

Partnership between AusAID and CBM Australia

In relation to Funding Order 37893/11

**Partnership Implementation Plan
for period 1 July 2013 to 30 June 2015**

Final

September 2013

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1. Introduction

In 2011, AusAID and CBM Australia agreed to establish a Partnership in relation to support disability inclusive development work, consistent with *Development for All: Towards a disability-inclusive Australian aid program 2009-2014 (Development for All)*. The high level goal of the partnership between AusAID and CBM Australia (described in Agreement 37893/11) is “to improve the quality of life of people with disability in developing countries by building understanding of and providing accessible and responsive technical resources on disability inclusive development practice.”

The three key objectives of the Partnership are to:

- Proactively support building the understanding and capacity of AusAID and relevant partners to implement disability inclusive development.
- Support the inclusion of people with disability in development programs through responsive and timely technical assistance and analytical support.
- Work in partnership to promote, build on and disseminate the knowledge base on disability-inclusive development.

The allocated budget for work undertaken under this Partnership over three years from 1 July 2011 was \$2.72m. It has been agreed by AusAID and CBM Australia that the period of the Partnership will continue for an additional year (to end June 2015) at no extra cost. This reflects delayed expenditure against the original plan, because of a number of factors, including changing priorities.

This document provides information relevant to work planned for the period from July 2013 to June 2015, based on a facilitated reflection on Partnership progress to date and joint negotiation of priorities.

2. Methodology

Given changes in the operating environment and lessons learned on both sides since the Partnership began, both partners agreed that there would be value in a facilitated process of:

1. Reflection on progress to date
2. Clarification of shared understanding of the role, scope and approaches appropriate for the Partnership
3. Agreement about Partnership activities expected for the two years to June 2015
4. Preparing up to date monitoring and risk management frameworks.

An independent consultant (with understanding of the context and both Partners) was appointed to facilitate agreements on these issues during August 2013.

This document includes agreed details of principles, approaches and expected activities as well as relevant monitoring and risk management elements.

3. Experience to date

It was agreed by AusAID and CBM Australia that the overall goal and objectives negotiated by the Partners from the outset (stated in Section 1 above) remain valid and do not need to be varied.

In summary, the objectives mean that this Partnership includes:

- **Contributions to the capacity** of AusAID and selected partners on disability inclusive development
- **Provision of technical advice** and analysis on specific disability-inclusive development issues
- **Efforts to improve knowledge base** on disability inclusive development to enhance the two sets of activities above.

A Theory of Change/Partnership Outcomes Map has been developed (see **Annex 1**) to explain the Partners' perceptions about the links between different levels of outcomes and ultimate impact.

Partners identified the following elements had worked well in the Partnership to date and thus should be maintained for the next two years:

- Joint work between AusAID and CBM has strengthened the Partnership, increased understanding which had been more effective than work undertaken by one Partner alone
- The development of good working relationships between AusAID and CBM staff has helped to maximise relevance of efforts
- The provision of respectful feedback and questioning/listening, both ways, helps to maximise the quality of efforts and overcome issues
- The provision of briefing for CBM about AusAID systems, language and processes helps to ensure CBM's efforts are appropriate and up to date
- Efforts to streamline the tracking of tasks helps to build confidence
- When people with disability and their representative organisations (DPOs) are included in the task implementation process, the outcome is of higher quality. In reality, it can often be difficult to provide adequate timeframes for such participation
- When there is a better understanding of CBM's skills and expertise, then there is greater opportunity for innovation and less requirement for detailed instructions and control
- When problems arise in a particular task, the relationship between AusAID and CBM staff is mature enough to resolve them.

4. Principles

The Partnership arrangement between AusAID and CBM Australia reflects shared commitment to the objectives of the *Development for All Strategy* and a collaborative approach to supporting AusAID staff to achieve increased capacity and technical competency in disability inclusive development. The clear intention of both Partners at the outset was to apply partnership principles to the arrangements, although these were not clearly articulated in writing. Over time, with changes in the environment (including staff turnover) and practical experience of the flow of demand for expertise and the resources required to respond, there has been a shift towards more of a client-service provider arrangement. While this is understandable (given AusAID's systems and processes are largely based on this model and there has been a high demand for technical services), there was agreement among stakeholders in this Partnership that this work-planning process provides an opportunity to refine and promote the Partnership approach.

The Partnership approach is intended to ensure the shared priorities of both Partners are met as effectively and efficiently as possible, in terms of agreed processes, shared decision-making and risk management within the broader commitment to jointly determined outcomes. The intention of the Partnership is to maximise the contribution of joint efforts to the achievement of the shared outcomes.

Partnership principles proposed for the remaining two years of this arrangement are agreed as follows:

- **VALUES:** The staff of the two Partner agencies understand the importance of, and seek to maximise:
 - Mutual trust
 - Mutual respect
 - Joint commitment to shared objectives
 - Open-ness to learning
- **COMMITMENT:** The Partners are committed to a shared, common objective – improved lives for people with disability – and to promoting others' commitment globally to this objective.
- **COLLABORATION:** Partners agree that working collaboratively to determine high level plans and to negotiate the details of each task, to the extent possible, is more likely to produce desirable results than unilateral decision-making. Partners will respect each others' organisational contexts while working collaboratively.
- **COMMUNICATIONS:** Regular, open, respectful and personal communications is helpful in maximising the quality of processes and outcomes. There is also a shared commitment to communicating with others about Partnership monitoring and evaluation findings.
- **TRANSPARENCY:** Documentation of decisions made within the Partnership will help Partners to be clear about the scope and parameters of the Work-Plan. The development and promotion of

clear, agreed messages about the achievements of the Partnership will help communicate to others about its benefits and value.

