



# IAG AUSTRALIA IMPACT EVALUATION REPORT

Prepared for CBM Australia

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**Clear Horizon**

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## Acronyms

AIMR	Australian Investment Monitoring Report
CBMA	CBM Australia
CRPD	UN Convention on the Rights of Persons with Disabilities
DFAT	Australian Department of Foreign Affairs and Trade
DID	Disability Inclusive Development
GEDSI	Gender equality, disability and social inclusion
IAG	Inclusion Advisory Group
IAG-A	IAG Australia team
INGO	International Non-Government Organisation
KEQs	Key Evaluation Questions
MEL	Monitoring, Evaluation and Learning
MSC	Most Significant Change
NGO	Non-Government Organisation
OHCHR	Office of the United Nations High Commissioner for Human Rights
OPDs	Organisations of people with disabilities
PDF	Pacific Disability Forum
SIPSI	Significant Instances of Policy or Systems Influence
UNPRPD	United Nations' Partnership on the Rights of Persons with Disabilities
WASH	Water, Sanitation and Hygiene
WFP	World Food Programme

# Executive Summary

## Introduction

This report presents the findings of an impact evaluation undertaken by Clear Horizon on behalf of CBM Australia (CBMA) of the work of CBM Global's Inclusion Advisory Group Australia team (IAG-A). Focusing on four key evaluation questions around contribution to change for people with disabilities (including IAG-A's activities, ways of working, evidence of contribution, lessons learnt), value for money, and understanding how the IAG-A can communicate its work, the evaluation only considers the last five years of the IAG-A's work (2016-2021).

For CBMA to achieve its Strategic Plan (2019-2022) to enable people with disabilities, their families and communities to take pathways out of poverty and exclusion, the IAG-A seeks to influence and assist other organisations and institutions to practice disability inclusive development.

The methodology for this evaluation involved a two-step approach. The first step was data collection and analysis from the following data sources: a client and participant survey (85 responses), client semi structured interviews (26) with 20 Most Significant Change (MSC) stories collected, and interviews with CBMA stakeholders (9). The second step was data interpretation which involved an MSC panel to select the most significant stories of change (4); as well as a summit workshop with key IAG stakeholders to reflect and interrogate the data to come up with the key findings and recommendations.

## Findings

The key findings and recommendations of the evaluation are as follows:

### 1. IAG-A's contribution to positive 'transformational' change for people with disabilities

The IAG-A has contributed to positive lasting change for people with disabilities. By working with individuals and organisations on projects and policy work, there is a clear 'ripple' effect towards institutional and organisational changes, which are expected to lead towards changes for people with disabilities. The IAG-A's contribution is to the stakeholders working with and for people with disabilities, rather than people with disabilities themselves. The evaluation found credible information on how the IAG-A has impacted disability-inclusive changes through working with individuals, mainstream organisations and Organisations of people with disabilities (OPDs) at the project and organisational level, leading to institutional systems and organisational change, with the likelihood this will positively impact people with disabilities long-term.

See section 4.1 for more information.

### 2. Confidence of the IAG-A's external advisory work contributing to positive change

IAG-A's external advisory work contributes to significant positive change to individuals, organisations, and projects, which catalyses organisational and institutional change, ultimately leading towards positive change for people with disabilities. *At the heart of IAG-A's positive catalytic impact is how the IAG-A provides contextualised knowledge, ensuring the right people are providing the advice and the advice is relevant and applicable. This has led to an increased demand for the IAG-A's services as the value of the IAG-A's inputs are realised.*

The assumptions of the IAG-A hold true to demonstrate that clients and partners see the benefits and value of the advice provided by the IAG-A and that they can apply the advice; that there is evidence demonstrating catalytic impact, demonstrated directly through individual, organisational and institutional change; and that the IAG-A have the right people, approaches, tools, and resources to develop and

deliver high quality tailored advice. Key success factors that enhance the influence and/or impact of IAG-A's work relate to **how** the IAG-A operates. This includes having contextualised knowledge, having the right advisors, providing long-term support through responsive and discrete inputs, partnering, and brokering relationships with/for OPDs, high-quality advice, and complementarity with CBM Global's other areas of work.

However, there is limited evidence available to pinpoint the IAG-A's direct contribution to positive change for people with disabilities due to difficulties of 'ownership' of the change, the length of time it takes for behaviour change to occur, multiple other influencing factors and challenges obtaining accurate information. By creating a MEL Plan specific for the IAG-A's needs, evidence may be able to be captured in a more accurate and systematic way to understand the positive change for people with disabilities in the future.

See section 4.2 for more information.

### **3. Value for money**

CBMA's investment in external advisory work represents value for money. Clients and partners noted that the IAG-A's approach is cost effective through being fit-for-purpose, engaging relevant stakeholders and providing valuable and impactful advice whilst meeting required timeframes. CBM senior staff and Board members interviewed also said that the IAG-A is delivering on organisational expectations by using fit-for-purpose approaches for catalytic change, contributing to positive impact, sourcing skilled and experienced personnel and developing and nurturing influencing, lasting relationships with changemakers, particularly OPDs.

See section 4.3 for more information.

### **4. How the IAG-A can describe its contribution simply, clearly, and credibly**

The advisory role that IAG-A plays in bringing out positive change for people with disabilities means that its contribution is (and needs to be) very much 'behind the scenes'. Claiming responsibility for transforming people with disabilities' lives would alienate and undermine clients and partners who see themselves as doing the disability inclusion 'work', albeit with the support of the IAG-A. This 'behind the scenes' role contributes to confusion about who and what the IAG-A is and how it fits in CBMA. Internally, some clarity is needed to define and describe what the IAG-A does and its expected outcomes through clarifying a theory of change and defining what impact means and for whom. Key elements of the message must include that the IAG-A works directly with boundary partners (those who work in international development and have other development focuses outside of DID) and OPDs to bring about systems change at the structural, relational and transformative level. What this means is that the IAG-A, through working effectively with boundary partners, has greater reach and impact than it would working directly with people with disabilities. The IAG-A contributes to strengthening the enabling environment for disability inclusive development by taking a systems lens, and working with key actors to improve capabilities, policies and practices to advance disability rights.

See section 4.4 for more information.

## **Conclusion and recommendations**

The evaluation found that the IAG-A's work is highly valued by clients and partners. The evaluation findings demonstrate we can have a high degree of confidence that IAG-A's work contributes to positive change for individuals and organisations, including OPDs. The IAG-A's contextualised knowledge, having the right people and the right approach, are success factors. The advisory work represents excellent value for money on balance by providing fit for purpose advice that has had significant impact on clients

and partners, with a small proportion of respondents requiring to do more work to implement the advice. Internally within CBM the work of the IAG-A is also considered to provide excellent value for money.

However, the advisory role requires IAG-A to work 'behind the scenes' using multiple levers of change to influence systems change – structural, relational and transformative. The way IAG-A communicates its contribution to these levers of change needs to focus on how it works to support boundary partners to claim and fulfil rights, rather than measure success through the number of people with disabilities reached.

Below are the recommendations from the evaluation for the IAG-A:

- Continue to focus on knowledge generation and translation – through working with a diverse range of stakeholders with high level technical and contextualised DID expertise
- Continue knowledge brokering and creating space – through trusted long term partnerships and networks that link duty bearers with rights holders, and explore expanding partnerships with OPDs to meet increasing demands for their involvement in DID
- Continue to strengthen capabilities and capacity – to enable conceptual and instrumental change, using practical and tailored advice, which meets clients “where they’re at”
- Consider nature of engagements and lean into long term partnerships as these seem to result in more significant/catalytic impact
- Clarify how and where IAG-A fits into CBMA more broadly - including developing a specific theory of change that accurately describes IAG-A and which leverage points in the system to focus on, that will have the greatest impact, and that the IAG-A is best equipped to do within the broader context of CBMA
- Develop a MEL system for IAG-A - that reflects the theory of change and behind the scenes role to allow systematic data to be collected for communication, strategic and reflective purposes. This should include tools that capture outcomes in a systems-change environment such as outcome harvesting, MSC, significant instances of policy influence (SIPSI) etc.

# 1 Introduction

This report presents findings from the impact evaluation of CBM Global's Inclusion Advisory Group's Australia team (IAG-A). The evaluation was undertaken by Clear Horizon on behalf of CBM Australia. The evaluation considers the impact of IAG-A's work over the last 5-year period (2016-2021/22).

This evaluation explored answers to understand:

- The IAG's contribution to positive change for people with disabilities
  - IAG's activities, ways of working
  - Demonstrated evidence of the contribution to positive change
  - Lessons learnt about the different factors that influence advisory work
- Value for money of IAG's work
- How the IAG can communicate it's work simply, clearly and credibly

This evaluation report is structured as follows:

- Section 1: Introduction (this section)
- Section 2: Background to CBM Australia's IAG
- Section 3: Key evaluation questions (KEQs) and sub-questions, followed by the methodology undertaken to answer these KEQs
- Section 4: Key findings and supporting evidence for each KEQ sub-question
- Section 5: Conclusion
- Annexes:
  - IAG-A Theories of Change
  - Data collection summary
  - Data collection tools
  - MSC process
  - Case studies
  - Value for Money rubric

## 2 Background

### 2.1 The Inclusion Advisory Group (IAG)

The Inclusion Advisory Group (IAG) is an initiative of the CBM Global Disability Inclusion federation, which includes CBM Australia (CBMA). The IAG exists to influence and assist other organisations and institutions to practice disability inclusion in their policy making or their development programs, leading to positive impact for people with disabilities. Advisors are based in an increasing number of locations around the world, including Australia. The IAG's Australian team (IAG-A) was established more than 12 years ago and provided the base from which the wider IAG has grown.

CBMA's Strategic Plan 2019-2022 seeks to transform the lives of 10 million people through programs, partnerships and advocacy that enable people with disabilities, their families and communities to take pathways out of poverty and exclusion.<sup>1</sup> The influencing and advisory work undertaken by the IAG-A is one of three "vehicles of change"<sup>2</sup> through which CBMA expects to achieve this transformational change.

Since the CBMA Strategy was developed, the IAG-A has struggled to clearly articulate their impact, particularly as it relates to different types of advisory programs, making it difficult for CBMA to state clearly and succinctly what is meant by "lives transformed" across all programs, and to convince others that an investment in advisory programs will achieve transformational change.

### 2.2 This evaluation

#### Purpose and scope

The purpose of this evaluation was to understand and obtain evidence of CBMA's investment towards the IAG-A and the impact the IAG-A has had on individuals and communities, organisations and programs, policies and practices. The evaluation considered the IAG-A team and its associated current and past activities focusing on the last five years until the point of evaluation (late 2021). It does not focus on IAG projects and activities led by the IAG core team at CBM Global or by advisors within CBM Global Country Teams or Member Associations – which were considered too recent to be able to determine impact<sup>3</sup>. This impact evaluation will inform CBMA's Strategic Planning process.

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<sup>1</sup> The numeric target has been modified due to the impact of COVID-19 on all programs – field programs, advocacy and external advisory – although the scale of CBM's ambition remains high (6.5m in 2020).

<sup>2</sup> The three "vehicles of change" are advocacy, advisory and field programs.

<sup>3</sup> The evaluation plan stated that the evaluation may cover IAG Core team activities with the UN Office of the United Nations High Commissioner for Human Rights (OHCHR) and UN Partnership on the Rights of Persons with Disabilities (PRPD), both of which also had some involvement from the IAG-A team; but it is unclear through the data collected if this was the case.

## Audience

The audiences for the evaluation and their respective needs are outlined in Table 1. **Error! Reference source not found.** distinguishing between the primary audience – those who will use the evaluation findings to make decisions about the IAG-A; and the secondary audience – those who may have an interest in the evaluation findings.

**Table 1 Evaluation audience and information needs**

Audience	Information needs
<b>Primary</b>	
CBMA IAG-A	<ul style="list-style-type: none"> <li>• Articulating contribution of impact for learning and communication purposes</li> <li>• Effectiveness of activities; including value for money</li> </ul>
<b>Secondary</b>	
IAG core team	<ul style="list-style-type: none"> <li>• Articulating contribution of impact for learning purposes</li> <li>• Effectiveness of activities</li> </ul>
CBM Global secretariat/thematic teams, country teams and member teams	<ul style="list-style-type: none"> <li>• Articulating contribution of impact for learning and communication purposes</li> <li>• Effectiveness of activities; including value for money</li> </ul>
Investors and donors (including governments, development banks, UN agencies, management contractors, international non-government organisations (INGOs), local partners)	<ul style="list-style-type: none"> <li>• Impact of CBMA activities and outcomes</li> <li>• Effectiveness of activities</li> </ul>
Disability movement partners and associate advisors	<ul style="list-style-type: none"> <li>• Effectiveness of activities</li> </ul>
Beneficiaries (including families and communities)	<ul style="list-style-type: none"> <li>• Effectiveness and impact of activities</li> </ul>

## 2.3 Key evaluation questions (KEQs)

The KEQs are the overarching questions developed in response to the evaluation purpose and information needs of the primary audience. Sub-questions are included to guide the collection of evidence to answer the KEQs. The KEQs and sub-questions are presented in Table 2 below.

