy must also demonstrate how changes in structural conditions that affect women and girls with disabilities will be tracked, and how the most underrepresented groups of persons with disabilities are being impacted.

Putting together an M&E plan

The M&E plan should outline when and by whom the Project's M&E strategy will be rolled out. The M&E plan is used to systematically plan and chart the collection of primary data or sourcing of secondary data, and promote coordination for monitoring among different stakeholders involved in the project implementation and M&E process. In some cases, the collection of baseline data may be necessary and this should be factored into the plan. The M&E plan will incorporate elements of the results matrix: the stated impact and outcomes and corresponding indicators, baselines, targets and means of verification, including the corresponding methods of collecting primary data or sourcing secondary data. The M&E plan will also outline frequency of data collection, collation and analysis, and allocate responsibilities for the same. Collection of data from the field may require permissions as well as access to networks; these need to be accounted for while developing the M&E plan. The M&E plan should also state when the project plans to undertake an evaluation. The M&E plan should be designed keeping in mind the UNPRPD's overall reporting timelines.

Developing and testing M&E tools

Project managers and M&E focal points should identify suitable methods for data collection and develop M&E tools accordingly. To ensure the data collected is relevant and useful, it is important to pilot tools prior to their use. Project M&E focal points should identify suitable methods for data collection and develop M&E tools paying attention to tracking changes that impact the lives of women and girls with disabilities as well as consider the accessibility of the data collection tools to facilitate participation of DPOs in the data collection process.

Collection of baseline and end line data

In order to demonstrate change facilitated by the project, it is critical to identify data sources, secondary or primary, at the start of the project intervention. This will help establish a baseline. As far as possible, it is best to rely on existing mainstream sources of secondary data to track project progress. However, when such data are missing, it may be necessary to collect primary data. Baseline and endline data must be disaggregated by sex and as relevant by type of disability and other dimensions such as age, ethnicity and geographic location. Where primary data collection may be involved, the composition of data collection teams must have a gender balance and include women and men with disabilities. Due consideration must be given to accessibility of the data collection process as well as any necessary reasonable accommodation measures. As part of the process of putting together the project's baselines, it may be necessary to do a gender analysis going beyond sex disaggregation, to guide implementation and track progress.



Periodic collection, collation and analysis of M&E data

Periodic collection, collation and analysis of M&E data must be undertaken to inform project reporting, implementation, and course corrections if required. This must incorporate a strong gender dimension clearly elaborating how the rights of women and girls with disabilities are being advanced by the UNPRPD project. The analysis must also consider who is being included and who is not, and the barriers to participation for persons with different types of disabilities with diverse experiences of disability, so that necessary measures can be taken to ensure full and effective participation. It is also important to identify, manage and report risks. Periodic monitoring should support tracking of risks identified in the project's proposal, and assess any potential new risks during project implementation.

Establishing feedback loops

Learning before, during and after UNPRPD project implementation is important and closely linked to the project's delivery. Organizing periodic meetings and using dissemination mechanisms for project stakeholders to review data collected from M&E processes is critical for establishing feedback loops to inform project implementation, continually review the project's theory of change, and make any necessary adjustments.

Demonstrating change

To capture and demonstrate the change being brought about by UNPRPD projects, project teams need to pay attention to building evidence, both quantitative and qualitative. In parallel with the implementation of project activities, it is equally important to ensure that appropriate methods are used to track and build evidence of the change being effected by the project. Project reports must use change-based language and include qualitative and quantitative data to demonstrate changes. Reporting must reflect changes achieved towards advancing gender equality and impact on the most underrepresented groups of persons with disabilities. Depending on the nature of individual project interventions, different methods can demonstrate results and document change accruing from the project. Some of these are listed below. This is illustrative and not exhaustive.

- Secondary sources- surveys, population censuses, administrative data, research reports, etc.
- Knowledge, Attitude, Behaviour and Practice Surveys. Survey respondents should have appropriate gender balance as well as diverse representation from different groups of persons with disabilities.
- Perception surveys
- Pre- and post-training forms
- Focus group discussions (FGDs). Again, appropriate gender balance as well as diverse representation from different groups of persons with disabilities is important.
- Photos demonstrating project impact, not just project activities,¹⁵ and ensuring appropriate gender balance as well as diverse representation from different groups of persons with disabilities.