- **FLEXIBILITY:** Flexibility is an important aspect of a Partnership. Any changes to jointly-made major decisions that may be considered important by one partner should be discussed with the other partner as part of formal Partnership processes and consistent with other principles. When tasks are underway, the intention of the flexible approach is to maximise quality and to ensure a workable transition from agreement to tasking to completion.
- **MUTUAL LEARNING:** Both Partners are open to learning and committed to capitalising on the opportunity for mutual learning, both in terms of disability inclusive development, and in terms of how best to manage a collaborative Partnership arrangement.
- **LONG-TERM PERSPECTIVE:** While both Partners understand the short-term task management cycle, the Partnership reflects a long-term perspective on the nature of change, thus there is benefit in seeking to find the right balance between short-term (urgent) and long-term (strategic) work.
- **MAKING THE MOST OF OPPORTUNITIES:** A Partnership approach enables the achievement of unexpected benefits, beyond a contracted-project approach, in response to emerging opportunities. The Partners are committed to using opportunities at global, organisational and Partnership team levels to raise awareness as well as influence levels of commitment and capacity to undertake disability inclusive development.

5. Systems for decision-making

The Partners agree to use the following processes for decision-making within the Partnership:

- **STRATEGIC OVERSIGHT**
 - The Partnership Steering Committee will meet annually (usually in July) to review progress and endorse the Annual Work-Plan
 - Senior staff from AusAID and CBM will meet at least three-monthly to review work, update progress, share perceptions of the Partnership and contribution to higher level outcomes, and inform each other of resource and policy issues relevant to the Partnership and the sector
 - Senior CBM and AusAID staff will engage in regular technical meetings that will contribute to the oversight of the Partnership as well as provide opportunity for mutual learning
- **ANNUAL PLANNING**
 - An agreed annual Work-Plan will be negotiated and documented following detailed discussions between the Partners
 - Once agreed, the Annual Plan will be used by both Partners to define shared values and approaches, guide pre-planned work and ensure resources are available to support the expected flow of ad hoc work

- If changes are considered critical by either Partner, then a negotiation process will be organised which recognises the resource and other implications of changes and the priorities of both partners. A Partnership negotiation process is based on recognition of non-negotiable aspects within each Partner
- Decisions will be documented when approved by relevant Partner management delegates
- **COLLABORATION**
 - Discussions about processes to be undertaken within the Partnership will be collaborative, while recognising “non-negotiables” within each Partner
 - This includes organising low- or no-cost opportunities (e.g. exchanges, organisation of seminars, teleconference, videoconference and workshops) for relevant staff at all levels from both AusAID and CBM (within and beyond the specific teams involved in activity delivery) to meet, exchange ideas and where appropriate, decide together on strategic, policy and task level issues relevant to both partners. Such opportunities are also expected to contribute to capacity in how to work collaboratively within partnerships and in disability-inclusive development more broadly
 - This recognises that disability-inclusive development is relevant across all parts of both organisations and that a Partnership approach may achieve positive benefits beyond those planned in this document
Partnership Managers will have a key role in coordination and communication across all aspects of the Partnership
- **TASK TRACKING**
 - An on-line task tracking system will be established to allow Partners to track progress on help-desk tasks
 - Until the on-line tracking system is in place, a monthly update on ad-hoc tasking will be sent to DPS to enable tracking of task progress
 - The Project Managers of the Partnership will have regular communication on progress of all activities agreed in the Work-Plan
- **ACTIVITY MONITORING AND REPORTING**
 - While staff are working on agreed activities, there will be regular communication between the relevant staff in CBM and AusAID to maximise relevance and thus quality outcomes
 - CBM will provide quality assurance processes for all tasks
 - CBM will request feedback from those who request technical assistance and AusAID will prioritise the provision of feedback to generate monitoring information about relevance, quality and learning
 - CBM will compile and analyse tasking requests overall as well as feedback from those for whom work is undertaken, as part of its quarterly reporting on trends over time, in relation to each of the three objectives
 - Reporting will include Objective-specific progress as well as analysis of cross-cutting issues arising during the Partnership
 - Partners will seek to maximise the use of monitoring information to communicate more broadly about results, achievements, inter-sectoral linkages and other Partnership benefits

- PARTNERSHIP MONITORING
 - A “Partnership Health Check” will be included as an agenda item in the quarterly meetings (see above) to provide an opportunity to confirm that:
 - The Partnering process is well understood by all individuals involved: they have the appropriate skill set and mind set to operate in the Partnership and understand what processes can support development over time
 - The work program is jointly designed and implemented
 - AusAID and CBM are maintaining an appropriate level of flexibility and clarity about constraints and non-negotiables
 - Sufficient time is allocated for engagement and partnership-building
 - The Partnership is well managed, both strategically and at task level (see all 5 dot-points above)
 - Strong communications systems are in place and efforts are made to maximise personal communications
 - There is ongoing senior management buy-in for the Partnership
 - Systems are in place to support partnering activities (see all 5 dot-points above) and to manage changes in the broader agency contexts
 - The Partnership remains focused on outcomes and outputs
 - Efforts are being made to enable the Partnership to contribute to organisational goals as well as the shared goals
 - The Partnership is maximising value to both AusAID and CBM
 - The Partnership is achieving wider impact and influence¹
 - The Partnership Steering Committee meeting will also provide an opportunity for reflection on the quality of the Partnership (as well as progress against plans and contribution to outcomes)
 - Sharing information about the particular roles, skills, expertise of individuals in respective teams will help to maximise their respective contributions

6. Theory of Change

This PIP is based on a theory of change (Annex 1) which links the various levels of objectives and outcomes together in a summary way. This theory of change (or outcomes map) is intended to explain the beliefs of the Partners about how the Partnership will contribute to various outcomes and to guide Partners’ decision-making. This theory of change also provides a basis for the M&E work associated with the Partnership (described in Annex 3).

7. Work-Plan

Annex 2 includes a high level Work-Plan for the financial years 2013-14 and 2014-15, based on negotiations between AusAID and CBM to date. This Work-Plan is expected to be used by Partners as a framework for the next two years on which to base their more detailed Work-Plans for Years 3 and 4.