**Table 2 Evaluation Key evaluation questions (KEQs)**

KEQ	Sub question (if applicable)
<b>KEQ1:</b> What has the IAG-A done to contribute to positive ("transformational") change for people with disabilities? (timeframe in scope is five years)	
<b>KEQ 2:</b> How confident can we be that IAG-A's external advisory work contributes to positive change?	2.1 What evidence is there (from within CBMA or more widely) to show that the assumptions in the theory of change are correct <sup>4</sup> ? (See key assumptions to be tested below and referenced theory of change diagram in Annex 1: Theories of change)
	2.2 What evidence is there from its external advisory work over the past decade to show that IAG-A has contributed to positive change for people with disabilities?
	2.3 What lessons can be learned about different factors that enhance the influence/impact of advisory work (eg types of partners, policy vs program, long term support vs targeted short term inputs, advisory combined with CBMA's two other "vehicles of change" - advocacy and field programs)?
<b>KEQ 3:</b> To what extent does CBMA's investment in external advisory work represent value for money and why/why not?	3.1 To what extent do CBMA's clients and partners think that IAG's approach is cost-effective?
	3.2 In what way does IAG-A's modality deliver on organisational expectations?

**KEQ 4:** How can IAG-A describe its contribution to bringing out positive change for people with disabilities, their families and communities - simply, clearly and credibly?

### Key assumptions to be tested

In addition to the KEQs, key assumptions were articulated to be assessed as part of this evaluation in a planning workshop with key IAG-A stakeholders in October 2021 (see KEQ 2.1). Below outlines the three of the most critical key assumptions tested as part of this evaluation:

1. That customers see the benefits and value of the advice and apply the advice that we provide
2. If we influence at a policy/program level, that there is more than an immediate effect and that there is a ripple effect (catalytic)
3. That we have the right people, approaches, tools and resources necessary to develop and deliver high quality advice, for example, that tailored advice is the right advice as opposed to generic advice

<sup>4</sup> The theory of change and assumptions referenced is the version created in the planning workshop in October 2021 with key IAG-A stakeholders. Please note this theory of change was never formally approved. See Annex 1: Theories of change for more information

## 3 Methodology

### 3.1 Methodology to answer KEQs

The following section presents the evaluation's methodology. The evaluation is guided by the evaluation plan (November 2021), based on discussions with the IAG-A and Program Quality teams at CBMA to capture both qualitative and quantitative data.

To answer the KEQs, the evaluation followed a two-step approach: 1) Data collection and analysis; 2) Data sensemaking.



#### Step 1: Data collection and analysis

The evaluation drew primarily on data from data collection tools developed and agreed specifically for the evaluation. The evaluation sought to understand impacts resulting from IAG-A's advisory work over the last five years hence did not seek data from more recent IAG Global work. CBMA provided a list of relevant documents and contacts that they considered may provide evidence of impact, meaning that some IAG-A clients or engagements over the last five years may not be reflected in this evaluation. Further documentary evidence and contacts emerged during the evaluation. The data collected was then analysed as individual data sets and synthesised against the KEQs. The data collection tools used for this evaluation are listed below in Table 3 and detailed in and Annex 3: Data collection tools:

**Table 3 Data collected with sampling information**

Data collection tool	Description	Type of stakeholder	Quantity and description (if applicable)
Document review and analysis of existing monitoring, evaluation and learning (MEL) data	Data provided by CBMA and interview stakeholders (where applicable)	N/A	<ul style="list-style-type: none"> <li>24 documents from CBMA, including evaluation reports, Annual Reports, case studies and communications documents</li> <li>15 documents from IAG-A clients (including their own MSC stories, case studies and newsletters)</li> </ul>
Survey	An online survey was distributed to 136 potential respondents <sup>5</sup> , identified by CBMA to be the most relevant clients and partners to provide responses to the KEQs.	Clients and partners of IAG-A	<ul style="list-style-type: none"> <li>85 responses (62% response rate)<sup>6</sup></li> <li>4 responses were from Organisations of People with Disabilities (OPDs)</li> </ul>
Semi structured interviews (including Most Significant Change)	Thirty-three survey respondents nominated themselves to be contacted for a follow up interview <sup>7</sup> . Participants were selected to ensure there was a distribution among the type of stakeholder and size of engagement with the IAG-A to be able to contextualise responses.	Clients and partners of IAG-A	<ul style="list-style-type: none"> <li>20 MSC stories collected</li> <li>Six additional interviews where stakeholders did not provide/confirm a MSC story</li> <li>2 of these 26 participants was from an OPD</li> </ul>
Semi structured interviews for data validation and clarification	To validate and clarify findings from the clients and partners, CBM staff were interviewed. These interviews provided the perspectives from IAG-A about specific projects, as well as to provide evidence towards KEQ3.2	CBMA Board members and leadership	<ul style="list-style-type: none"> <li>3 interviews conducted</li> </ul>
		IAG Global staff members	<ul style="list-style-type: none"> <li>2 interviews conducted</li> </ul>
		IAG-A staff members and associates	<ul style="list-style-type: none"> <li>5 interviews conducted</li> </ul>

<sup>5</sup> 7 potential respondents were from an OPD

<sup>6</sup> Please note this is a significantly high response rate, given the average response rate for evaluation surveys with no incentives is around 30%.

<sup>7</sup> Two potential interview participants were scoped out as they were current or previous CBMA employees and four provided their contact details, but it was unclear how they engaged with CBMA.

Data from each data collection tool was analysed separately by Clear Horizon.

- The qualitative data sourced from the surveys, MSC stories and interviews were thematically analysed – looking for key themes and patterns, and where relevant, significant convergence and divergence of findings noted.
  - The data from the MSC stories were also included as part of a contribution analysis by using the MSC technique.
  - Three in-depth case studies that involve significant impacts resulting from IAG-A have been generated from various data sources (Annex 5: Case studies).
- Quantitative data from the surveys are presented as graphs and tables where relevant and descriptive statistics and basic inferential statistics were applied where feasible.

## Step 2: Data sensemaking

This step was broken into two different components: data synthesis and data interpretation

### *Data synthesis*

Once the data was synthesised against each of the questions, multiple lines of evidence were generated to formulate a finding/conclusion against each of the KEQs. Where possible the data was analysed across all sources. The results were consolidated in evidence tables organised around the KEQs.

### *Data interpretation*

Following the analysis and synthesis of the data, Clear Horizon led a data interpretation process. This included two workshops with key IAG/CBMA stakeholders. The two processes are indicated below:

- **MSC panel:** 5 relevant partners in the development and disability sector were selected as panellists to consider, validate and choose stories that reflect the most significant changes over a 2 ½ hour period via videoconference. Out of the 20 MSC stories collected, four MSC stories were selected overall from four ‘domains’ of change: knowledge change; practice change; strengthening partner organisations; influencing partner governments. A detailed summary of this process and outcomes are outlined in Annex 4: MSC process.
- **IAG summit workshop:** key IAG stakeholders participated in an online workshop to review the findings/conclusion established from the data synthesis against the KEQs; including determining the responses for the value for money questions, as guided by the rubric in Annex 6: Value for Money rubric. This process assisted to validate the findings as well as to explore appropriate and fit-for-purpose recommendations for the key needs of the primary audience.

## 3.2 Limitations

As with any evaluation, there were some limitations of the data collected and analysed. This included:

- **Data collection timing:** the data was collected in late November 2021- early January 2022, potentially reducing the number of responses due to the end of year holiday period.
- **Limited visibility of the “whole”:** While CBMA provided a list of organisations and the size of the engagement (small, medium and large), it was not possible for the evaluation team to gain an understanding of how representative the list was of the whole client base. This meant that the evaluation could not claim to have reached a certain proportion of clients, for example.

- **Potential sampling bias:** data collection stakeholders were selected and presented to the evaluation team by CBMA to ensure potential data collection stakeholders could provide relevant insights according to the scope of the evaluation. To mitigate any biases from this limitation, a snowball sampling technique was attempted for the survey, asking respondents to provide contact details of other potential respondents who would be able to provide insight to the questions.
- **Limited direct engagement with people with a disability:** The evaluation sought the views of IAG-A's clients and partners in the survey and interviews. This meant that the focus was on stakeholders that received advice on disability inclusion rather than the views of people with disabilities who had not had direct involvement with IAG-A. Only one person from an OPD (Organisation of People with Disabilities) self-nominated for interview. In addition, the survey data was anonymous and there was no question asking for respondents to identify if they had a disability. There was one MSC panellist who had a disability.

To overcome some of the limitations above, triangulation of data sets was conducted where available to validate the findings. Where there was limited data to back up claims, qualitative evidence was used to provide examples.

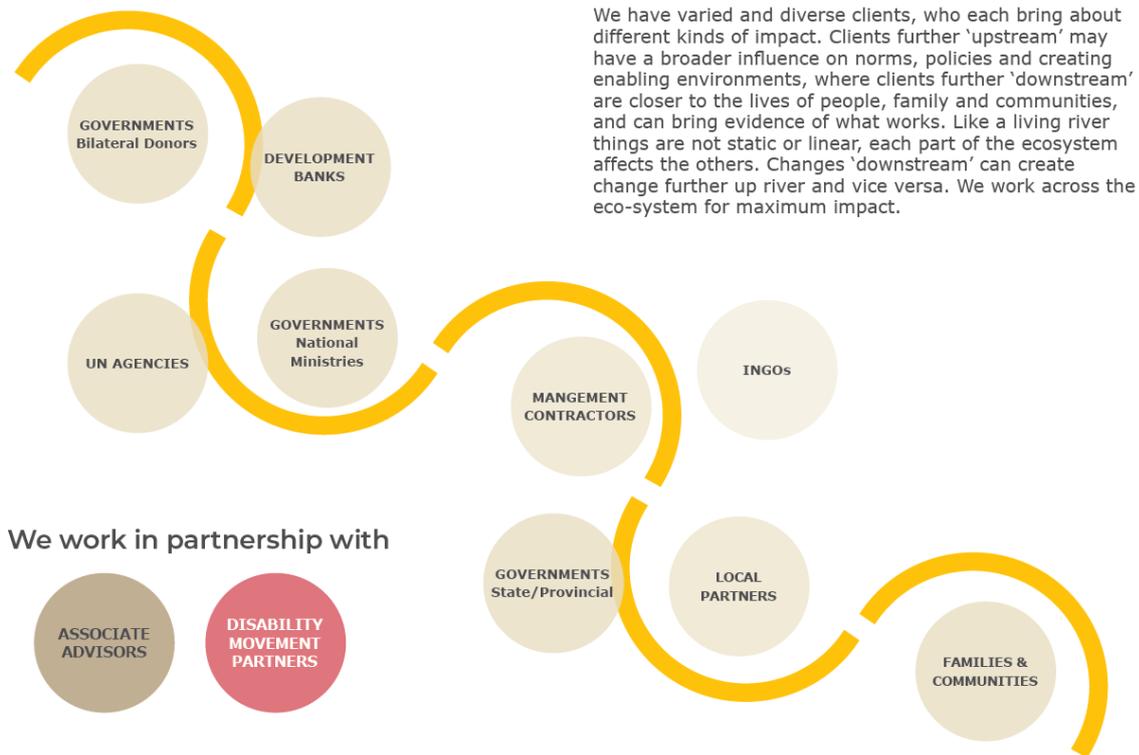
## 4 Findings

This section is structured to answer the four KEQs which focus on: what IAG Australia has done to contribute to positive transformational change for people with disabilities (KEQ1); how the IAG Australia's external advisory work contributes to positive change (KEQ2); IAG Australia's value for money (KEQ3); and how the IAG Australia can describe its contribution to bringing out positive change in a simple, clear and credible way (KEQ4). Evidence to support the findings is included within each section. To protect privacy, stakeholder sources are broadly categorised as either clients and/or partners of CBMA, or CBMA (as people who have worked with CBMA in some capacity). Please note that clients and partners who responded to the survey are noted as 'respondents', and those who participated in the interviews, are identified as 'participants'.