- Case Stories/Studies. It is also important to ensure appropriate gender balance as well as diverse representation from different groups of persons with disabilities while putting together case studies.
- Testimonies of stakeholders, duty bearers and rights holders ensuring appropriate gender balance as well as diverse representation from different groups of persons with disabilities.

Table 1 below provides some examples of how to capture evidence to demonstrate results against the four levers of change detailed in UNPRPD’s Strategic and Operational Framework Section 2.2 pg.33. This is only illustrative and not exhaustive.

TABLE 1. DEMONSTRATING CHANGE

Lever of change	Description	Means of validation	Independent means of verification
Legislative norms	Formally codified norms such as laws and policies.	<ul style="list-style-type: none"> • External review of draft law/policy document by PUNOs’ technical leads, UNPRPD TS, peer reviewers (national, regional or international experts). • Consultation with DPOs including women with disabilities and, as relevant, children with disabilities, throughout the policy process. 	<ul style="list-style-type: none"> • Adopted legislative/policy document/s. • Testimonies and/or written acknowledgement from government, DPOs and other stakeholders on the value added of the UNPRPD in the legislative/policy reform process. • Media reports.
Cultural norms	Beliefs, attitudes and values.	<ul style="list-style-type: none"> • Consultation with DPOs. • Pre-testing and piloting of campaign tools. • Broad-based stakeholder consultation and feedback to ensure principles of Do No Harm are respected. 	<ul style="list-style-type: none"> • KABP surveys pre- and post-intervention. • Media reports. • Testimonies. • Case stories. • Focus Group Discussions.