¹ These points are derived from “The Partnering Initiative” – training provided to AusAID staff in August 2013

Any variations and explanatory discussions are expected to be undertaken in line with the principles and approaches described above.

In summary the Partnership will undertake the following activities under each of the three outcome areas:

Objective 1: To proactively support building the understanding and capacity of AusAID and relevant partners to implement disability-inclusive development

- **Output 1** Agreed capacity development plan for AusAID documented and implemented
 - *Summary of activities:* a capacity development plan for AusAID will be jointly prepared and this will guide Partnership-funded activities for Canberra and Post staff, particularly Disability Focal Points. This will include opportunities for mutual technical exchange, planned and ad-hoc services, including development of technical advice, learning materials, delivery of training, mentoring and other support for AusAID staff in Canberra and Posts
- **Output 2** Agreed capacity development plan for organisations representing people with disability, particularly PDF, related to DID
 - *Summary of activities:* CBM will contribute a package of activities (e.g. training, mentoring) to develop a network of Regional Disability Advisers within DPOs (eg. the Pacific Disability Forum in Fiji as well as selected Asian DPOs), specifically Cambodia and Indonesia
- **Output 3** DID incorporated into AusAID systems and tools
 - *Summary of activities:* CBM will provide advice when required to maximise the inclusion of DID principles into practical AusAID-wide processes.

Objective 2: To support the inclusion of persons with disability in development programs through responsive and timely technical assistance and analytical support

- **Output 1** Helpdesk system established and implemented (includes associated communications and website)
 - *Summary of Activities:* A DID4ALL Platform – an internet based system for helpdesk queries and broader communications is already being developed and in Years 3 and 4 will be launched
- **Output 2** Technical assistance provided on request
 - *Summary of activities:* Requests for specific technical assistance from across AusAID are forwarded to CBM for their responses. Requests and tasking progress are monitored. This process generates a substantial workload within the Partnership and is the most high profile aspect of the agreed Program. Under this output for Years 3 & 4, there will be provision of technical advice to Asian Focal Points in countries not covered by AusAID's Asia Disability Specialist.

Objective 3: To work in partnership to promote, build on and disseminate the knowledge base on disability inclusive development

- **Output 1** Analysis of existing data, information and research to produce specific documents to meet AusAID priorities for informing AusAID learning and engagement in DID
 - *Summary of activities:* Preparation of a variety of documents (think pieces, case studies etc.) to support advice provided about disability inclusive development
- **Output 2** Strengthened DID evidence base through disseminating to and promoting use of research by key stakeholders
 - *Summary of activities:* A variety of processes and initiatives (support for partnerships and networks, participation by people with disabilities as researchers etc.) to enable AusAID to strengthen evidence-based DID practice by its partners

8. Monitoring and Evaluation of the Partnership

Within a partnership of this nature, an appropriate approach is to prioritise internal and joint efforts to monitor the relationship between AusAID and CBM and the progress of tasks. The range of meetings and processes for decision-making provide a set of regular processes for exchanging information and perceptions about progress (quality, timeliness, etc.) and contributions to higher level outcomes. While there is no other identical arrangement to compare this Partnership with, the nature of the arrangements suggests that no additional monitoring processes would be required within the life of the Partnership.

Annex 3 includes an M&E Framework for the period 2013-14, including elements of Partnership monitoring as well as feasible outcome monitoring.

Selected questions from the M&E Framework should be discussed at Partnership quarterly meetings, with records made of key points in the Meeting Minutes. The selected questions below, could be broken into groups of questions for each meeting, as the list is too long to be discussed in detail at every meeting. The Meeting Minutes should be distributed widely among Focal Points and other interested people in AusAID and CBM to share information and to encourage the collection and sharing of information which promotes disability inclusive development:

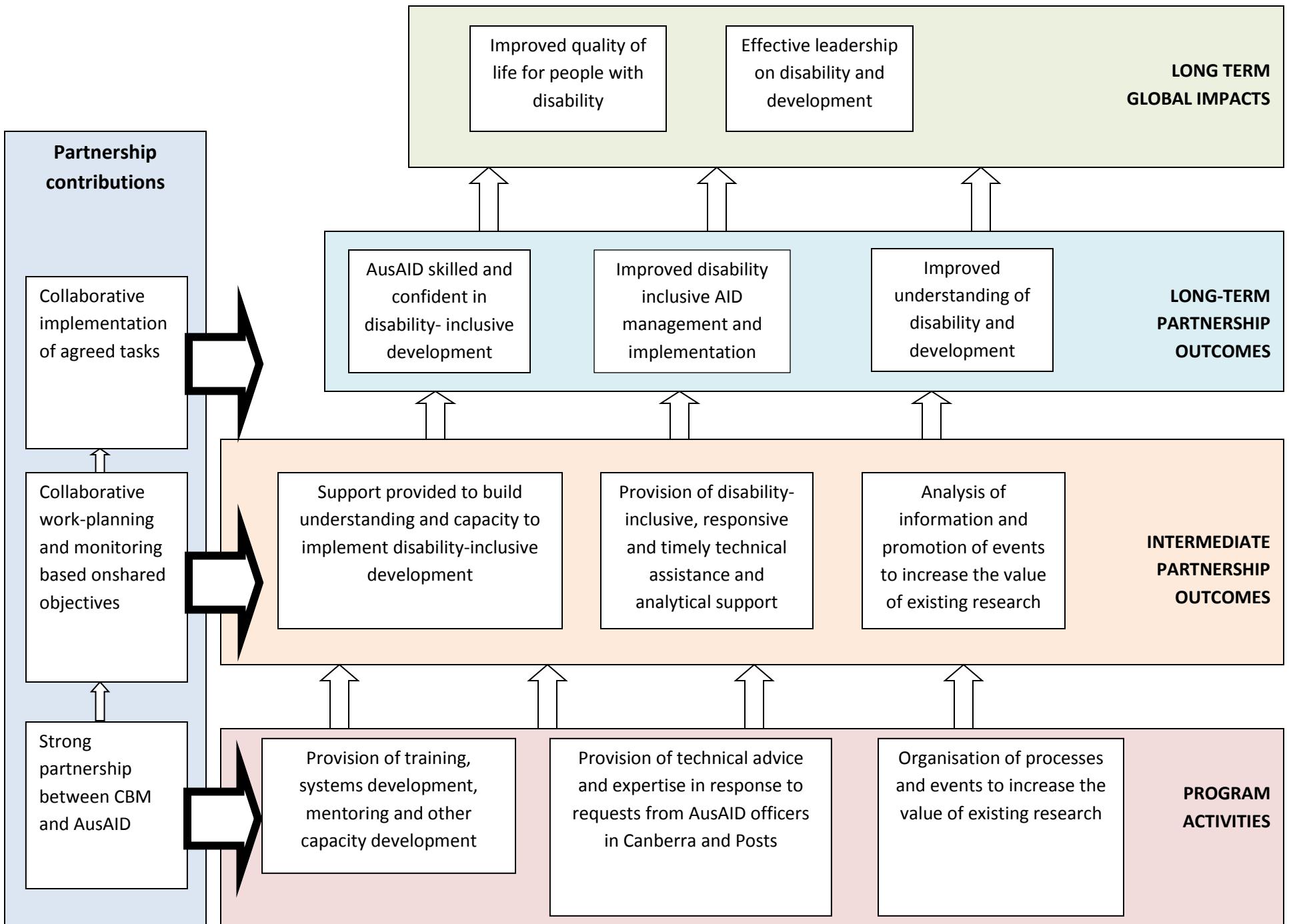
1. What has been the extent and quality of contributions by the Partnership to AusAID's capacity in disability inclusive development?
2. Has the Partnership approach been effective as a means to achieve the shared objectives?
3. What contributions have been made by the Partnership to AusAID systems and tools?
4. How effective were CBM's strategies in contributing to increasing use of disability inclusive development approaches in AusAID?
5. What has been learned about the ways that external contributions to AusAID's capacity can be effective?
6. What resources have been developed? What evidence is available that the resources have been useful?