### 4.1 What has the IAG-A done to contribute to positive ('transformational') change for people with disabilities?

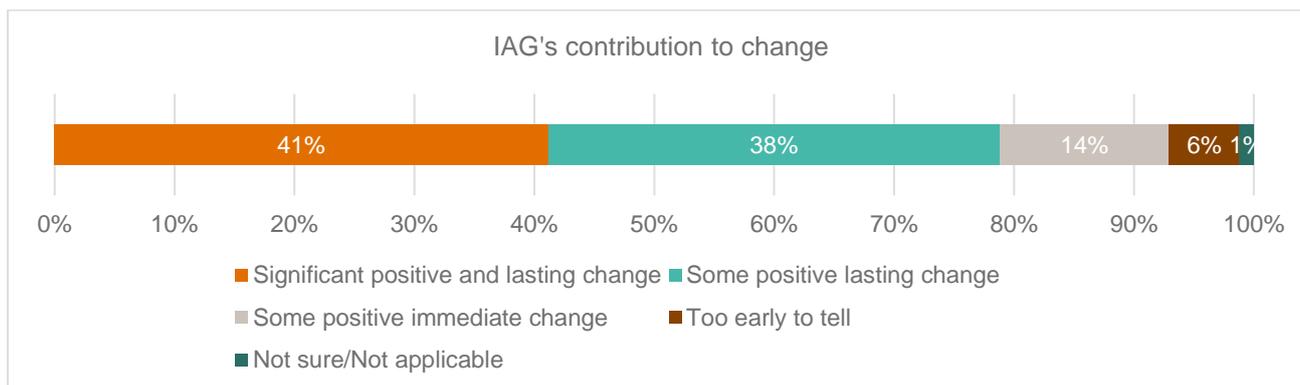
**Key finding:** *The IAG-A has contributed to positive lasting change for people with disabilities. By working with individuals and organisations on projects and policy work, there is a clear 'ripple' effect towards institutional and organisational changes, which are expected to lead towards changes for people with disabilities. The IAG-A's contribution is to the stakeholders working with and for people with disabilities, rather than people with disabilities themselves. The evaluation found credible information on how the IAG-A has impacted disability-inclusive changes through working with individuals, mainstream organisations and Organisations of people with disabilities (OPDs) at the project and organisational level, leading to institutional systems and organisational change, with the likelihood this will positively impact people with disabilities long-term.*

## The eco-system in which we work



## Figure 1. IAG-A's eco-system for change<sup>8</sup>

The defining difference between the IAG-A's work and CBMA's project work is that the **IAG-A does not work directly with people with disabilities to generate transformational change**. The point of difference of the IAG-A is that they 'work in consortia to make another organisation/s' program activities more inclusive<sup>9</sup> by 'seek[ing] out advisory opportunities which are catalytic and have the potential to spark broader, systemic change for inclusion, in line with CBM's vision and mission.<sup>10</sup> The IAG-A seeks to provide 'tailored input, communicated effectively, with the right people at the table<sup>11</sup>' to individuals and organisations by providing organisational, project-specific and policy advice, which is anticipated to have a 'ripple' effect to organisations and governments upstream, and people with disabilities, including OPDs downstream, demonstrated in Figure 1 above.



## Figure 2. IAG-A's contribution to change

From the evaluation data, clients and partners noted that the IAG-A has contributed to positive and lasting change for people with disabilities, particularly when the IAG-A has provided multiple inputs across a number of years. Figure 2 above shows 41% of evaluation survey respondents (n=35) said the IAG-A support has had **significant positive and lasting change for people with disabilities**. This response was distributed across the different types of organisations, with most of these respondents (n=27) working with the IAG-A for multiple inputs across a number of years. Thirty-eight percent of respondents said there was **some positive lasting change**, also distributed across the different types of organisation and with majority working with the IAG-A for multiple inputs across a number of years.

Figure 2 also notes that 14% of respondents said there was **some positive immediate change**, though this was less common for non-government organisations (NGOs) or OPDs<sup>12</sup>, and mainly for organisations that worked with the IAG-A for a period shorter than six months. Figure 2 also shows that 6% of respondents said it was **too early to tell** and there was no correlation between this response and the length of engagement. All respondents who had selected this response had directly contracted the IAG-A and used this for targeted comment or input into practices, policies and/or strategies, with the majority (four of five respondents) also receiving tools or resources from the IAG and training or short-term capacity development.

Please note that no respondent felt that there was no or negative change due to IAG-A's involvement.

<sup>8</sup> CBM Inclusion Advisory Group Guide

<sup>9</sup> CBM Inclusion Advisory Group Guide

<sup>10</sup> CBM Inclusion Advisory Group Guide

<sup>11</sup> CBM Inclusion Advisory Group Guide

<sup>12</sup> 10% of NGO respondents responded to this statement, and no OPD responded

The evaluation found that the IAG-A has had a significant positive and lasting change for individuals and organisations, which has led to project and institutional changes that are expected to impact people with disabilities. One participant described this ripple effect:

*“The changes resulting from CBM’s work are at several levels. Systems level – as an external check, benchmarking and advice from technical experts to overcome barriers. At the sector level such as directly linking IAG with WFP has contributed to transformational change through disability inclusive policy and programming. There is evidence of this in deployments. At an individual level, the Disability Inclusion Plan has ensured that disability inclusion is incorporated into employees’ KPIs and has transformed the individual experience because now all employees have responsibility for disability inclusion.”* (Client/partner)

Whilst the IAG-A does not have a specific MEL Framework, CBMA’s annual reports share examples of impact which triangulates the information provided by evaluation stakeholders. Each of these areas of change (individual, organisational, project, institutional and changes to people with disabilities) are described below.

### **Individual change**

The evaluation found that there have been changes at the individual level of those who have worked directly with the IAG-A. By shifting disability inclusive behaviours, these changes will flow onto the work that they do, which will have a ‘ripple effect’ for people with disabilities. The CBM Inclusion Advisory Group Guide<sup>13</sup> notes that the clients of the IAG-A engage with one lead advisor, who provides access to advisors within the CBM Global network, including Disability Movement partners and associate advisors and organisations.

Several stakeholders in this evaluation highlighted that prior to engaging with the IAG-A, there was minimal disability inclusion capacity, experience, or knowledge in their organisations – including among people whose role was as a disability inclusion officer. These evaluation stakeholders noted the existence of GEDSI roles in organisations where the person had gender equality expertise but did not have specific disability inclusion knowledge. Interviews with clients and partners noted how the IAG-A support **contributed to mindset and behavioural change** for those in GEDSI roles specifically, as well as others within the organisation. There has been increased awareness amongst individuals on how to conduct disability inclusion activities and to be a disability advocate in a positive and dignified way for people with disabilities. One MSC story noted how their mindset and behaviour changed from their engagement with the IAG-A:

*“Before the engagement with the IAG-A, I was ignorant in terms of what could be done for people with disabilities in both humanitarian programs and at the community level. I did not realise how much impact I may have been having on people with disabilities and their dignity... I am now more conscious of the needs of people with disabilities and when something needs to be done, I know how to do it.”* (Client/partner)

One interviewed participant also noted that because of working with the IAG-A, they feel as though they were a part of a community and are not alone in their work as a disability inclusion consultant, which can be at times challenging and lonely, particularly if they are the only disability advisor as part of a bigger team. This person said:

*“I can email and connect someone about data, sending through a resource, rather than just a contracted consultant. It’s reassuring to be a part of that IAG-A in a small way, quite helpful, it’s pleasing to know that I’m up to date on things, that they keep me in the loop.”* (Client/partner)

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<sup>13</sup> Internal guidance on who we are and how to communicate that DRAFT V.5 18.06.2020

## Organisational change

Longer term engagements and partnerships with clients and partners have influenced changes within different organisations as a result of the IAG-A's work. The evaluation noted that a partnership approach strengthens the likelihood of transformational and systems change for clients and partners, as opposed to shorter-term engagements.

The IAG-A reports having advised 22 organisations in various capacities over the last five years<sup>14</sup>. The majority (n=12) were time limited or targeted engagements with mainly NGOs and international organisations. Out of the 22 organisations, four partnerships were formed or maintained with the Australian Department of Foreign Affairs and Trade (DFAT), the World Food Programme (WFP), the Pacific Disability Forum (PDF) and the Nossal Institute at the University of Melbourne. These partnerships took different formats, either by providing contract-specific advice (such as WFP) or working collaboratively with the organisation to deliver disability inclusive development advice (such as the Nossal Institute). The IAG-A's partnership with DFAT for disability inclusive development (DID) support services has enabled a shift towards disability inclusive practices throughout the government department. As the IAG-A provides high quality technical advice and support which often includes a 'just-in-time' approach, they have contributed towards organisational changes within DFAT beyond the impact on specific projects. This includes ensuring DFAT investments have the tools and resources to effectively report on and to include disability as part of their Gender Equality, Disability and Social Inclusion (GEDSI) strategies, programmatic reporting and other requirements. This is demonstrated through the Australian Investment Management Report (AIMR) process<sup>15</sup>.

Beyond partnerships, several evaluation stakeholders noted that prior to engaging IAG-A, there was minimal disability inclusion capacity, experience or knowledge in their organisations. Interview participants provided examples of how the IAG-A's advisory support has contributed to changes in disability inclusion practices within their organisation. This was both for tailored support for projects which were mainstreamed across the organisation; as well as training and generic support for the whole-of-organisation. These clients and partners were from NGOs, OPDs and managing contractors, with no specific examples provided by government department representatives. These interview participants, to whom the IAG-A had provided multiple inputs over a number of years, or who had partnerships with the IAG-A, provided specific examples such as building a capability framework to improve human resource systems; increasing the quality of disability advice (not just around accessibility but embedding and mainstreaming disability inclusive outcomes); enabling consistent language to be used throughout the organisation; including disability inclusive outcomes in project proposals and data collection activities; and hiring staff specifically to be a disability focal point within the organisation. One interview reported that the organisational change resulting from IAG-A's support to developing a Disability Action Plan has been a significant change:

*"It has helped us to hold ourselves to account for disability inclusion. The reason this is significant is that the **integrated partnership outlasts the people in the partnership**. The organisational change is a culture change and is a ripple of positive impact."* (Client/partner)

As a result of this support, organisations have gained confidence in disability inclusion and more breadth on how they understand the topic and have the skills and tools to improve disability inclusive practices across their organisation at an individual or project level. This included things such as using the Washington Group of Questions or engaging OPDs in key decisions and implementation. One interview participant noted:

*"At a field level, it really helped shift our teams' thinking and approach to disability in Timor, CBM's capacity visits (formal workshops and field visits with the tools) – the team had a huge learning process and that shifted their passion and the way they talk about disability using rights language."*

<sup>14</sup> List provided by CBM – unclear what proportion this is of the total – see limitations section

<sup>15</sup> AIMR matrices 2021, 2022

*Including partners. The way they identified people with disabilities at the household. This wouldn't have happened without CBM at the early stages.” (Client/partner)*

An example of organisational change in the IAG 2020 Impact Report looks at RedR Australia. As a result of providing technical advice on the development and implementation of RedR's disability strategy and action plan, as well as through mentoring and training, disability inclusion is now embedded in RedR's training and deployment operations. This type of organisational change within the IAG-A's sphere of influence<sup>16</sup> is also noted in the case studies on Prospera and Water for Women, outlined in Annex 5: Case studies below.

### **Project-level change**

The evaluation notes that from the IAG-A's engagement for specific programs and projects, there has been a **shift towards disability inclusive practices at the project level**, which is expected to have a positive impact for people with disabilities. Respondents (69%) said that they received targeted comment or input from the IAG-A into practices, policies and strategies for projects, with the majority reporting significant and lasting change, or some positive lasting change for people with disabilities. This demonstrates that one of the IAG-A's ways of working through knowledge to policy improves the way that knowledge is shared and applied, improving processes in place to bring about more effective and sustainable systems change<sup>17</sup>. CBMA's partnership with DFAT<sup>18</sup> is one of the organisation's flagship partnerships. Through provision of disability inclusion advice to DFAT funded work on an as needed basis, IAG-A filled a knowledge and expertise gap that would otherwise have likely remained according to some evaluation stakeholders<sup>19</sup>. From January 2018 to June 2021 DFAT requested support on 338 tasks. In the 2020-2021 Annual Report, CBMA reports that the majority of requests involved technical advice (n=21), peer reviews (n=20), and requests for assistance with designs (11). CBMA's 2020 Annual Report valued the programs with which IAG-A provided DID advice at \$662 million indicating the significant reach of DID advice.

Evaluation stakeholders interviewed said the support of IAG-A has led to disability inclusion being mainstreamed across their project beyond accessibility. The type of advisory support that led to this change mainly resulted from mentoring and training specific team members, quality assurance work for documents<sup>20</sup> and providing resources and tools. In some cases, especially for NGOs, there is a reported ripple effect to others working on the project who are now reaching out to the IAG-A directly for support and advice, rather than going through one person/section of the organisation; as well as providing consistent language for the project team to use and action. This advisory work was reported to be at the strategic level, project activity level and any MEL-related activities. One respondent noted that the advice provided enabled a more 'sophisticated' approach to project, which would have the flow-on effect of reaching more people with disabilities. Some respondents reporting project-level change noted however that although disability-inclusive activities were embedded throughout the project, it is too early to determine the flow-on effects to people with disabilities in community, which is in keeping with expectations for systems change efforts. Some respondents reported that due to IAG-A's engagement, people with lived experience of disabilities have now been included in the delivery of projects. In one example people with disabilities were included as researchers, in another, as trainers and in a third example, people with disabilities became a resource team on the ground during a humanitarian response. This also demonstrates the 'ripple' effect project level change has contributed to involving people with disabilities in projects, which can be expected to transform the lives of people with disabilities in the long-term.