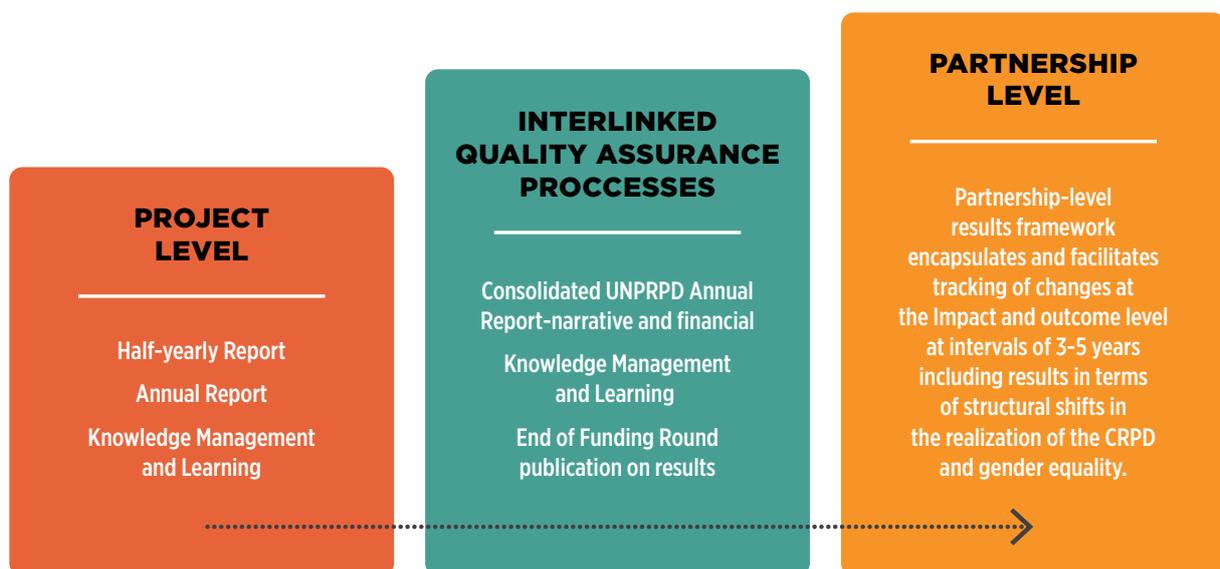


Lever of change	Description	Means of validation	Independent means of verification
Partnerships	Stable collaborative arrangements among actors.	<ul style="list-style-type: none">• Ensure Partnerships are inclusive, account for groups most likely to be excluded such as women with disabilities, indigenous persons with disabilities, rural persons, poor persons with disabilities, persons with intellectual and psychosocial disabilities and, where relevant, children and young people with disabilities, etc.• Ensure Partnership meetings happen in accessible venues, times, and information and discussions are accessible to persons with different types of disabilities, and include women with disabilities.• Periodic consultation with key stakeholders of the Partnership.	<ul style="list-style-type: none">• Institutionalized partnership agreement, MOUs and protocols.• Meeting reports.• Testimonies from partners.• Testimonies from DPOs.• Independent means of verification of the Partnership and collaboration facilitated thereof, such as through Most Significant Change Studies, project evaluation.
Capacity	Actor's ability to shape their environment.	<ul style="list-style-type: none">• Pre- and post-test forms.• External validation of systemic change interventions.• Validation of training curriculum.• Consultation with DPOs, especially organizations of women with disabilities.	<ul style="list-style-type: none">• Pre- and post-test forms to demonstrate changes in attitudes, knowledge and capacity of individual actors.• Monitoring shifts in practice through KABP surveys.• Evidence of actual systemic shifts in capacity--for example, change in building codes, actual adaptations made to public buildings.• Administrative data on services provided.• Testimonies of DPOs and other partners.• Institutionalized participation of DPOs in consultations and discussions.• Case studies.

2.2.2 Partnership-Level Quality Assurance and Monitoring Processes

Project-level monitoring processes are critical for monitoring progress and capturing results for individual UNPRPD initiatives. However, to demonstrate change and institutionalize accountability at the Partnership level, interlinked quality assurance processes are necessary as described below.

FIGURE 6. PARTNERSHIP-LEVEL ACCOUNTABILITY MECHANISM



Partnership-level accountability and reporting

Section 2.6 of the UNPRPD’s SOF (pg. 42-43) presents the fund-level results framework for the Partnership shown in Figure 7 below. The results framework reflects the theory of change of the UNPRPD detailed in SOF 2.0 (pg. 28-29). UNPRPD’s Partnership-level results framework encapsulates and facilitates tracking changes at the impact and outcome level for the fund as a whole at intervals of 3-5 years including results in terms of structural shifts in the realization of the CRPD and gender equality. Please find the results framework below.

To develop a comprehensive fund-level picture for the Partnership’s progress as a whole, the following systems have been put in place to track and distil results from the field as outlined below:



TABLE 2. UNPRPD PARTNERSHIP-LEVEL RESULTS MATRIX

Impact Rights of persons with disabilities advanced			
Impact Indicators	Baseline	Target	Means of Verification
Number of outcome-level results translating into actual impact at country level within 3 years after the achievement of the result	N.A.	At least 3 per funding round	Independent impact evaluation
Number of outcome-level results translating into actual impact at country level within 5 years after the achievement of the result	N.A.	At least 5 per funding round	Independent impact evaluation
Number of outcome-level results translating into actual impact on gender equality within 3 years after the achievement of the result	N.A.	At least 3 per funding round	Independent impact evaluation

Outcome 1 Structural changes advancing CRPD implementation take place at the country level			
Outcome Indicators	Baseline	Target	Means of Verification
Ratio of outcome-level results relative to outcome-level objectives per funding round	N.A.	At least 75%	TS analysis and external validation
Percentage of outcome-level objectives for which at least one target has been met per funding round	N.A.	At least 75%	UNCT reporting and external validation
Percentage of joint programmes that have been assessed as sufficiently successful to warrant Phase 2 support per funding round	N.A.	At least 75%	Records of MC blind review of Phase 2 concept notes
Output 1.1: Biennial funding rounds with competitively selected joint UN programmes – approximately 10 per round, depending on available resources			

Outcome 2 Regional voices of persons with disabilities are strengthened			
Outcome Indicators	Baseline	Target	Means of Verification
Ratio of outcome-level results relative to outcome-level objectives for regional projects	N.A.	At least 75%	TS analysis and external validation
Percentage of outcome-level objectives for which at least one target has been met for regional projects	N.A.	At least 75%	UNCT reporting and external validation
Output 2.1: Competitively selected regional joint UN programs- approximately 2 per biennium, depending on available resources			



Outcome 3 Global strategic resources are developed			
Outcome Indicators	Baseline	Target	Means of Verification
Ratio of outcome-level results relative to outcome-level objectives for global projects	N.A.	At least 75%	TS analysis and external validation
Percentage of outcome-level objectives for which at least one target has been met for global projects	N.A.	At least 75%	UNCT reporting and external validation
Output 3.1: Competitively selected global joint UN programs- approximately 2 per biennium, depending on available resources			

At Project Level

Half-yearly progress update - Each UNPRPD project team will develop a half-yearly update of project progress against their results framework using the half-yearly progress report template and submit this a month after the completion of the reporting period (by 31st July of the programme year). The report will also include reporting against the risk framework included in the project proposal.