7. How many and what types of technical assistance have been provided? What programs appear not to be seeking advice about disability-inclusive development? What feedback has been provided on the value of the technical assistance provided? Reporting can highlight the strengths of CBM Australia (noting potential changes depending on staffing profile), continued access to the broader resources of CBM International and where required other external options if necessary to ensure AusAID has a wide range of TA options available
8. What are perceptions about the quality and usefulness of this technical assistance to support inclusive development programming?
9. Does the helpdesk system help AusAID to access relevant and timely information to support disability inclusive development? If so, in what ways?
10. Has the Partnership been efficient in terms of decision-making, planning and tracking systems?
11. How has the Partnership contributed to improving the knowledge base and promoting evidence-based approaches to disability-inclusive development?
12. To what extent have AusAID and CBM's efforts contributed to building learning organisations?
13. How many and why type of analysis pieces have been produced through the Partnership?
14. How has the context for collaboration changed over time and have these changes influenced Partners' ability to achieve shared objectives?
15. Has the Partnership drawn on international good practice to inform approaches and practices?
16. Have the Partnership's activities contributed to sustainable benefits within AusAID and with development settings?
17. Has the Partnership contributed to equitable access, decision-making and capacity development by women and men, as well as benefits for both women and men?

AusAID requires an end-of-phase Evaluation as part of its compliance with procurement policies. **Annex 4** includes draft TORs for an end-of-term Independent Evaluation for the Partnership in 2015. The TORs should be further reviewed by the respective partners closer to the time.

9. Risk Management

There are no high level risks associated with this Partnership. Annex 5 includes a risk matrix which includes risks identified by the Partners during the process of planning this PIP.



Annex 2: Partnership Funding Order 37893/11 Work-Plan

Objective level	Description	Lead Responsibility	Timing	Comments
Objective 1: To proactively support building the understanding and capacity of AusAID and relevant partners to implement disability inclusive development				
Output 1 Agreed capacity development plan for AusAID documented and implemented				
Activity 1	Document agreed capacity development plan, to outline priorities, principles, roles and responsibilities	AusAID	October 2013	
Activity 2	Contribute to strengthening AusAID-wide systems and policies to incorporate disability-inclusive development, including through: contributing to the disability-inclusive development Capability Framework; formalising Focal Point roles; contributing to capacity in Communications and Leadership; supporting reporting in performance and quality systems	AusAID & CBM	Ongoing/June 2015	
Activity 3	Completion of e-learning course, including: adaption of material into printed guide and development of links to on-line resources on DID4All platform; reviews and modification as required; monitoring of staff use and impact of module completion	CBM	June 2014	
Activity 4	Design and deliver capacity development trainings, specific seminars and a broader package of support including mentoring and where relevant, training the trainer in Canberra and Posts (including Focal Points), as agreed and report on the outcomes of this approach.	CBM	Ongoing/June 2015	
Activity 5	Facilitate a follow up survey of AusAID staff on awareness and understanding of disability-inclusive development	AusAID	Final report by March 2015	
Activity 6	Produce resources for broader learning and development activities on DID	CBM	Ongoing/June 2015	
Output 2 Agreed Capacity development Plan for organisations representing people with disability, particularly PDF, related to DID				
Activity 1	Undertake training, mentoring, buddying & other Capacity Development with Pacific Disability Forum staff and members and report on the outcomes of this approach.	CBM	Ongoing/June 2015	
Activity 2	Undertake training, mentoring, buddying and other CD activities with Disability Advisers in Asia and Pacific countries	CBM	Ongoing/June 2015	
Activity 3	Identify opportunities and pilot a range of CD activities with Asian organisations in one or two selected Asian country(ies) and commence implementation if time/budget allows, to promote roles of people with	CBM	Ongoing/June 2015	