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<sup>16</sup> See section 4.4 below

<sup>17</sup> Shaxson et al., 2012; Kania et al., 2018

<sup>18</sup> DFAT-CBM Partnership for the Provision of Disability Technical Advice and Services – DID4All

<sup>19</sup> Could also be understood as a capacity gap as defined in human rights-based approaches

<sup>20</sup> This was said to be for planning and management documents, as well as inputs to project specific documents (e.g. drafts of policies).

## ***Institutional change***

Through providing specific and tailored advice to individuals and organisations on specific projects and policies, the IAG-A have contributed towards systems-level institutional change. This includes at a governmental level with specific partner government departments having ownership of, and in some cases, implementing disability inclusion policies, and disability-inclusive objectives in other specific policies<sup>21</sup>.

One example of this is the IAG-A providing support to the Australia-Indonesia Partnership for Justice – Phase 2 (AIPJ2) program. The IAG-A assisted with the GEDSI Strategy and providing ad-hoc tailored advice as required and specific OPD research. In addition, two DFAT Post visits assisted with additional capacity building on DID for the program.<sup>22</sup> As a result, the AIPJ2 has demonstrable policy and practice changes that enable women, in particular women with disabilities, to have increased access to justice. In addition, this work has contributed to a more inclusive criminal justice system by testing approaches for improved access for people with disabilities to courts and has informed other ministries and DFAT programs in respective COVID-19 responses<sup>23</sup>. The case study from Prospera also provides more examples towards institutional change, which is anticipated to have an impact for people with disabilities with regards to cash concessions and social protection systems (see Annex 5: Case studies for more information).

Evaluation stakeholders also provided other examples of institutional change, including streamlining disability inclusion across a consortium of NGOs working in the same sector and connecting with other organisations working in different sectors to strengthen intersectionality between their sector specialty and disability inclusion. This was reportedly due to the IAG-A providing advice around quality assurance; continual mentoring and training and their ability to start small and then progressing once the project or organisation has reached a certain standard. It was noted particularly with these changes that the benefit of having IAG-A staff who knew the sector and geographical context deeply assisted with this type of institutional change. Evaluation stakeholders noted that the IAG-A provides advisors who have the existing knowledge and can build and strengthen relationships to enable and create this systems-level change, which is also further discussed in section 4.2.1 below. By providing tailored advice with a future focus on disability inclusion systems change<sup>24</sup>, the IAG-A ensures institutional credibility and that the impacts of the advice are harnessed beyond the initial engagement with the organisation. One respondent noted:

*“Once it’s not based on individuals, it is much easier for the next [program] team to carry this forward as we already have the credibility. The team does not have to start from scratch, it is not in someone’s mind – it has institutional roots.” (Client/partner)*

## ***Changes relating to OPDs***

The evaluation found that OPDs are strengthened through the IAG-A’s work. In the CBM Inclusion Advisory Group Guide, it is noted that the IAG-A works in blended teams which draw on the expertise of varied CBM staff, the Disability Movement and Associate Advisors. This ensures that the voices of OPDs are amplified in these spaces, as well as providing capacity building for them to be able to provide advisory support beyond the assistance of the IAG-A. By brokering relationships and connections between OPDs and mainstream organisations, the IAG-A’s approach is aligned with the CRPD and ensures that OPDs are brought into the process as much as possible. Through the CRPD and associated guidance, OPDs are mandated to represent the needs and interests of people with disabilities and are an important mechanism through which people with disabilities influence change. The

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<sup>21</sup> Other policy examples include child protection and fiscal policies

<sup>22</sup> These DFAT Posts visits would not have focused on the AIPJ2 program, but assisted with capacity building, which lead to the mentioned outcomes.

<sup>23</sup> Case study: Improving national policies for people with disabilities in Indonesia

<sup>24</sup> Kania et al., 2018

IAG-A's way of working ensures people with disabilities have access to and can influence DID, which is core to the disability movement's motto of *'nothing about us without us'*.

For this evaluation, CBMA provided seven OPD contacts<sup>25</sup>, four of whom responded to the survey. Two of these survey respondents conducted a follow up interview<sup>26</sup>. One respondent noted the changes emerging from the partnership between IAG-A and their organisation; through collaborative ways of working, as well as the mutual respect and trust, the relationship built with the IAG-A over time has helped both organisations to do better work.

In May 2021, CBM Global commissioned an Enquiry about how CBM works with OPDs which included in depth interviews with 32 OPD representatives<sup>27</sup>. Key findings included that IAG-A helped OPDs to learn on the job, build new connections, and advocate for fair pay. This demonstrates that the IAG-A is in line with best practice as the relationship broker, ensuring relational-level change for OPDs by supporting capacity gaps for rights-holders in claiming their rights from duty-bearers<sup>28</sup>. There were also several areas for consideration, including managing expectations, clarifying engagements, and leading on fair contracts. This is useful feedback for improving future ways of working and increasing impacts of engagement.

In addition to the OPD respondents of this evaluation, six additional clients and partners provided examples of how the IAG-A's advisory services have impacted how they work with OPDs, resulting in more involvement of OPDs. This demonstrates that the IAG-A is in line with best practice theory by being a key relationship broker between OPDs and mainstream organisations, connecting rights-holders and duty-bearers with one another to create change at the relational level<sup>29</sup>. One respondent reported that no matter what type of work the IAG-A was tasked to do by organisations, the IAG-A ensured that the local OPDs were involved to provide input. Respondents also noted that they observed IAG-A's support contributed to building the confidence of the OPDs by providing them with tangible skills to be able to provide continual technical assistance for clients directly. Several clients and partners noted that the IAG-A played a critical brokering role between them and OPDs, particularly through trainings and meetings, further highlighting the relationship broker role of the IAG-A. One participant said that because of IAG-A's engagement, they now consult with OPDs on all data collection and analysis activities and as a result have established a partnership directly with them, demonstrating explicit practice change. This is an example of addressing capacity gaps in the rights-holders' ability to claim their rights from duty-bearers, with the IAG-A adopting the role of relationship broker and working on a relational level of systems change to alter established power dynamics<sup>30</sup>. This participant said:

*"Four years ago, the OPDs who were invited to be part of Disaster READY were really quiet. Over the years the volume has been turned up. The key representatives have stayed the same, but their confidence has grown, they now lean in and speak up, advocate and remind other development and humanitarian actors about disability inclusion. It's really great to see that confidence and I think that this is the most significant change."* (Client/partner)

This impact is described in more detail in the Disaster READY case study at Annex 5: Case studies, and IAG-A's involvement with the Pacific Disability Forum (PDF) in Figure 3.

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<sup>25</sup> These seven contacts were from four different OPDs

<sup>26</sup> An additional OPD respondent was contacted, however Clear Horizon never received a response

<sup>27</sup> Although the enquiry was undertaken for CBM Global, the outcomes and recommendations would also be relevant to CBMA and the IAG-A

<sup>28</sup> UNSDG Human Rights Working Group, 2003; Kania et al., 2018

<sup>29</sup> See section 4.4 for more information

<sup>30</sup> See section 4.4 for more information

### Figure 3. IAG-A's partnership with the Pacific Disability Forum (PDF)

*CBMA's IAG-A has had a long-standing relationship with PDF which has members across 20 Pacific Island Countries and territories. This mutually beneficial partnership began over 10 years ago and involves a journey that provides some useful lessons for understanding how partnerships like this can work and what they bring to disability inclusion.*

*Five years ago when DFAT commissioned CBMA to deliver disability inclusion training in DFAT Posts in the Pacific, IAG-A was yet to consult or collaborate with PDF like they do now. By the IAG-A being open to feedback from PDF about how to improve the collaboration with the regional secretariat as well as the national OPDs, IAG-A was able to develop a trusted and mutually respectful partnership with PDF. It was not an event, as such, but more of a building of trust over time, helped by regular operational meetings, and less regular strategic discussions. Annually, IAG-A and PDF reflect and plan and identify what each organisation wants and what can be done better.*

*As a result of the strong partnership, both PDF and IAG-A are better together than they are separately. There are many shared activities, but they also each bring different skill sets, and value propositions, so the reach can be larger when they work together. There is an alignment of values, an absence of competition, and a genuine complementarity. For CBMA, a core part of their strategy is to support and align with disability movement priorities, so it aligns strongly. In practical terms, IAG-A are committed to helping PDF in the implementation of their strategic framework. There are now many activities the two organisations do together, but there are some situations where either one will be at the table without the other. In those instances, the quality of the partnership ensures that respect is paid to each partner's interests even if they are not in the room.*

*PDF insists that from this partnership, if CBMA wants to do a program in the Pacific, it won't be just a program, it will have a bigger influence on systems change. This is because at PDF's request, a new model of engagement will see CBM supporting PDF to pilot projects that model good practices – aiming for catalytic change. This will amplify the partnership and its impact on systems change in the Pacific.*

*With PDF as a trusted partner, CBMA can easily reach changemakers among OPDs and people with disabilities across the Pacific region and connect them with mainstream programs and organisations wishing to become disability inclusive. With CBMA as a trusted partner, PDF can build organisational skills and knowledge to better serve its members and become more resilient, innovative and adaptable. The key to a successful partnership has been listening and hearing, genuine mutual respect, understanding each other's constraints, and flexibility.*

#### **Changes for people with disabilities**

It is difficult to determine and quantify how much the advice from the IAG-A has led towards transformative change for the lives of people with disabilities. However, this evaluation found evidence that IAG-A's advice to individuals and organisations on projects, policies, and organisational ways of working can be expected to lead to a 'ripple' effect of positive change for people with disabilities.

CBMA's Annual Reports provide highlights of changes for people with disabilities. While this evaluation was not able to independently verify these claims, they reflect the 'ripple' effect of providing advice or training to mainstream development programs. For example, in the 2016 Annual Report, inclusive WASH training in Indonesia claimed to have reached 350,000 people with disabilities in 27,000 villages. In 2018, an evaluation of a WASH project in Zimbabwe found it had a strong, positive impact on the lives of people with disabilities, improving their access to water and sanitation as well as increasing their independence and self-confidence. The evaluation of this project also found that community attitudes had shifted and people with disabilities subsequently felt more respected and welcomed and listened to in public meetings<sup>31</sup>.

<sup>31</sup> It is not clear whether this project relates to IAG or CBM programs

While over 90 percent of respondents for this evaluation reported that IAG-A support contributed to some level of positive change that would benefit people with disabilities, it is the IAG-A's clients and partners who effect direct change for people with disabilities. In this way, the "impact" is more directly attributable to the IAG-A's client/partner. Examples of this include project-level and organisational-level inputs provided by the IAG-A such as training and quality assurance services, as well as establishing relationships between organisations and OPDs, that led to change for people with disabilities. One interview participant noted that IAG-A's work ensured that OPDs and people with disabilities were included in collecting data for activities to benefit people with disabilities in the community. This participant said:

*"[The people with disabilities] started collecting information from their community, and they talked about the shift that it had on how they were viewed within the community. I like to tell the story that at the end of the project, there was one guy who was a wheelchair user in an informal settlement – no paved roads, had no toilets at the start – it was really difficult for them. By the end of the work, someone who wanted to be elected in the local politics came up to him and said 'I know you are an important person'. Because this person wanted to get influence in the community through him, provided him with a toilet. That shift was a really profound example of this person who saw himself as having no agency within the community initially coming to a point where other people were coming and wanting to use his position within the community to benefit them."* (Client/partner)

Another participant said that from the IAG-A's work downstream there were impacts for people with disabilities themselves, such as positive economic and social impacts and increased self-confidence at the community and individual level. This participant said that the good quality advice from the IAG-A provided people with disabilities more confidence to network in the community and feel a part of the community – to engage with suppliers, consumers and customers to determine their own economic change. However, there is no specific documented evidence of this change. This is further described in section 4.2.1 below.

The above findings are consistent with best practice, which places emphasis on building and investing in relationships to affect meaningful and sustained conceptual and instrumental change<sup>32</sup>. This indicates that IAG-A should focus resources on long-term engagements<sup>33</sup> and partnerships as they are more likely to be result in systems change and therefore positive outcomes for people with disabilities. This is further explained in section 4.4 below.