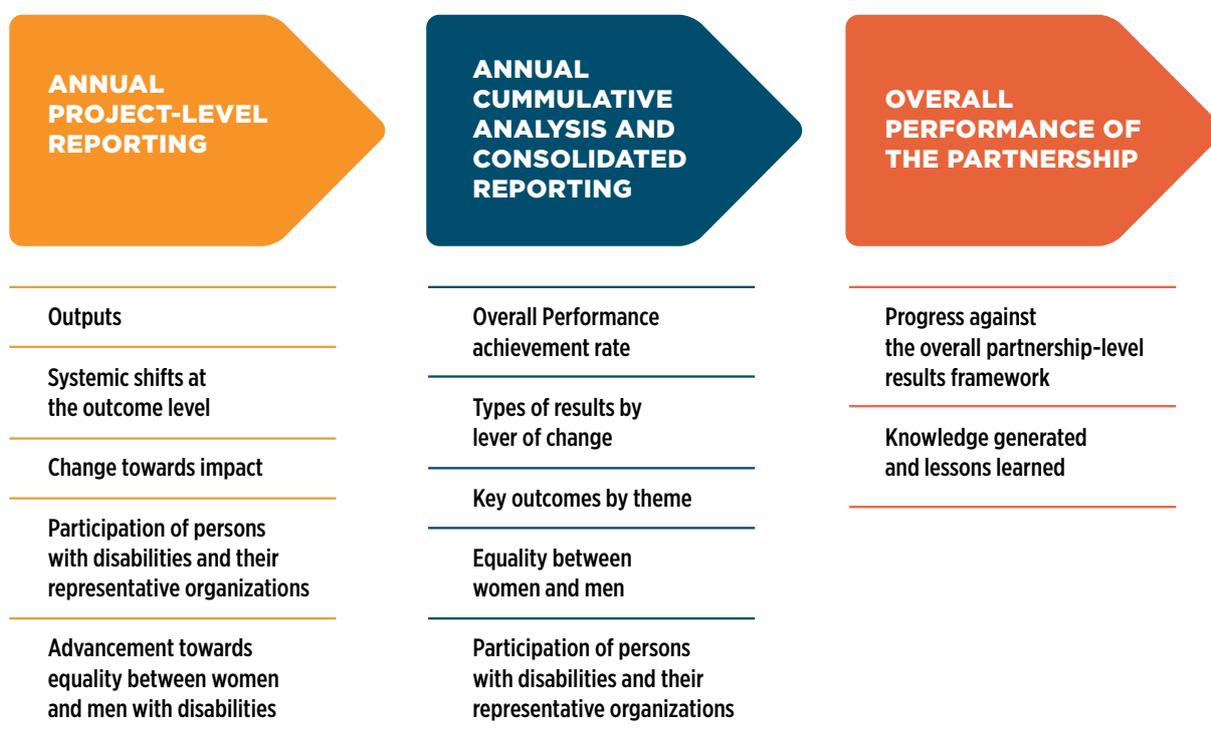
Annual progress report - Each UNPRPD project team will develop an annual progress report using the template shared by the UNPRPD Technical Secretariat. While developing the annual progress report, change-based language should be used to report and describe results rather than just a description of activities. Annual reports should be accompanied by independent means of verification as well as case studies, photographs and testimonies. Annual reports are to be submitted no later than 31 March of the year following the programme year (1 January-31 December) for which reporting is due. The report will include reporting against the risk framework included in the project proposal.

End-of-project report - Upon completion of the project, the project team must submit an end-of-project report within two months of the project's end date. The end-of-project report provides impact and outcome level results including advances made towards promoting gender equality and the meaningful participation of persons with disabilities.

Interlinked Quality Assurance Processes - from Project to Partnership

Based on the annual reports received from projects, it is possible to undertake different levels of analysis and put in place further methods to derive a picture of progress for the Partnership as a whole as shown below.

FIGURE 7. TRACKING PROGRESS FROM THE PROJECT TO PARTNERSHIP LEVEL



Global consolidated UNPRPD annual narrative and financial report - The UNPRPD Technical Secretariat and the Multi-Partner Trust Fund office will aggregate annual reports and develop an annual consolidated narrative and financial global report of the UNPRPD. The narrative report will provide an aggregate analysis at the outcome level, demonstrating achievements against objectives, present a deeper dive into the kinds of outputs and outcome levels changes by lever of change and thematic focus, and report advancements towards promoting equality between women and men with disabilities and meaningful participation of persons with disabilities.