	disabilities as Disability Advisers , particularly Indonesia and Cambodia			
Output 3 DID incorporated into AusAID systems and tools				
Activity 1	Provide systematic and regular assistance to AusAID on incorporation of disability inclusive development across systems and tools	AusAID	Ongoing/June 2015	
Objective 2: To support the inclusion of persons with disabilities in development programs through responsive and timely technical assistance analytical support				
Output 1 Helpdesk system established and implemented (includes associated communications and website)				
Activity 1	Develop and test DID4All Platform (phase 2)	CBM	February 2014	
Activity 2	Develop guidelines to support helpdesk users, including attachment and completion of Feedback Form to all TA	CBM & AusAID	November 2013	
Activity 3	Bring IT Platform on-line	CBM	February 2014	
Activity 4	Launch and promote DID4All	AusAID & CBM	March 2014	
Output 2 Technical assistance provided on request				
Activity 1	Provide technical assistance responses to requests received, either through manual or on-line system, with increasing utilization of people with disability as Technical Advisors	CBM	Ongoing/June 2015	
Activity 2	For large tasks, ensure appropriate planning and staged delivery	CBM	Ongoing/June 2015	
Activity 3	Provision of Technical Advice to Asian focal points in countries not covered by AusAID's Disability Advisor via allocated point person from CBM – countries to be confirmed	CBM	Ongoing/June 2015	
Objective 3: To work in partnership to promote, build on and disseminate the knowledge base on disability inclusive development				
Output 1 Analysis of existing data, information and research to produce specific documents to meet AusAID priorities for informing AusAID learning and engagement in disability inclusive development				
Activity 1	Negotiate agreed list of priorities for analysis and documentation (e.g. guidance notes, briefing papers, reviews, think pieces, case studies)	CBM & AusAID	November 2013	
Activity 2	Preparation of selected analysis pieces	CBM	Ongoing/June 2015	
Output 2 Strengthened DID evidence base through disseminating and promoting use of research within and beyond networks				
Activity 1	Identify and support AusAID in opportunities to influence partners on DID	CBM & AusAID	Ongoing/June 2015	
Activity 2	Paper identifying future DID evidence base opportunities and needs, and	CBM	June 2014	

	AusAID's potential DID leadership role.			
Activity 3	Facilitate opportunities to build partnerships between people with disabilities as researchers and research institutions	CBM & AusAID	Ongoing/June 2015	
Activity 4	Facilitate opportunities to contribute to two-way learning about: disability-inclusive research methods, engaging with people with disabilities and their organisations and the role of people with disabilities as researchers	CBM	Ongoing/June 2015	
Activity 5	Contribute to AusAID's commitments to make all funded research inclusive	CBM	Ongoing/June 2015	

Annex 3 M&E Framework

Level of objective	Performance Question/Indicator	Method	Details
<p>Outcome 1: AusAID skilled and confident in disability inclusive development</p>	<p>Has the Partnership contributed to improved disability inclusive development approaches by AusAID? If so, what is the evidence of the nature and extent of this contribution?</p> <p>Has AusAID's capacity and performance in disability inclusive development increased since 2011?</p> <p>Has the Partnership contributed to improving the lives of people with disability in countries where AusAID programs operate?</p>	<p>On-going monitoring of disability inclusive development within AusAID</p>	
<p>Outcome 2: Improved and inclusive decision-making and risk management</p>	<p>Have AusAID's and CBM's policy systems and programming become more inclusive?</p> <p>What lessons have been learned from the Partnership approach?</p>	<p>Reflections among AusAID and CBM staff, captured by Partnership End of Term Independent Evaluation, 2015</p>	<p>Question included in Partnership End of Term Independent Evaluation, 2015</p>
<p>Outcome 3: Improved understanding of disability and development</p>	<p>Has evidence on disability inclusion and development informed practice in AusAID since 2011?</p> <p>What examples of this stand out? Eg from case studies</p> <p>What other outcomes have been achieved by the Partnership beyond what was initially expected?</p>	<p>Findings of Follow-up Survey (to Orima research) Reflections among AusAID and CBM staff, captured by Partnership End of Term Independent Evaluation, 2015</p>	<p>Question included in Partnership End of Term Independent Evaluation, 2015</p>
<p>Objective 1: To proactively support building the understanding and capacity of AusAID and relevant partners to implement disability inclusive development</p>	<p>What has been the extent and quality of contributions by the Partnership to AusAID's capacity in disability inclusive development?</p> <p>Has the Partnership approach been effective as a means to achieve the shared objectives?</p>	<p>Analysis of progress reports</p> <p>Reflections on changes within AusAID among AusAID staff</p>	<p>Analysis of minutes of quarterly Partnership Meetings between AusAID and CBM Directors and Program Managers minutes</p> <p>Questions included in</p>

			Partnership End of Term Independent Evaluation, 2015
Output 1 Agreed capacity development plan on DID for AusAID documented and implemented	<p>Was the Plan based on a meaningful capacity assessment?</p> <p>Were the capacity development activities implemented in ways which met participants' priorities?</p> <p>Number of disability inclusive development training sessions provided (Output indicator 4.2a)</p> <p>Evidence that senior staff advocates have been identified at focus country posts and examples of disability-inclusive development advocacy (Output indicator 4.2b)</p> <p>Number of AusAID sections/Posts with active disability focal points (Output Indicator 4.2d)</p> <p>What has been learned about the ways that external contributions to AusAID's capacity can be effective?</p>	<p>Discussions during quarterly Partnership meetings</p> <p>Reports following trainings and seminars, reported quarterly (in line with the Performance Assessment Framework).</p>	<p>Analysis of quarterly Partnership meeting minutes</p>
Output 2 Agreed CD Plan for organisations representing people with disability, particularly PDF, related to DID	<p>What has been achieved in terms of contributions to the capacity of Pacific and Asian regional Disability Advisors?</p> <p>Number of DPOs provided with capacity building support (Output Indicator 3.2a)</p>	<p>Discussions during quarterly Partnership meetings</p>	<p>Analysis of quarterly Partnership meeting minutes</p>
Output 3 DID incorporated into AusAID systems and tools	<p>What contributions have been made by the Partnership to AusAID systems and tools?</p> <p>Examples of guidelines and tools for disability inclusion developed specific to AusAID (Output Indicator 4.2c)</p>	<p>Discussions during quarterly Partnership meetings</p>	<p>Analysis of quarterly Partnership meeting minutes</p> <p>Questions included in Partnership End of Term Independent Evaluation, 2015</p>