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<sup>32</sup> See for example Tseng, 2012; Tsui, 2014; and Winterfeldt, 2013

<sup>33</sup> This is characterised by an engagement longer than 6 months

## 4.2 How confident can we be that IAG-A's external advisory work contributes to positive change?

**Key finding:** IAG-A's external advisory work contributes to significant positive change to individuals, organisations, and projects, which catalyses organisational and institutional change, ultimately leading towards positive change for people with disabilities. At the heart of IAG-A's positive catalytic impact is how the IAG-A provides contextualised knowledge, ensuring the right people are providing the advice and the advice is relevant and applicable. This has led to an increased demand for the IAG-A's services as the value of the IAG-A's inputs are realised.

The assumptions of the IAG-A hold true to demonstrate that clients and partners see the benefits and value of the advice provided by the IAG-A and that they can apply the advice; that there is evidence demonstrating catalytic impact; demonstrated directly through individual, organisational and institutional change; and that the IAG-A have the right people, approaches, tools, and resources to develop and deliver high quality tailored advice. Key success factors that enhance the influence and/or impact of IAG-A's work relate to **how** the IAG-A operates. This includes contextualised knowledge, having the right advisors, providing long-term support through responsive and discrete inputs, partnering, and brokering relationships with/for OPDs, high-quality advice, and the complementarity with CBM Global's other areas of work.

However, there is limited evidence available to directly pinpoint the IAG-A's direct contribution to positive change for people with disabilities due to difficulties of 'ownership' of the change, the length of time it takes for behaviour change to occur, multiple other influencing factors and challenges obtaining accurate information. By creating a MEL Plan specific for the IAG-A's needs, evidence may be able to be captured in a more accurate and systematic way to understand the positive change for people with disabilities in the future.

### 4.2.1 What evidence is there (from within CBMA or more widely) to show that the assumptions in the theory of change are correct?

The clients and partners surveyed and interviewed for this evaluation provided evidence that the assumptions in the theory of change are holding true. Clients and partners provided information on how they see the benefits and value of the advice provided by the IAG-A and that they can apply the advice in most cases. Clients and partners also provided evidence demonstrating catalytic impact of inputs provided by the IAG-A at a policy/program level; demonstrated through individual, organisational and institutional change. Clients and partners noted that the IAG-A had the right people, approaches, tools, and resources to develop and deliver high quality and tailored advice.

This question is answered by providing evidence against three assumptions which emerged from a workshop conducted by Clear Horizon with IAG-A stakeholders in October 2021. The assumptions are as follows:

- Customers see the benefits and value of the advice and apply the advice we provide
- If we influence at a policy/program level, there is more than an immediate effect and that there is a ripple effect (catalytic)
- We have the right people, approaches, tools and resources necessary to develop and deliver high quality advice, for example, that tailored advice is the right advice as opposed to generic advice

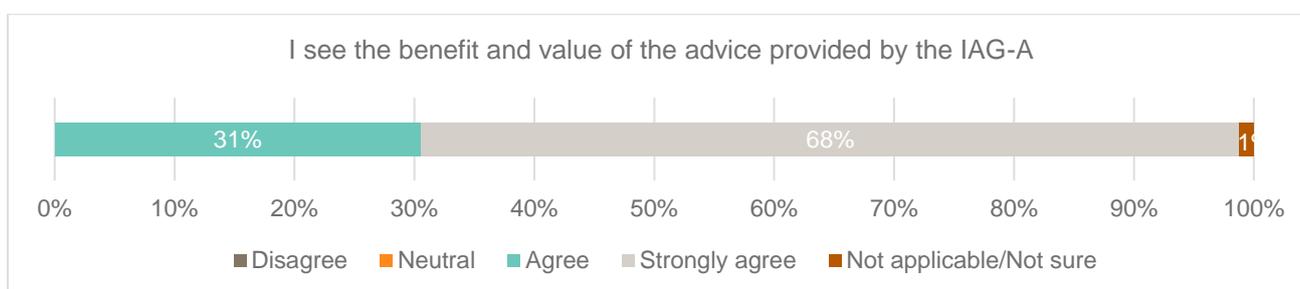
Evidence providing information against each of these assumptions is provided below.

## Customers see the benefits and value of the advice and apply the advice that we provide

Customers of the IAG-A see the benefits and value of the advice through applying the advice within their organisations. As demonstrated in the CBMA Annual Reports, as well as through the IAG-A 2020 Impact Report, the Australian Government (through DFAT), NGOs and INGOs have applied the advice from the IAG-A in multiple instances. Some examples include:

- The Autonomous Bougainville Government's Disability Policy and Strategy
- Increased availability of sign language interpreters in court and justice services in PNG
- Development of a framework to guide country analysis processes after the work with the United Nations' Partnership on the Rights of Persons with Disabilities (UNPRPD)
- Embedding disability inclusion in organisational operations in RedR, Australian Volunteers International and World Vision Australia

Evaluation stakeholders show that **clients and partners of the IAG-A see the benefit and value the advice provided by the IAG-A; and have applied the advice in their organisation.**



**Figure 4. I see the benefit and value of the advice provided by the IAG-A**

Both clients and partners surveyed and interviewed saw the benefit and value of the advice provided by the IAG. As demonstrated in Figure 4 above, 99% of survey respondents **see the benefits and value of the advice of the IAG-A** (31% agree and 68% strongly agree)<sup>34,35</sup>. Stakeholders interviewed provided additional information towards this noting that it was primarily due to the **ways that the IAG-A worked** through a mixture of capacity building and advocacy (i.e., providing context-relevant advice, ways of working, slowly building capacity). Evaluation stakeholders described that they knew what they wanted to achieve in terms of disability inclusivity, and the IAG-A provided the 'how' in terms of best practice and how important it is to get the technical and relational elements right to achieve disability inclusive practices.

It was acknowledged by the interview participants that the **IAG-A were in high demand for their technical advisory services**, and once working with them, there is an **increase in demand and reliance for their services**, demonstrating that **the IAG-A has built a strong clientele base** once stakeholders see the benefits and value of the advice provided. Participants said the work of the IAG-A and CBMA more broadly is highly respected and valued in the international development sector and working with the IAG-A provided credibility in disability inclusive activities. One interview participant noted:

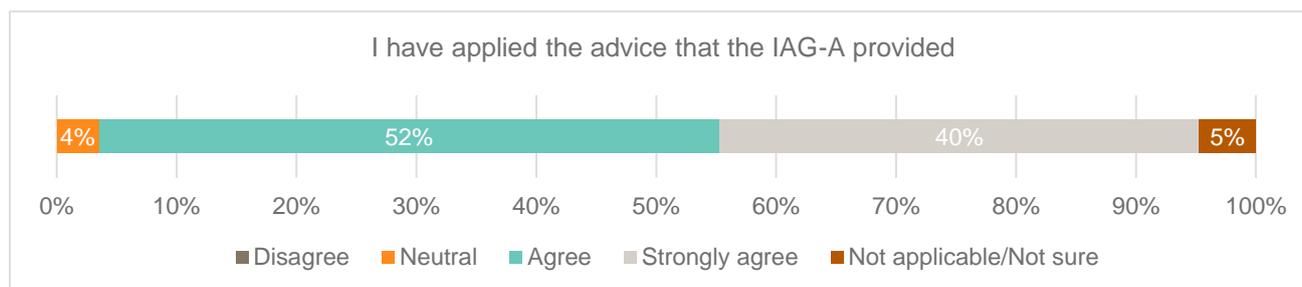
*"We tried to get the IAG-A on board in our last phase, however they were in high demand (were the 'cool kids'). We were able to get them for the current phase through multiple meetings on ways of working on and ensuring we were able to capitalise on what the IAG-A has to offer. As our organisation mainly provides advisory services, we came up with a partnership agreement and*

<sup>34</sup> Please note through the evaluation it is difficult to determine the difference between strongly agree and agree from the survey data, as there was limited open response information provided to explain why people chose one or the other.

<sup>35</sup> One respondent noted this statement was not applicable to them as they were an associate of the IAG-A

*established common themes. The IAG-A helped with the design and wanted us to lift the game a little (for disability inclusion) to see it really embedded in the program activities and outcomes.”*  
(Client/partner)

One IAG-A staff member explained that the reliance on the IAG-A’s services demonstrated that the ‘level’ of disability inclusion in organisations and programs when they request the IAG-A to provide disability inclusive advice to their programs is quite low. The IAG-A ‘opens the door’ to the possibility of disability inclusion as part of these programs and organisations, and once relational change starts to emerge (as noted in section 4.1 above) and organisations see opportunities for ‘how’ DID can be strengthened within their organisation, the demand for the IAG-A’s services are increased for further structural and transformational change.



**Figure 5. I have applied the advice that the IAG-A provided**

Evaluation stakeholders have been able to apply the advice that the IAG-A has provided. Figure 5 above shows that 92% of survey respondents said they had **applied the advice the IAG-A provided to them and/or their organisation** (52% agree and 40% strongly agree). Interview stakeholders provided additional information towards this, saying that because of the advice provided by the IAG-A, **disability inclusive practices are mainstreamed** in their organisation. One participant noted:

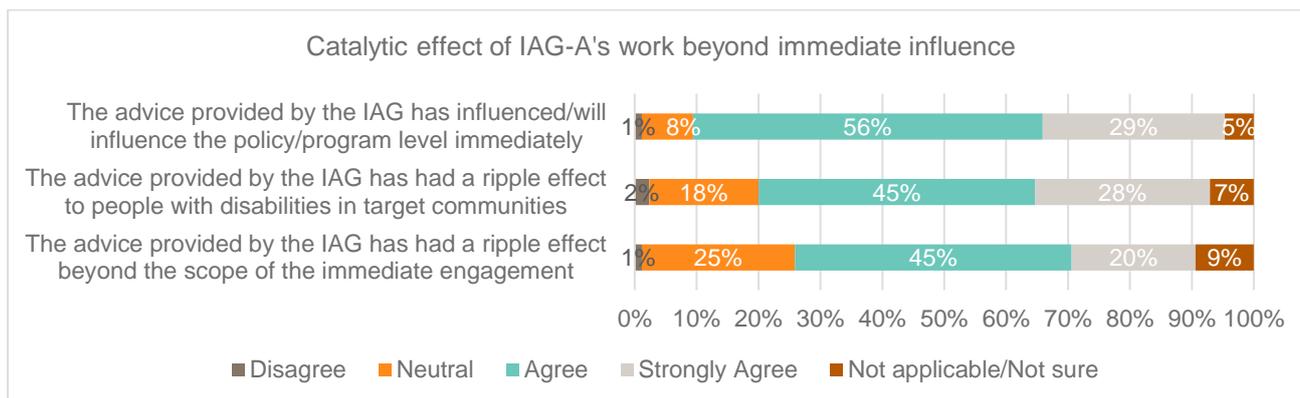
*“This project is now a mainstreaming project – disability is one of the main outcomes and ensuring that we engage with people with disabilities to ensure economic development. In my organisation, our theory has changed due to the mainstreams. Previously we didn’t have that much knowledge – and the IAG pumped our expert knowledge through us, provided us with capacity and implemented it into all of our programs.”* (Client/partner)

Evaluation stakeholders also noted that there was **increased awareness and confidence in applying high quality disability inclusive practices** because of the IAG-A’s engagement. This was primarily due to the provision of training, mentoring and materials which participants noted they still refer to even after the engagement with the IAG-A has ended. Examples of applying the advice from the IAG-A included: increased meaningful engagement with partners around disability inclusion; increased engagement and consultation with people with disabilities and OPDs and conducting their own trainings with other partners.

***If we influence at a policy/program level, that there is more than an immediate effect and that there is a ripple effect (catalytic)***

The IAG-A has a ‘ripple’ effect beyond the immediate engagement with individuals and organisations in the development sector. The IAG-A intentionally seeks opportunities that are expected to have a catalytic influence beyond the immediate contract, as noted in their opportunity criteria (April 2020). As a result, by working with specific individuals and organisations at the organisational and project level, the IAG-A advice has changed projects and organisations to become more disability inclusive, which has had a ripple effect on systems-level change and eventual impact for people with disabilities. Additionally, by working with OPDs on specific projects, OPD capacity is built to then have a ripple effect beyond their engagement with the IAG-A. Further information is provided below.

Evaluation stakeholders provided additional information noting **there is a catalytic effect beyond the immediate effect of the IAG-A's work at the policy or program level.**



**Figure 6. Catalytic effect of IAG-A's work beyond immediate influence**

As demonstrated in Figure 6 above, survey respondents said the **advice from the IAG-A at the policy or program level has had immediate and catalytic change.** Respondents said that the advice provided by the IAG has influenced/will influence the policy/program level immediately (56% agreed; 29% strongly agreed). Additionally, respondents said (45% agreed; 28% strongly agreed) that the advice provided by the IAG has had a ripple effect to people with disabilities in target communities; and has had a ripple effect beyond the scope of immediate engagement (45% agreed; 20% strongly agreed).