Knowledge Management and consolidation of lessons learned - The UNPRPD Knowledge Management and Learning strategy will outline mechanisms to capture knowledge and lessons learned across projects and distil and consolidate these to promote cross-fertilization. It is also important to inform the Partnership's overall strategic direction. This will include an end-of-funding-round publication to capture an overview of results achieved across projects in a funding round and will provide an overall analysis for the round as a whole, as well as showcasing significant outcome level achievements for each project.

MPTF Gateway - The MPTF Gateway makes it possible to access real-time information of resources received by the Fund and disbursements made to UNPRPD projects. Expenditure data is also available as of the last date of reporting.

Impact evaluation - The UNPRPD stakeholders may undertake an impact evaluation at different points in time in line with the results framework outlined in the UNPRPD SOF (Pages 42-43).

6. See SOF page 47
7. Since at this stage this is conducted ex-post after the design of the project, the analysis must help to make the project more gender-responsive and establish baselines for gender-responsive monitoring.
8. Bridge-CRPD-SDG-training
9. **UNDG Guidance on Including the Rights of Persons with Disabilities in United Nations Programming at Country Level** (Currently being updated)
10. <http://www.unitar.org/unitars-commitment-human-rights-based-approach-disability>
11. http://tbinternet.ohchr.org/_layouts/treatybodyexternal/TBSearch.aspx?Lang=en&TreatyID=4&DocTypeID=5
12. <http://www.ohchr.org/EN/HRBodies/CRPD/Pages/CRPDIndex.aspx>
13. **M&E UNDAF COMPANION GUIDANCE; UNDG RBM Guidelines; UNEG Evaluations Norms and Standards for Evaluation**
14. Please refer to section 3.1 of UNPRPD SOF
15. Please see UNPRPD Photography Notes





Part III

Roles and Responsibilities



Who will undertake quality assurance?

3.1 UNPRPD Quality Assurance Structures

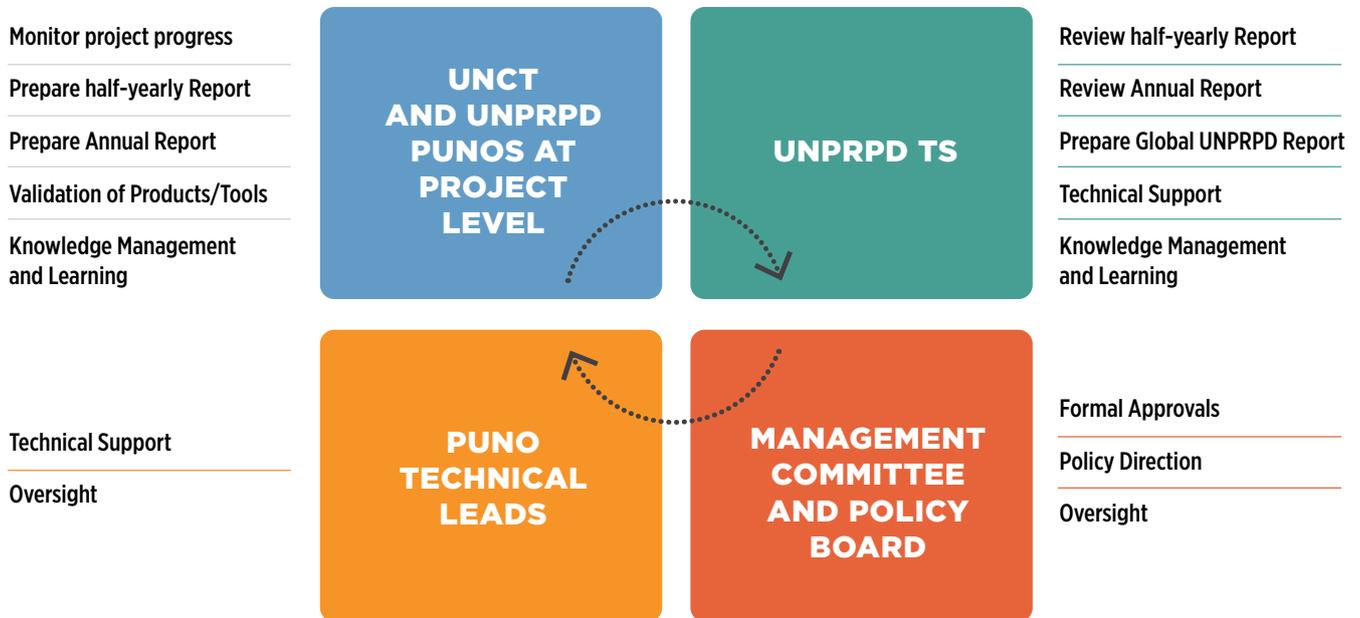
The UNPRPD's quality assurance mechanism relies on the following governance and operational structure:

- Project Steering Committee. Note that the ultimate oversight for UNPRPD project delivery at country level lies with the PUNOs and the UN Resident Coordinator of the respective UNCT.
- UNPRPD Technical Secretariat.
- UNPRPD PUNO Technical leads/focal points (internal oversight through individual organizations as well as through membership of UNPRPD Management Committee and Policy Board).
- UNPRPD Management Committee including donors and civil society representatives.
- UNPRPD Policy Board including donors and civil society representatives.

3.2 Quality Assurance Roles and Responsibilities

For successful quality assurance both in terms of improved quality of UNPRPD interventions and stronger monitoring of project progress, UNPRPD stakeholders have to exercise various roles and responsibilities. Figure 8 depicts various stakeholders' roles and responsibilities. These are further detailed in Table 3.

FIGURE 8. **QUALITY ASSURANCE ROLES AND RESPONSIBILITIES**





Key quality assurance activities to be undertaken by different UNPRPD stakeholders for each of the quality assurance objectives are described in Table 3 below.

TABLE 3. **KEY QUALITY ASSURANCE ACTIVITIES**

Responsibilities of UNPRPD stakeholders	
Ongoing monitoring	
PTs	<ul style="list-style-type: none"> • Prepare annual work plans, half-yearly and annual reports and end-of-project reports according to the attached formats. • Ensure that information is systematically collected against the project indicators and adequate in-country monitoring systems are in place as per the approved project document. Ensure sex-disaggregated data is reported against project targets, relevant data pertaining to gender equality is collected, and reported against targets set. • UN Resident Coordinator to maintain overall programmatic oversight of UNPRPD project.
TS	<ul style="list-style-type: none"> • Set up and manage quality assurance processes at the Partnership level. Provide technical support to UNPRPD country, regional and global-level projects to strengthen quality assurance processes. • Review annual work plans, half-yearly and annual reports prepared by PTs. • Prepare the annual global consolidated UNPRPD narrative report.
MC	<ul style="list-style-type: none"> • Receive and review the Annual Report of the UNPRPD. • Provide ongoing advice and input on technical matters pertaining to UNPRPD projects as requested. MC members are also encouraged to directly reach out to offices within their organizations implementing UNPRPD projects to provide ongoing support and monitoring. • Provide feedback on the effectiveness, efficiency and continued relevance of UNPRPD projects. • Approve No Cost Extensions of UNPRPD projects and other programme-related approvals.
PB	<ul style="list-style-type: none"> • Receive and review the Annual Report of the UNPRPD. • Provide feedback on the effectiveness, efficiency and continued relevance of UNPRPD's work.
Ongoing policy dialogue and technical support	
TS	<ul style="list-style-type: none"> • Undertake periodic discussions and provide input and feedback to PTs through distance interactions – email, tele- and web/video-conferences – based on half-yearly reports. Conduct need-based follow-up through country missions to provide technical support. • Organize thematic Web-based meetings with PTs to facilitate access to technical support. • Provide technical support through the Know-UNPRPD forum. • Depending on need, undertake missions to review project progress with a view to providing technical support.
MC	<ul style="list-style-type: none"> • Consider allocating time to engage with PTs when travelling to project countries on individual agencies' missions. • Participate in thematic Web-based meetings with PTs organized by the TS to provide support. • Technical leads on disability rights of PUNOs to follow up periodically and provide support internally to their UNPRPD country counterparts.