<p>Objective 2: To support the inclusion of persons with disabilities in development programs through responsive and timely technical assistance and analytical support</p>	<p>How many and what types of technical assistance have been provided?</p> <p>What feedback has been provided on the value of this technical assistance?</p> <p>What are perceptions about the quality and usefulness of this technical assistance to support inclusive development programming?</p> <p>Evidence of access to timely, responsive and useful advice to program areas on implementation of Development for All (Output Indicator 4.1a)</p>	<p>Discussions during quarterly Partnership meetings</p>	<p>Analysis of Partnership meeting minutes</p> <p>Questions included in Partnership End of Term Independent Evaluation, 2015</p>
<p>Output 1 Helpdesk system established and implemented (includes associated communications and website)</p>	<p>Has the helpdesk system been launched?</p> <p>Does the helpdesk system help AusAID to access relevant and timely information to support disability inclusive development? If so, in what ways?</p>	<p>Discussions during quarterly Partnership meetings</p>	<p>Analysis of Partnership meeting minutes</p> <p>Questions included in Partnership End of Term Independent Evaluation, 2015</p>
<p>Output 2 Technical assistance provided on request</p>	<p>Has the Partnership been efficient in terms of decision-making, planning and tracking systems?</p> <p>Has the quality of the technical assistance been rated highly by those seeking it?</p>	<p>Discussions during quarterly Partnership meetings</p>	<p>Analysis of quarterly Partnership meeting minutes</p> <p>Questions included in Partnership End of Term Independent Evaluation, 2015</p>
<p>Objective 3: To work in partnership to promote, build on and disseminate the knowledge base on disability inclusive development</p>	<p>How has the Partnership contributed to improving the knowledge base and promoting evidence-based approaches to disability inclusive development?</p> <p>To what extent have AusAID and CBM's efforts contributed to building learning organisations?</p> <p>Number of DPOs supported (financially or otherwise) to formally participate in</p>	<p>Analysis of reports</p> <p>Reflections of AusAID staff across the organisation</p> <p>Reflections of both AusAID and CBM staff</p>	<p>Questions included in Partnership End of Term Evaluation, 2015</p>

	processes such as consultation, research, policy development or governance structures (Output Indicator 3.2c)		
Output 1 Analysis of existing data, information and research to produce specific documents to meet AusAID priorities for informing AusAID learning and engagement in DID .	Was the analysis undertaken jointly?	Summary of reports	Undertaken during Partnership End of Term Independent Evaluation, 2015
Output 2 Strengthened DID evidence base through disseminating to and promoting use of research by key stakeholders	<p>What do AusAID's partners say about AusAID's leadership of and contribution to disability inclusive development?</p> <p>Instances of partnerships with multilaterals and other development partners where disability inclusive development is recognised as a priority and/or systematically reported (Output Indicator 3.1a)</p> <p>Examples of Australian advocacy leading to greater resources and attention to disability as a development priority and increased international and regional commitment to DID (Output Indicator 3.1b)</p> <p>Examples of Australia's work on DID being referred to in global reporting (Output Indicator 3.1c)</p>	Discussions during Partnership meetings	<p>Analysis of quarterly Partnership meeting minutes</p> <p>Questions included in Partnership End of Term Independent Evaluation, 2015</p>
QUALITY OF PARTNERSHIP			
Effectiveness of the Partnership	<p>Has the Partnership approach been effective as a means to achieve the shared objectives?</p> <p>Has the quality of the Partnership affected the achievement of shared objectives?</p> <p>How has the context for collaboration changed over time and have these changes influenced Partners' ability to achieve shared objectives?</p>	<p>Discussions during quarterly Partnership meetings</p> <p>Reflections by AusAID and CBM staff</p>	<p>Analysis of quarterly Partnership meeting minutes</p> <p>Questions included in Partnership End of Term Independent Evaluation, 2015</p>

	<p>What has been learned by the partners about the use of a Partnership approach to this work?</p> <p>Has the Partnership drawn on international good practice to inform approaches and practices?</p>		
Sustainability	<p>Have the Partnership's activities contributed to sustainable benefits within AusAID and with development settings?</p> <p>What factors will assist and prevent the continued strengthening of AusAID's disability inclusive development approaches and practices?</p>	<p>Reflections by AusAID staff</p>	<p>Questions included in Partnership End of Term Independent Evaluation, 2015</p>
Monitoring and Evaluation	<p>Were the individual activity and overall Partnership M&E approaches sufficient to generate shared understanding of progress towards objectives?</p>	<p>Discussions during Partnership meetings</p> <p>Reflections by AusAID staff</p>	<p>Analysis of Partnership meeting minutes</p> <p>Questions included in Partnership End of Term Independent Evaluation, 2015</p>
Social protection/Gender equity/child protection and safeguards	<p>Has the Partnership contributed to equitable access, decision-making and capacity development by women and men, as well as benefits for both women and men?</p> <p>How has the Partnership contributed to Child Protection?</p> <p>How has the Partnership addressed integration of social protection/inclusion and equity issues and what has been learned from this experience?</p>	<p>Discussions during Partnership meetings</p> <p>Reflections by AusAID staff</p>	<p>Analysis of Partnership meeting minutes</p> <p>Questions included in Partnership End of Term Independent Evaluation, 2015</p>

**Terms of Reference for
End of Term Independent Evaluation of
AusAID and CBM Australia Partnership on
Disability Inclusive Development**

In relation to Funding Order 37893/11

First Draft

September 2013

Terms of Reference for Partnership End of Term Independent Evaluation

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1. Background

In 2011, AusAID and CBM Australia agreed to establish a Partnership to support disability inclusive development work, consistent with *Development for All: Towards a disability-inclusive Australian aid program 2009-2014*. The high level goal of the Partnership (described in Agreement 37893/11) is “to improve the quality of life of people with disability in developing countries by building understanding of and providing accessible and responsive technical resources on disability inclusive development practice.”