All MSC stories described impacts that went beyond the immediate engagement or project. This is something that the MSC panellists commented on and were looking for when selecting the 'most significant change' story for each of the four domains (see Annex 4: MSC process for more information). Systemic changes across organisations, mindset and policy changes, creating space for OPDs and people with disabilities to influence decisions, and influencing governments to spend money on disability inclusion were some examples of the identified ripple effects. One interview participant said:

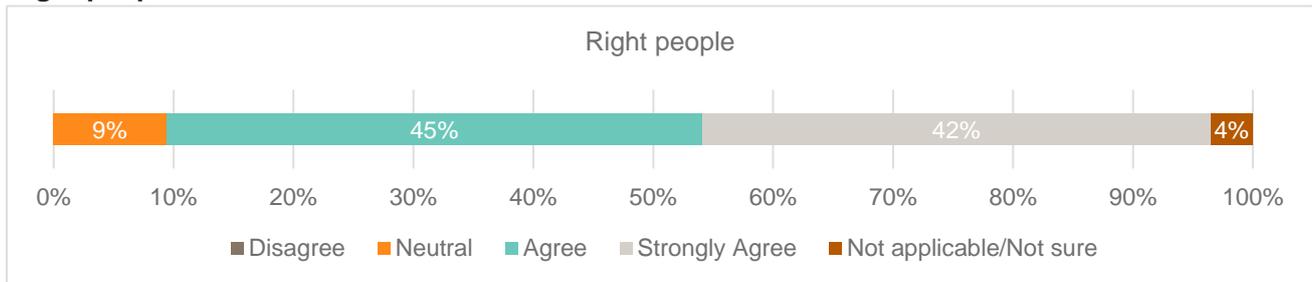
*"I saw the change in our partners and in my role. I could show partners the details on how to make it happen, rather than advocate that it should happen. This meant that there was meaningful change, and you could see the change on the ground, particularly in the number of people with disabilities accessing humanitarian assistance. Generally, you don't know where the ripple effect will take you in behavioural change. I have valued input's from [the IAG] over the past few years, but I have no idea how many partners we have touched in terms of thinking about disability inclusion moving forward in other work too."* (Client/partner)

Further examples of this ripple effect are identified in section 4.1.

***That we have the right people, approaches, tools and resources necessary to develop and deliver high quality advice, for example, that tailored advice is the right advice as opposed to generic advice***

The IAG-A has the right people, approaches, tools and resources to develop and deliver high quality and tailored advice to ensure DID. The IAG-A upholds the CRPD mandate and contributes to DID by providing tailored, context-specific advice, generated by those who understand the sector and context best. To answer this assumption, the information is broken down by: right people; right approaches; right tools and resources.

## Right people



**Figure 7. Having the right people to provide tailored advice**

The IAG-A has the right people to deliver high quality advice to clients and partners. By working with a blended team approach of IAG-A staff and associate advisors in collaboration with the disability movement (through OPDs and other disability stakeholders), the IAG-A is able to provide context and sector specific disability inclusion advice to clients and partners working in all sectors in development<sup>36</sup>. This includes, but is not limited to: WASH, education, health, economics, child protection and infrastructure<sup>37</sup> across the Asia Pacific and in Africa. The IAG-A itself is made up of a team of around 20 people, who have come from different sectoral backgrounds, with varying degrees to disability inclusion knowledge<sup>38</sup>. If an IAG-A advisor does not have specific sectoral knowledge, or resourcing amongst the team is limited, the IAG-A has a plethora of associate advisors on hand to provide specific contextual expertise and to share their learnings with the wider IAG-A team<sup>39</sup>.

Evaluation stakeholders believe that the IAG-A has the right people to provide tailored advice. As demonstrated in

above, 87% of survey respondents (45% agreed; 42% strongly agreed) that the IAG-A has the right people to provide tailored advice<sup>40</sup>. Interview participants provided additional evidence stating that the IAG-A team has driven staff with relevant technical and contextual knowledge who have established significant relationships with the clients and their teams. Evidence on this feedback is described below:

- **Technical knowledge:** Interview participants said that the IAG-A has high quality technical knowledge around disability inclusion to provide tailored advice across multiple different sectors. Participants noted that IAG-A staff were able to “jump into” the work and provide advice relatively quickly without requiring a significant amount of additional technical knowledge; and that the quality of the support positively impacted the program.
- **Contextual knowledge:** Interview participants provided information on how contextual knowledge was important for the IAG-A to be able to provide relevant tailored advice. Participants acknowledged that the additional contextual knowledge of some of the IAG-A; whether it be sector or geography-specific, led to highly valued and practical advice. This advice was able to be put into practice as it provided credibility to implementers that the advice was practical and specific to the needs of the context.
- **Established relationships:** Interview participants said the success of the IAG-A staff in providing tailored advice was the way they spent time establishing relationships with the clients and partners to enable effective change. This relationship building enabled mutual respect and created an enabling environment in a practical way. While the feedback about establishing relationships was overwhelmingly positive, one interview participant said there has been challenges due to advisors

<sup>36</sup> CBM Inclusion Advisory Group Guide

<sup>37</sup> IAG 2020 Impact Report, CBMA Annual Reports

<sup>38</sup> CBMA Staff member

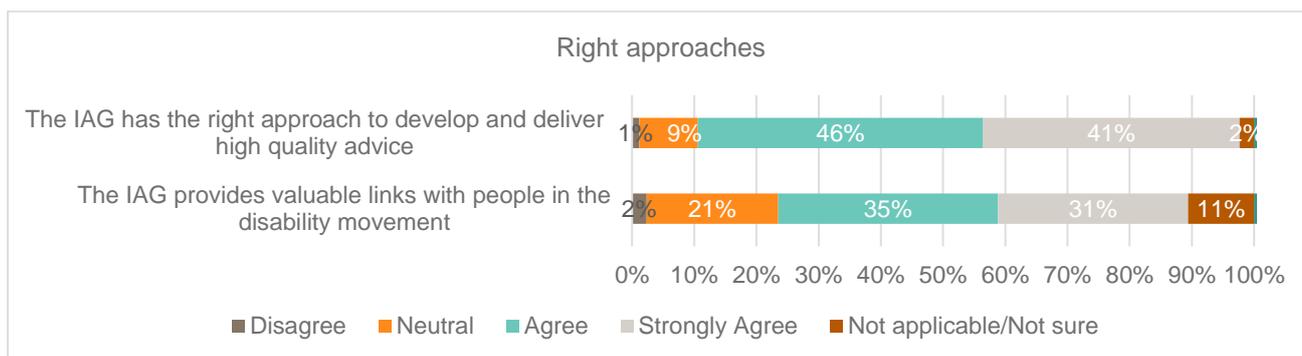
<sup>39</sup> CBM Inclusion Advisory Group Guide

<sup>40</sup> 9% of respondents (8) were neutral, and 4% (3) were unsure or the statement was not applicable

leaving and re-establishing relationships to get the new advisor up to speed. This participant provided further explanation of this:

*“[The IAG] supported us to do a review of our disability work to inform future approaches, and the quality of the review and the findings were a challenge. There were significant delays, and our in-country team felt that the evidence/findings didn’t reflect their experience. It affected our relationship with the OPD and the team had to spend some time building the relationship back up again. This was an example where our direct relationship with the OPD was affected by [the IAG’s] involvement, as well as changing technical advisors too many times.” (Client/partner)*

### Right approaches



**Figure 8. Having the right approaches to provide tailored advice**

The IAG-A has the right approaches to provide tailored advice. Evaluation stakeholders commented that it was not so much ‘what’ the IAG-A did that provided the best advice, but more about ‘how’ they provided the advice. Although the type of advice provided was beneficial, the IAG-A’s ways of working is of more significant value. **This demonstrates that the ways the IAG-A embodies in delivering their work is the right approach for DID.** The ways of working of the IAG-A’s includes<sup>41</sup>:

- Harnessing humanitarian and development programming to progress the agendas of the Disability Movement
- Rights based advice
- Client orientation: responsive, tailored advice
- Capacity development approach: for greatest influence and sustainability
- Multi-perspective team approach
- Seeking a broader approach to inclusion

Evaluation stakeholders believed the IAG-A had the right approach to provide tailored advice for their needs. Figure 8 above shows that surveyed clients and partners believe the IAG-A has the right approach, with 87% of respondents (46% agree; 41% strongly agree) noting that the IAG-A has the right approach to develop and deliver high quality advice, and that 66% of survey respondents (35% agree, 31% strongly agree) also noted that the IAG-A provides valuable links with people in the disability movement. Interview participants further explained that the IAG-A’s approach was responsive, flexible, practical, and high-quality work to provide tailored disability inclusive advice to clients and partners. Each of these are further highlighted below.

- **Responsive:** Interview participants provided information on how responsive and adaptive the IAG-A team are for specific tasks. It was noted by these participants that the team was very reachable via

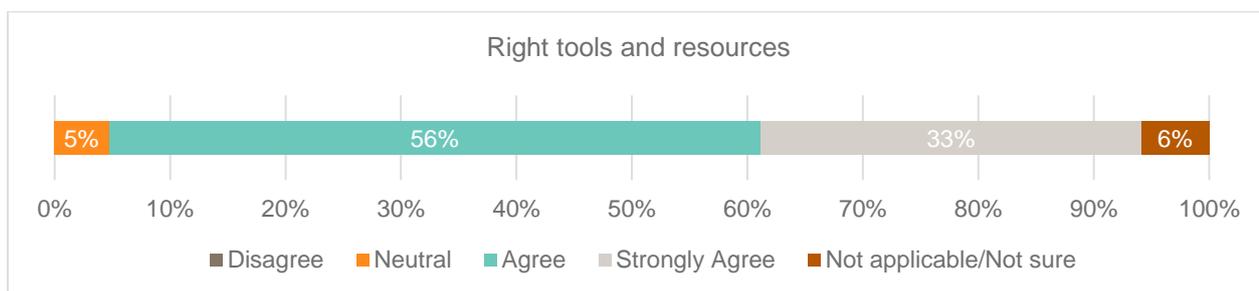
<sup>41</sup> CBM Inclusion Advisory Group Guide

email, meetings, and the helpdesk function (specifically for DFAT). One participant said that with the work they tasked the IAG-A for, they would send a request in the morning and the IAG-A would have sent a response in the afternoon, either indicating when they would be able to achieve the task, or when the task was complete.

- **Flexible:** Interview participants said that they not only found the IAG-A responsive, but also flexible and adaptive to meet the needs of the client. This was either in the ways of working (at times requested to be of an ad hoc nature) or would be able to meet the client’s partner deadline. One example from a participant was when their partner government brought forward a due date by two weeks earlier than intended, and the IAG-A were able to accommodate this deadline.
- **Practical:** Interview participants said that the IAG-A had provided them practical, fit-for-purpose advice to meet the client where they are at. The participants noted that because the IAG-A team sits at the intersection of evidence, advocacy, and policy, they understand the policymaker’s boundaries, understand what is considered best practice, and take people on a journey to get the best outcome. One participant said that due to the nature of the IAG-A’s reach, they can see what is happening from both a high level and on the ground; allowing them to have a broader audience with strategic partners and know how to have the right conversations with the right people.
- **High quality:** Interview participants said that the work provided by the IAG-A was of high quality. The benefit of the high-quality work from the IAG-A brings a level of trust from clients to their partner organisations, as well as bringing in a sense of credibility. One participant noted the peer-reviewing approach of the IAG-A leads to a level of trust that the work tasked to them will be completed reflecting best practice.
- **Brokering relationships with OPDs:** Interview participants also valued the links with people in the disability movement, specifically acknowledging the IAG-A was a broker between them and OPDs. This is described further in section 4.2.3 below.

### Right tools and resources

The IAG-A has the right tools and resources to provide tailored high-quality advice to clients and partners. By having the right people and the right approaches to deliver advice, the IAG-A can contribute to providing high quality, contextually relevant and tailored advice to both duty bearers and rights holders as boundary partners in the DID movement.



**Figure 9. Right tools and resources to provide tailored advice**

Evaluation stakeholders also provided information on how the IAG-A has the right tools and resources to provide high quality and tailored advice. Figure 9 above shows 89% of survey respondents (56% agreed; 33% strongly agreed) said the IAG-A provides the right tools and resources to support implementation of their advice<sup>42</sup>. Client and partners interviewed acknowledged that they are continuing to use and refer to the tools and resources provided continuously; and can tailor best practices to suit the needs of the

<sup>42</sup> 5% (4 respondents) neutral and 6% (5 respondents) unsure or the statement was not applicable to them

organisation and the context, rather than trying to apply a generic online toolkit that is not highly relevant for the organisation's needs. One participant said:

*"[The IAG-A] was able to tailor best practice to suit [my organisation] – for example - disability flip charts where IAG-A was drawing on best practice on accessibility, behaviour change communication and contextualising it in Timor and PNG and working with the teams to translate them into tools that the teams can engage with. Working alongside with teams, mix of best practice application, their technical knowledge and hands on in the way they apply."* (Client/partner)

It was also noted by another participant that the resources provided after trainings and meetings was a helpful way of following up and ensuring that the lessons from the trainings could be implemented after any discussions.