Responsibilities of UNPRPD stakeholders

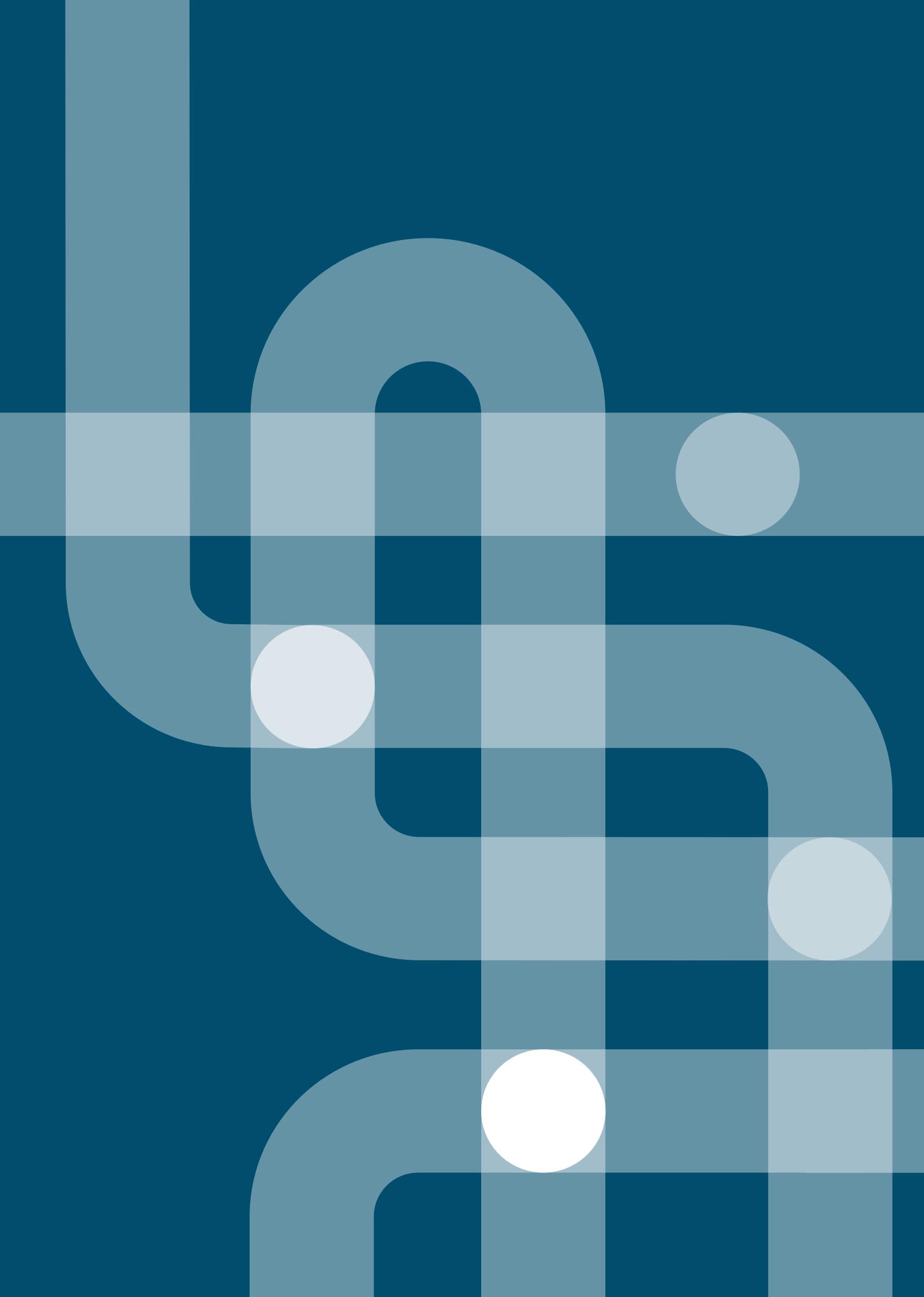
Access to technical information and technical expertise

TS	<ul style="list-style-type: none"> Assist PTs in the identification of relevant technical resources and external technical expertise.
MC	<ul style="list-style-type: none"> Technical lead on disability rights of PUNOs can provide technical support or linkages to technical resources and external experts.
TS and MC	<ul style="list-style-type: none"> Provide or facilitate access to technical programmatic support to UNPRPD joint programmes based on needs and demand from UNPRPD projects, for instance by linking the UNPRPD work with global thematic and policy discussions. Support PTs to access relevant databases and online sources of technical information.