The three key objectives of the Partnership, which were intended to contribute to this high level goal, were:

- To proactively support building the understanding and capacity of AusAID and relevant partners to implement disability inclusive development
- To support the inclusion of people with disability in development programs through responsive and timely technical assistance and analytical support
- To work in partnership to promote, build on and disseminate the knowledge base on disability inclusive development.

The intended time frame for the Partnership was three years from 1 July 2011 to end June 2014. The allocated budget for work undertaken under the Partnership was \$2.72m. In mid-2013, it was agreed that the period of the Partnership will continue for an additional year (to end June 2015) within the originally agreed budget. The decision to extend the period of the Partnership reflected the combination of a high degree of satisfaction with the Partnership processes and benefits overall and delayed expenditure against the original plan, because of a number of factors, including changing priorities.

The Partnership reflected recognition that for AusAID to achieve its objectives under *Development for All*, a range of specialist expertise was required over a sustained period across the whole organisation. CBM is dedicated to disability inclusive development and had the history, mandate, technical expertise and access to broader networks to respond to such demand. The Partnership was negotiated at a time when AusAID was beginning its implementation of the *Development For All Strategy* and there were high expectations about the possibilities of achieving its intended outcomes. However, the extent of actual demand for technical assistance was not clear and the ways that the Partnership would operate needed to be negotiated over time.

A Partnership approach was applied to the relationship between AusAID and CBM. This meant that the relationship was intended to be based on shared objectives, collaborative planning, mutual trust and respect, an open-ness to mutual learning and shared reflection. A number of factors influenced the nature of the Partnership during its implementation, including staff turnover, emerging priorities from different parts of the respective organizations which required negotiated priority-setting and some delays in decision-making which affected the flow of activities.

In terms of programming, a large number of tasks were commissioned by various parts of AusAID for completion by CBM (see below) under this Partnership. Most tasks were completed under Objectives 1 and 2, but in Years 3 and 4, the intention was to increase activity related to Objective 3. [bit more here about number, nature and scope of tasks perhaps....]

In mid-2013, a facilitated process of reflection and planning for the remaining two years, took place. This process highlighted the importance of the Partnership for both partners and the value of the Partnership's activities to date in assisting AusAID to achieve its objectives under *Development For All*. A Partnership Implementation Plan was developed to synthesise updated agreements about the principles, approaches, activity priorities, budget, risk management and M&E approaches for the remaining two year period of the Partnership to June 2015, reflecting lessons learned to date and shared priorities at the time.

The Partners agreed that an Evaluation would be appropriate at the end of the current Partnership Agreement. This document describes the proposed Evaluation.

2. Objectives of the Evaluation

The high level objectives of this evaluation are:

- To synthesise learning within AusAID and CBM about the Partnership's approaches and about the ways in which disability-inclusive development have been supported
- To understand the nature and extent of contribution by the Partnership to its objectives and other outcomes
- To inform approaches to future collaborative work in this area

More specifically, the Evaluation is expected to:

- Identify lessons learned from the Partnership approach and the experience of collaboration on disability-inclusive development policy implementation
- Document the Partnership's achievements in terms of: quality of the Partnership; extent and nature of activities completed; and perceptions about quality of activities undertaken
- Identify the outcomes (both planned and unintended) which may be associated with the work of the Partnership and determine the nature of the Partnership's contributions to these outcomes
- Make recommendations for any future collaboration

The specific questions for this review are listed below, against the standard criteria used by AusAID:

Relevance

1. Has the Partnership contributed to the quality and scope of AusAID's program delivery in relation to its commitment to disability-inclusive development.

Effectiveness

2. Has the Partnership approach been effective as a means to achieve the shared objectives? If so, in which ways? If not, what could have been done differently?

What factors have influenced the success or otherwise of the Partnership?

3. How effective were CBM's strategies in contributing to increasing use of disability-inclusive development approaches in AusAID?
4. What has been learned about the ways that external contributions to AusAID's capacity can be effective?
5. How has the context for collaboration between AusAID and CBM Australia changed over time and have these changes influenced Partners' ability to achieve shared objectives?

Efficiency

6. Has the Partnership been efficient and cost effective in terms of decision-making processes, planning and tracking systems etc.?

Impact

7. Has the Partnership contributed to improved disability-inclusive development approaches by AusAID? If so, what is the evidence of the nature and extent of this contribution?
8. Has the Partnership contributed to improving the lives of people with disability in countries where AusAID programs operate? If so, what is the evidence of the nature and extent of this contribution?

Sustainability

9. What are the Partners' perceptions of the extent to which the Partnership's activities have contributed to sustainable benefits within AusAID and within development settings?
10. What factors currently assist and prevent the continued strengthening of AusAID's disability-inclusive development approaches and practices?

Monitoring & Evaluation

11. Were the individual activity and overall Partnership monitoring and evaluation approaches sufficient to generate shared understanding of progress towards objectives?

Gender Equality

12. Has the Partnership contributed to equitable access, decision-making and capacity development by women and men, as well as benefits for both women and men?

Analysis & Learning:

13. What has been learned by partners about the use of a Partnership approach to this work?
14. To what extent have Partners contributed to building learning organisations?

15. Has the Partnership drawn on international good practice to inform approaches and practices?

3. Scope of the Evaluation

Reflecting the Partnership's objectives and the Evaluation's objectives, the Evaluation will focus largely on collating perspectives from people directly involved in the Partnership's work within AusAID and CBM Australia. This means that limited attention will be paid to the wider in-country impact of the work, which is appropriate since the Partnership is predominantly focused on AusAID's capacity as a donor organization and other organisations are more directly involved in direct Program implementation. Information about the wider in-country impact to which this Partnership might contribute would be more closely related to individual program processes and country-specific engagements and is beyond the scope of this Evaluation.