In line with the literature, the evaluation evidence indicates that IAG-A is an effective knowledge broker on DID issues, creating tailored, thoughtfully framed inputs for decision makers which contributes to the uptake of DID knowledge.<sup>43</sup> Significant contributors to this – similarly noted in the literature - are investments in long-term relationships, and the interpersonal and technical skills of the advisors themselves<sup>44</sup>.

#### 4.2.2 What evidence is there from its external advisory work over the past decade to show that IAG-A has contributed to positive change for people with disabilities?

*There is limited evidence available that can directly pinpoint the IAG-A's direct contribution to positive change for people with disabilities. This is primarily due to challenges around who 'owns' the change; the time it takes for change to occur; as well as difficulty in obtaining accurate information. However, by creating a MEL Plan specific for the IAG-A's needs, this evidence can be captured in a more accurate and systematic way to understand the positive change for people with disabilities in the future.*

As explained in section 4.1 above, it is difficult to determine the direct positive change the IAG-A has on people with disabilities. This is consistent with system change efforts, which are widely acknowledged to face challenges with time, distributed impacts and attribution<sup>45</sup>. The evaluation stakeholders highlighted that this is due to the ownership of the change, the time it takes for change to occur, and not enough accurate data on the number of people with disabilities lives transformed. Each of these are described below:

- **Ownership of the change:** when asked about the evidence of change for people with disabilities, evaluation stakeholders provided examples within their projects. However, it is difficult to determine IAG-A's contribution towards this, because in most cases, the documentation provided discusses how the client or partner conducted the work which led to this change, generally omitting mention of the IAG-A's involvement. The MSC panellists also noted in several stories that it was unclear whether there was any evidence to support the claims of practice change. However, even if there was evidence, it would be unlikely to clearly outline IAG-A's contribution to the change due to the advisory role IAG-A plays. This reflects the "behind the scenes" role that IAG-A plays, which is necessary for the work to be owned and sustainable. Again, this is consistent with the literature on efforts towards systems change, which recognises the complexity of such work and the associated challenges of attribution<sup>46</sup>.
- **Change in this space takes time:** Documentation provided by interview participants also focused more on the outputs from the IAG-A, rather than the outcomes for people with disabilities. It may be too early to tell at this stage, as behaviour change takes time to catalyse impact for people with

<sup>43</sup> See for example Tsui, 2014; Shaxon et al, 2010

<sup>44</sup> See for example Winterfeld, 2013; Tseng, 2012

<sup>45</sup> Dugal, 2020; Cook and Preskill, 2019

<sup>46</sup> Dugal, 2020

disabilities. One participant noted the surprise in seeing tangible outcomes after a two-year period, indicating the length of time it takes for behaviour change to occur.



**Figure 10. Type of evidence available**

- Not enough accurate data of number of people with disabilities lives transformed:** There is difficulty in obtaining data from people with disabilities, as well as understanding the improved benefits to people with disabilities. Outcomes and output information was analysed in the document review, but it is unclear if or how they are followed up to understand the results and reach of these outcomes on people with disabilities. In addition, clients and partners interviewed noted that they rely on their best estimations, rather than accurate data. When asked what kind of evidence respondents had on contributing to positive change for people with disabilities, 95% had some form of evidence of this change. Participants were asked to select all evidence categories which applied to them and could select more than one option provided. As shown in Figure 10, most respondents said that the evidence available was based on personal judgement (51 responses or 60%), with 43 also reporting documented evidence (50.5%)<sup>47</sup> and 42 had anecdotal evidence available (49%). Please note there was no definition of ‘documented evidence’ so the interpretation could have included a report or communication information, rather than M&E information or concrete evidence. In addition, survey respondents did not provide examples of evidence, so it is difficult to determine if the evidence was available and if it was the type of evidence this evaluation was searching for. One interview participant described the difficulty of obtaining this information:

*“Yes I am confident of [the IAG-A having catalytic impact], but there is not much evidence of impact in the whole sector. This is not CBMA’s fault. I suspect that disability inclusion is occurring more than before, but is it being done well? Are there tangible impacts? Not really. It’s not being measured maybe because it is not a priority, donors are not mandating, resources are not allocated.”*  
(Client/partner)

Although it is difficult to determine the specific positive change the IAG-A is having on people with disabilities, there are instances of evidence as noted in section 4.1 above that the IAG-A is having relational, structural and transformational impact on boundary partners (both duty bearers and rights holders) to realise the rights of people with disabilities. Without a systematic way of collecting data for IAG-A contracts specifically for IAG-A purposes, this information will continue to be elusive moving forward. By having a systematic IAG-A specific MEL system, which is aligned with the IAG-A strategy and overarching MEL Plan with tools, the IAG-A will be more able to understand its transformational impact on people with disabilities in a robust and concrete way. This could be specific to certain contracts that are over a specific amount in value, or for a particular duration of time, with tools that enable follow up with clients and partners, or an annual meeting to collect this information. By going through a process to understand the MEL requirements, this can be developed in a considered and cost-effective way.

<sup>47</sup> Please note there was no definition of ‘documented evidence’ so the respondents could have interpreted this as written documentation (such as a report, communications information), rather than M&E information or reported evidence.

### 4.2.3 What lessons can be learned about different factors that enhance the influence/impact of advisory work?

*The success factors that enhance the influence and/or impact of the advisory work for the IAG-A is not **what** kind of work provided, or the type of work they are engaged in, rather it is more about **how** the IAG-A operates to achieve impact. This includes: having contextualised knowledge; the right advisors; providing long-term support through responsive and discrete inputs; partnering and brokerage role for OPDs; high quality advice; and the complementarity with CBMA's work.*

Despite survey respondents providing information about what type of client/partner they were and what type of work they engaged IAG-A for; there was no significant stand out factor about 'what' the IAG-A do to enhance the influence and/or impact of the advisory work; but rather responses were more focused on the 'how'. Clients and partners from the survey and interviews, MSC panellists and CBM stakeholders provided information on the different success factors of the IAG-A's work described below:

#### **Contextualised knowledge**

Clients and partners who were involved in the survey and interview process, as well as the MSC panellists **noted the importance of contextualised knowledge beyond knowledge around disability inclusion** enhancing the influence and/or impact of the IAG-A's advisory work. The value placed on this reflects leading practice from the literature on knowledge generation.<sup>48</sup> There was a mix of responses, with various clients and stakeholders noting where this has been done well, and where it can be improved.

Evaluation stakeholders provided information on how the IAG-A's contextualised knowledge enhanced the influence or impact of their work provided information that the needs are tailored to the specific context (either sector or regional-specific context). One of the respondents said:

*"CBM Australia's Inclusion Advisory Group has consistently demonstrated itself to be the most experienced and effective provider of disability-inclusive development and humanitarian advice in the Indo-Pacific region and possibly globally. Its advice is context specific, well informed by the lived experience of people with disabilities and practical." (Client/partner)*

Evaluation stakeholders said that the **IAG-A staff and advisors not only had specific knowledge in areas of disability inclusion, but also specific knowledge in the sectors and contexts the clients and partners were operating in, enabling more impactful work**. Participants highlighted that this was particularly important when working directly with government departments to provide inputs on policies. The evaluation stakeholders noted that a benefit of the IAG-A's ways of working was to meet clients where they were at, rather than focusing on providing 'gold standard' advice that perhaps the organisation or project might not have been ready for, particularly if they were new to disability inclusion processes. In addition, the MSC panellists noted that the stand-out MSC stories had local inclusion advisors who provided the most influential, valued and provided contextual, accessible and relevant advice.

Two evaluation stakeholders noted that although most of the work provided by the IAG-A was contextualised, more work was required for the IAG-A to be more context-specific, ensuring that the operating environment for implementation is considered when providing specific advice. One of these interview participants noted that in future, IAG-A could work more with local consultants who knew the local context and had already established relationships within the sector to ensure deeper and more impactful systems change. One participant said:

*"I think the IAG-A have some innovative ways of working, but it would be great to have local consultants. This overcomes the challenges of the pandemic, restrictions on movement during this*

<sup>48</sup> See for example Ryder, 2010

*time. This also emphasises a commitment to capacity building of people in the community. Having a panel of disability experts...alongside the established network that the IAG-A can draw on as they have trained a number of people would be deeply beneficial.” (Client/partner)*

### **Right advisors**

Clients and partners from the survey, as well as MSC panellists also noted the importance of having the right advisors to enhance the influence or impact of the IAG-A’s work. The MSC panellists noted that based on the significant changes mentioned in the stories, IAG-A advisors have been **influential, valued and have provided contextual, accessible, and relevant advice**. Survey respondents provided comment on how the advisors within the IAG-A enhances the influence and/or impact of the advisory work. Specifics included that their interpersonal approach; communications and relationship building; and having the right skill set, experience and knowledge in the specific areas has been beneficial. One respondent said:

*“The specialists that I have worked with till now from the Inclusion Advisory Group were not only experts that guided in the technical field but were also very friendly, approachable and lovely people who made working together fun, engaging and useful. Additionally, working with [the IAG] has greatly taught/reminded me how working together with women with disabilities in a respectful manner can be so empowering for each and every one of us.” (Client/partner)*

One respondent also noted that although the general advice provided by the IAG-A was positive, some of the messaging sounded ‘preachy’, which may have detracted from the input that was provided. It is unclear if this is specifically related to being a religious overtone, or more around including actions towards disability inclusion in programming. Another respondent noted that effective handover between IAG-A staff was required, to ensure the support continues smoothly when there is staff turnover.

From the comments relating to contextualised knowledge and having the right advisors, and based on the relevant literature, it is suggested for the IAG-A to continue ensuring the advisors are selected for specific tasks, who have the contextualised knowledge and local know-how to deliver tailored and realistic advice. This includes meeting them where they are at on their journey towards disability inclusion.

### **Long-term support through responsive and discrete inputs**

Clients and partners from the survey and interviews, as well as the MSC panellists noted that the most influential impact and/or influence from the IAG-A’s work has come from long-term support, through responsive and discrete inputs. From the survey, respondents had a long history with the IAG-A, with 64% of respondents having multiple engagements with the IAG-A across a number of years. Half of these respondents reported significant and positive lasting change, with an additional 37% of these respondents reporting some positive lasting change. It is unclear if these clients and partners had other projects or inputs from the IAG-A or CBMA more broadly. As identified in section 4.1 above, there is evidence from documented CBMA Annual reports and on the ripple impacts from the support provided for longer term engagement. One key example here is the DFAT DID4All Help Desk, as CBMA and the IAG-A is seen as a trusted advisor, who is having significant impacts on changes to the disability inclusion space within the department.

Interview participants noted that prior to the IAG-A’s engagement, their main barrier in disability inclusion is the fact that **they knew that disability inclusion was important, but they were unsure about how to implement it in an ethical and meaningful way** that was not just about access to infrastructure. This is a capacity gap for duty-bearers as they are unable to fulfil their obligation to rights-holders<sup>49</sup>. IAG-A staff members and CBMA staff members also noted this and ensured that at the beginning of working with a new client, that they would meet them “where they were at” and then progress with disability

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<sup>49</sup> UNSDG Working Group, 2003

inclusion from there. Through long-term engagements with the IAG-A, clients and partners have been able to further include disability inclusion into their ways of working and their investment activities; by first starting small and then continuing to work towards transformative disability inclusion. IAG-A and CBMA staff noted that this is the reason for continual work with clients as contracts are continually being extended to continue the disability inclusion work; as well as IAG-A staff being embedded as part of program teams.