Sharing of experiences and documentation of good practices and lessons learned

TS	<ul style="list-style-type: none"> Facilitate and promote exchange of experiences among PTs on themes of common interest through the Yammer Space or virtual meetings. If possible, invite thematic experts to attend the webinars to provide feedback to the projects. Oversee the documentation of good practices and lessons learned during the implementation of UNPRPD projects in collaboration with relevant MC members. Identify appropriate Knowledge Management strategies and products to document UNPRPD experiences and lessons learned. Ensure that knowledge and lessons learned are communicated within and outside the UNPRPD.
MC	<ul style="list-style-type: none"> Participate in thematic webinars/meetings bringing together PTs, other interested UNCTs and relevant constituencies to promote experience sharing on projects with similar themes. If possible, invite thematic experts to attend the webinars to provide feedback to the projects.

PTs	Project teams
MC	UNPRPD Management Committee
PB	Policy Board
TS	Technical Secretariat





Part IV

Timeline

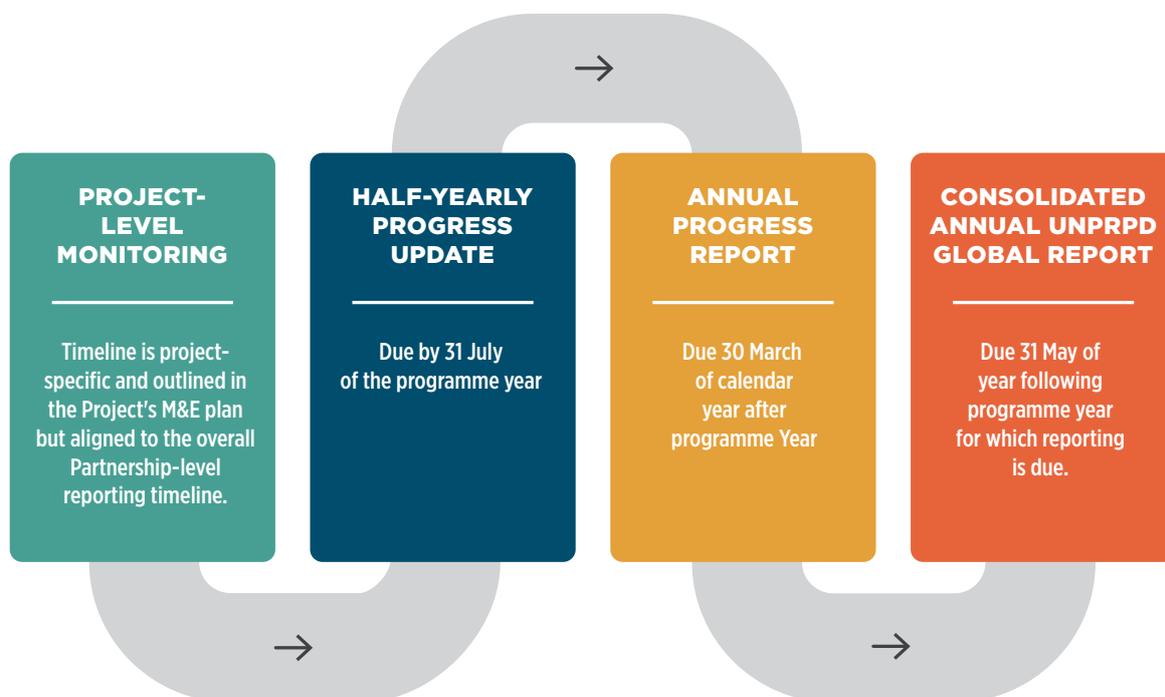
When should quality assurance take place?

Quality assurance is an ongoing process integral to the entire project cycle. Project-level timelines for quality assurance should be designed as per each project's duration and context. However, these must align with the Partnership's overall reporting processes and timelines. The Multi-Partner Trust Fund office has a deadline of 31 May following the programme year for which reporting is due for the submission of the Partnership's consolidated narrative and financial report. Therefore, other reporting deadlines are to be aligned to meet this one. As such, UNPRPD project teams are required to submit Annual Progress Reports by 31 March of the year following the programme year. Depending on reporting requirements that may emerge from UNPRPD stakeholders, the Technical Secretariat may agree jointly with UNPRPD project teams on an earlier deadline.

Half-yearly progress reports are due one month after the completion of the reporting period, by 31 July of the programme year. Projects teams should accordingly align their monitoring and data collection system and internal reporting deadlines with partners. These can be captured in each project's M&E plan.

Figure 9 depicts timelines for monitoring and reporting processes in view of the above-mentioned timelines for the Partnership as a whole as established by the Administrative Agent, the Multi-Partner Trust Fund office.

FIGURE 9. **TIMELINE**



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