The Evaluation is intended to generate information and lessons about what has worked well and why, for the purpose of informing future work in disability-inclusive development policy and implementation at the level of AusAID Canberra and AusAID Posts.

The Evaluation should include visits to each Project partner (Canberra and Melbourne) and include communications with selected AusAID Posts. The Evaluation should also include appropriate communications with Disabled People's Organisations (DPOs) given their role in many aspects of the Partnership.

4. Methodology

Given the Partnership approach, it is recommended that the emphasis of the Evaluation should be on the use of methods and tools which provide opportunities for joint reflection on the nature and quality of collaboration and the nature and extent of contributions to shared objectives. Monitoring during the process of implementation will have generated information about task completion and budget management (which will be reviewed by the Evaluator(s)) so the emphasis during the Evaluation will be on learning, reflection and analysis of the contribution to higher level objectives.

The Partnership has operated in a unique policy context so there are no international benchmarks against which to "assess" achievements. There are however useful frameworks for assessing the quality of partnerships more generally which can influence the selection of Evaluation methods.

The selected Evaluator(s) will be required to suggest specific Evaluation tools to suit the performance questions, the context of the Partners and the Evaluation objectives.

5. Timing

The Evaluation will take place in the last six months of the Partnership (i.e. between January and July 2015). It is recognized that time is needed for reflection by Partners, for synthesis of information and for preparation of considered recommendations, so the process should not be rushed.

Suggested phases of the Review and their duration are as follows:

Step	Completed by	Duration	Responsibility/Comments
Agreement and Finalisation of TORs	October 2014	1 month	CBM and AusAID
Recruitment of Evaluation Facilitator(s)	November 2014	1 month	CBM or AusAID
Development of detailed Evaluation Plan based on initial discussions with AusAID and CBM	February 2015	5 days	Evaluator(s)
Implementation of the Evaluation process including joint workshops	Between March and June 2015	Approximately 15 working days	Evaluator(s)
Preparation of draft Report	July 2015	Approximately 12 days	Evaluator(s)
Peer Assessment of Report	August 2015	2 days	CBM and AusAID
Finalisation of Report based on feedback from peers	September 2015	4 days	Evaluator(s)
Dissemination of report including through joint workshop/communications event	Before December 2015	2	CBM and AusAID

6. Personnel

The Evaluation could be undertaken by either one highly experienced Evaluator or a small team. Selection of the Evaluator(s) will be undertaken jointly by CBM Australia and AusAID, using agreed processes and contracting methods.

Consistent with the approach to the Partnership overall, it would be preferred if a member of the Evaluation team has a disability. A large team is not necessary for this Evaluation, as long as there is a high degree of engagement by the team with relevant individuals from CBM and AusAID, both those who work on the Partnership at the time of the Evaluation and those who have participated in Partnership activities over its duration.

Overall, the team should comprise specialists with a combination of the following qualities and skills:

- Strong M&E expertise and experience
- Deep understanding of disability-inclusive development principles and approaches
- Good understanding of partnership principles relevant to the aid and development sector
- Understanding of AusAID's quality processes
- Ability to synthesise information from a variety of sources (e.g. Partnership staff, reports) and present it coherently, accurately and fairly
- Strong analytical skills
- Strong interpersonal, verbal and written communication skills

7. Reporting Requirements

The Evaluator(s) will be required to prepare a report for Partnership members in a format agreed by AusAID and CBM Australia. It should be no more than 20 pages long excluding annexes. An Executive Summary should be provided which can be used by both AusAID and CBM Australia for general communications purposes, as well as to inform a range of senior leaders and officials.

8. Key documents

The following documents will be provided to the Review Team to inform analysis.

- Development For All
- Proposal 2011
- Partnership Implementation Plan 2013
- Partnership Annual Plans and Reports
- Other documents as identified

Annex 5 Risk Matrix

No	Risk	Existing Controls	Consequence	Likelihood	Risk Rating	Acceptable	Responsibility
Risks in Partnership Operating Environment							
1	Shifting priority of disability in Government/AusAID	Advocacy by ADDC and CBM	Moderate	Possible	Medium	Y	CBM & AusAID
2	Bad press for DID work generally	Advocacy by ADDC and CBM	Minor	Unlikely	Low	Y	CBM & AusAID
Management Risks							
3	Potential for conflict of interest or perception of conflict of interest	Open communications and high quality management	Moderate	Possible	Medium	Y	CBM & AusAID
4	Staff shortages and high staff turnover	Workforce planning	Moderate	Likely	Medium	Y	CBM & AusAID
5	Lack of buy in from other sections of AusAID	Internal advocacy by DPS and Disability Ambassador	Moderate	Possible	Medium	Y	AusAID
6	Changing perceptions about importance of Partnership	Internal advocacy by Partnership teams/managers	Moderate	Unlikely	Medium	Y	CBM & AusAID
7	Negative perception of narrowness of Partnership	Internal advocacy by Partnership teams/managers	Minor	Possible	Low	Y	CBM & AusAID
8	Safety/problems with staff travelling in country	Security plans regularly monitored and high level support	Moderate	Possible	Medium	Y	CBM
9	Delays on delivery because of changing priorities	Monthly monitoring and commitment to reasonableness about implementation	Moderate	Possible	Medium	Y	CBM & AusAID
Partnership Design Risks							
10	Lack of convincing evidence for impact of DID	Promotion of research agenda	Moderate	Possible	Medium	Y	CBM & AusAID
11	TA is not of sufficient quality, affecting reputation	Quality assurance process within CBM	Moderate	Possible	Medium	Y	CBM
12	IT system cannot be sustained	Review processes and collaborative decision-making about future funding or alternatives	Moderate	Possible	Medium	Y	CBM & AusAID

Annex 6 Budget for 2013-14 and 2014-15

[see attached Excel file]