MSC panellists highlighted that long-term, mutually respectful relationships are required to build the trust to influence the change intended, which was demonstrated by the MSC stories. The fact that the team can be responsive also builds a level of trust which enhances the level of impact they can have on an organisation or investment. One participant said:

*“The relationship has been about a decade or so long. I also have to say the way that [Government department’s] work on the strategy and its commitment to disability inclusion and it’s been well received across NGOs and our counterpart departments. The Strategy helps drive the relationship with the IAG-A as well, which was the start of it all.” (Client/partner)*

In addition, survey respondents provided additional information on how the IAG-A has been flexible and adaptive to the needs of the context, organisation, and the program for which they were contracted to provide support. Specific examples included the follow-up interaction and engagement after training to reinforce learning and to clarify issues that were unclear to deliver outcomes, as well as being adaptable to the needs required; expanding and contracting support depending on what was needed. One respondent said:

*“The ability to easily access this advice was really important and sometimes the difference between including disability in certain activities. Disability as a sector can be hard to access without this kind of available expertise.” (Client/partner)*

### **Partnering and brokerage role with OPDs**

As mentioned in section 4.1 above, one of the IAG-A’s key ‘ways of working’ is through partnering with OPDs, and playing a brokerage role between OPDs and mainstream organisations. Not only does this ensure that the IAG-A and CBMA more broadly are upholding the CRPD, but the evaluation also noted that this was key in the impact of IAG-A’s work. Evaluation stakeholders and MSC panellists highlight how a major success factor of the IAG-A is how they partner and play a brokerage role with OPDs, mainly discussing the most significant value add that the IAG-A brings to a partnership is by being a **broker between the client and OPDs** in the region. This is in line with best practice literature in rights-based approaches to ensure duty-bearers and rights-holders are connected to address any capacity gaps<sup>50</sup>. Clients and participants described how prior to their engagement with the IAG-A, they were unaware of the OPDs in the region, or how to engage them. The IAG-A has been able to bridge the gap between OPDs and their clients by insisting on their involvement as well as building their capacities to provide advisory support directly. One CBM participant shared that the IAG-A insisted on involving OPDs in activities for a particular client. At first, there was a lot of “push back” from the client, but because of the OPDs involvement, there has been a significant attitudinal shift and behaviour change from the client, who now involves OPDs in key decisions and designing of activities. One participant said:

*“In terms of attribution, it is always difficult to quantify influence, but the advice provided by the IAG-A is foundational to [my organisation’s] work. The implementation of the advice doesn’t involve the IAG-A, but without them it would not be possible. The key contributions are technical support and brokering of relationships between programs and organisations who need disability inclusive support and OPDs. If you use the standard metrics of number of assistive devices provided, this would only be a fraction of what occurs, so is largely meaningless. What matters in terms of measurement is providing a voice to people with disabilities, to support disability inclusive*

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<sup>50</sup> UNSDG Working Group, 2003

*influencers and get them to the table to decide what happens. This requires a long-term investment in capacity building and relationships. OPDs need the IAG-A to help broker relationships with sector expertise such as health and education because they don't have this type of expertise. They know about disability and lived experience, but don't (and there should be no expectation) have technical expertise. The IAG-A's role is to marry the two.” (Client/partner)*

One evaluation participant from an OPD said that the **IAG-A has deepened their partnership** with them, noting that their partnership is mutually beneficial. The reasons provided include that the relationship has been established over time to a point where there is a deep level of trust.

From the summit workshop process, it was noted that although the OPDs are central to the IAG-A's ways of working, it was important to note their time and resource constraints. As the development sector opens up more opportunities for DID, OPDs are in high demand to provide advice on lived experience to multiple different stakeholders. Therefore, although it is important to continue including OPDs in IAG-A work and finding more partnership opportunities, it is imperative that the IAG-A remains aware of other priorities and challenges the OPD may be facing, which would constrict the capacity and availability to work with the IAG-A.

### **High quality advice**

MSC panellists and survey respondents highlighted the importance of the high-quality advice provided by the IAG-A to influence change. The MSC panellists noted that high quality technical advice and best practice knowledge is necessary, particularly as disability inclusion is complex and still relatively new. Survey respondents said that the advice provided by the IAG-A was strategic and practical, which enhanced the impact of IAG-A's work in the organisation and/or program. Advice has been said to be thoughtful, targeted, clear and actionable, ensuring that the outcomes of people with disabilities are at the forefront of any outcome. One respondent said:

*“The IAG-A has been highly supportive to our organisation's work and has also significantly supported my own professional development to apply disability inclusive approaches in my work. We have worked together across many projects, short and long term, small, medium, and large scale, programmatic and policy based, and they are always willing to give practical advice which takes into account the realities of the context and support in-country partners to progressively develop understanding and capacity around DID. They have added a lot to our work.”*  
(Client/partner)

### **Complementarity with CBM Global's other vehicles for change**

CBM Global has three 'vehicles for change': field programs – working directly with implementers and to generate evidence of what works on the ground; advocacy – providing insight on what issues need to be addressed and the requirements and obligations they are accountable to; and advisory services (the IAG-A)<sup>51</sup>. CBMA Board members and leadership interview participants noted that although there was complementarity with CBM Global's field program work, the IAG-A operated significantly differently. CBMA Board members and leadership stakeholders noted that the IAG-A's work builds in advocacy through capacity building advisory services, whilst the field programs remain distinctly different. It was noted by these respondents that there is a potential value-add for the IAG-A to integrate more with the field programs work, which as the moment is seen as a missed opportunity. Apart from the type of funding, the most significant difference identified was how the IAG-A is reactive to clients and partner's needs, which increases pressure on resourcing and capability, whereas the field programs can be proactive and can calculate the resources required for delivery. One interview participant said:

*“The biggest pieces of work [the IAG-A] do are highly reactive. For whatever reason, they haven't nailed the balance of resourcing and capability. The pressure on them is considerable and the*

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<sup>51</sup> CBM Inclusion Advisory Group Guide

*demand is phenomenal. We turn down work! I'd like us to be able to be confident about what we're selling and what we can choose to do and what the sets the team up for high impact work."*  
(CBMA Board members and leadership)

It was suggested by two participants that the IAG-A and field programs could work together on specific projects, providing a 'dual' approach to disability inclusive programming, and tap into funds that are being missed to expand CBMA's reach in service provision.

### 4.3 To what extent does CBMA's investment in external advisory represent value for money and why/why not?

**Key finding:** *CBMA's investment in external advisory work represents value for money. Clients and partners noted that the IAG-A's approach is cost effective through being fit-for-purpose, engaging relevant stakeholders and providing valuable and impactful advice whilst meeting required timeframes. CBM senior staff and Board members interviewed also said that the IAG-A is delivering on organisational expectations by using fit-for-purpose approaches for catalytic change, contributing to positive impact, sourcing skilled and experienced personnel and developing and nurturing influencing, lasting relationships with changemakers, particularly OPDs.*

#### 4.3.1 To what extent do CBM's clients and partners think that IAG-A's approach is cost-effective?

*Clients and partners think that the IAG-A's approach is cost-effective through providing practical and fit-for-purpose advice, engaging the most relevant stakeholders and key decision makers, and having a significant impact on them. The IAG-A's advice also met the required timeframes and was mostly able to be implemented by the client and/or partner.*

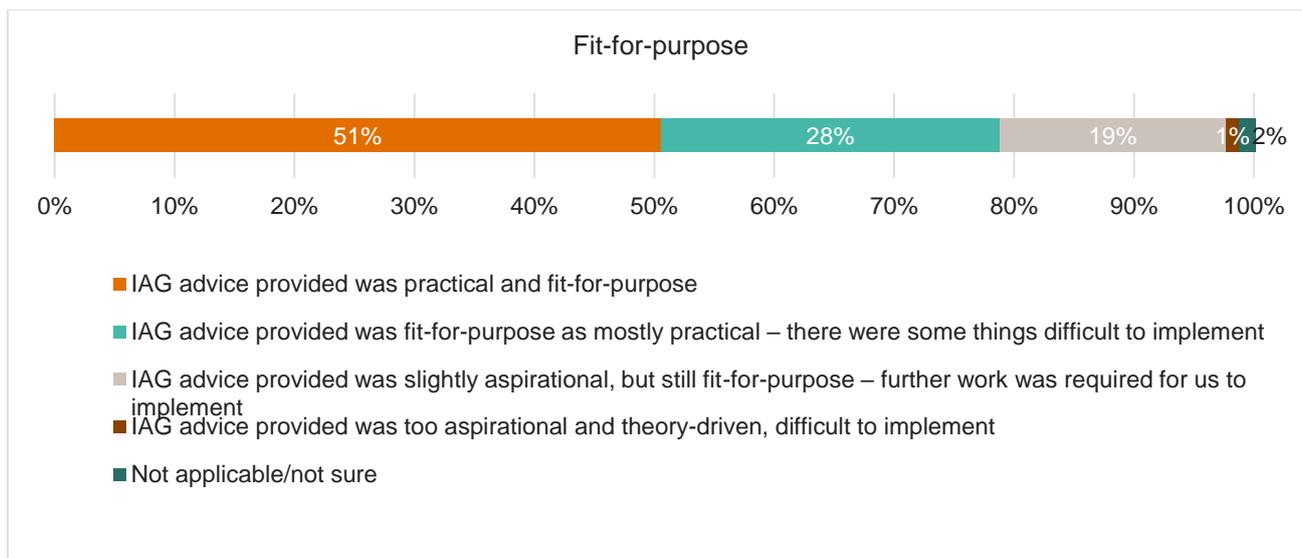
Clients and partners provided information on cost-effectiveness of the IAG-A through answering survey questions.

Table 4 shows the responses of the specific questions against the value for money rubric (see Annex 6: Value for Money rubric for more information). Boxes highlighted in green indicate the statement which had most responses. Table 4 shows that the IAG-A's work is seen to demonstrate excellent value for money through practical and fit-for-purpose advice, the advice engaged the most relevant stakeholders and key decision makers, and that the advice had a significant impact on the client/partner. Clients and partners also provided information that the advice met required timeframes and that they were mostly able to implement the advice provided. The responses are further described below.

Criteria	Excellent	Good	Satisfactory	Unsatisfactory
<b>Fit-for-purpose</b>	<b>Advice was practical and fit-for-purpose</b>	Advice was fit-for-purpose as mostly practical – there were something things difficult to implement	Advice was slightly aspirational, but still fit-for-purpose for the client/partner’s needs – further work may have been required from the client to implement	Advice was too aspirational and theory-driven, difficult to implement
<b>Timeliness</b>	Advice provided under the required timeframes	<b>Advice met the required timeframes</b>	Advice may not have met required timeframes but there were acceptable reasons	Advice was not delivered on time
<b>Relevant stakeholders</b>	<b>Advice provided engaged the most relevant stakeholders and key decision makers</b>	Advice provided engaged stakeholders, but only some key decision makers	Advice engaged stakeholders, but no key decision makers – follow up work was required	Advice did not engage stakeholders
<b>Valuable and impactful advice</b>	<b>Advice had a significant impact on the client/partner</b>	Advice had some impact on the client/partner	Advice increased awareness and capacity in the organisation	Advice did not have any impact on client/partner
	Client/partner was able to implement the advice provided effectively	<b>Client/partner was mostly able to implement the advice provided</b>	Client/partner required further work to implement the advice provided	Client/partner was not able to implement the advice provided

**Table 4 Value for Money Rubric: Clients/partners**

## Fit for purpose



**Figure 11. Fit-for-purpose advice**

Figure 11 above shows most survey respondents believed that the advice from the IAG-A was mostly practical and fit for purpose. Fifty-one percent of respondents said that the IAG-A advice provide was practical and fit-for purpose, with 28% saying that the advice was fit-for-purpose and mostly practical, though there were some things difficult to implement. There were more NGO respondents that reported the advice to be practical and fit-for-purpose than Government respondents (n=16;13), while for the reports of 'mostly' practical, the Government responses outweighed the NGO responses (n=13;10). This may indicate that tailoring advice is easier for NGOs than Government, although this is difficult to confirm without knowing the contexts of the individual respondents. Of the four OPD respondents, there was an equal split between practical and 'mostly' practical. Two interview participants also specifically noted that the advice from the IAG-A was easy to implement and reflected their context (both sector and geographic context) and their ways of working with their clients. Nineteen percent of respondents said that the advice provided was slightly aspirational, but still fit-for-purpose, with some further work required to implement<sup>52</sup>. Respondents in this category were relatively evenly split between NGO, Government and Managing Contractor representatives (n=5;4;3), showing that Managing Contractors were over-represented given that they only comprise 9% of the total respondents. This might reflect the role that Managing Contractors play in international development which can be difficult to introduce new or innovative activities because of inflexible contracts.

There were very few comments about when advice was not fit for purpose. One interview participant said that advice can be generic at times across the organisation when working in complex settings where more technical advice is needed. Only one survey respondent (from an NGO) said that advice was too aspirational and was difficult to implement and said:

*“IAG has a reputation among some for providing 'gold standard' technical advice and not always adapting it for the client, their capacity, resources, context, etc. This can mean that sometimes advice is not sought, or advice is not implemented. It is important to invest in developing staff awareness of stakeholder needs and working within these parameters to ensure uptake of advice.” (Client/partner)*

<sup>52</sup> Two percent of survey respondents said this question was not applicable to them as they received general tools and resources

## Timeliness

Several interview participants commented on the responsiveness and flexible nature of the IAG-A. Aside from one survey respondent who reported that it was difficult to get what was needed in a timely manner, no other clients or participants provided negative feedback on the timeliness on advice.

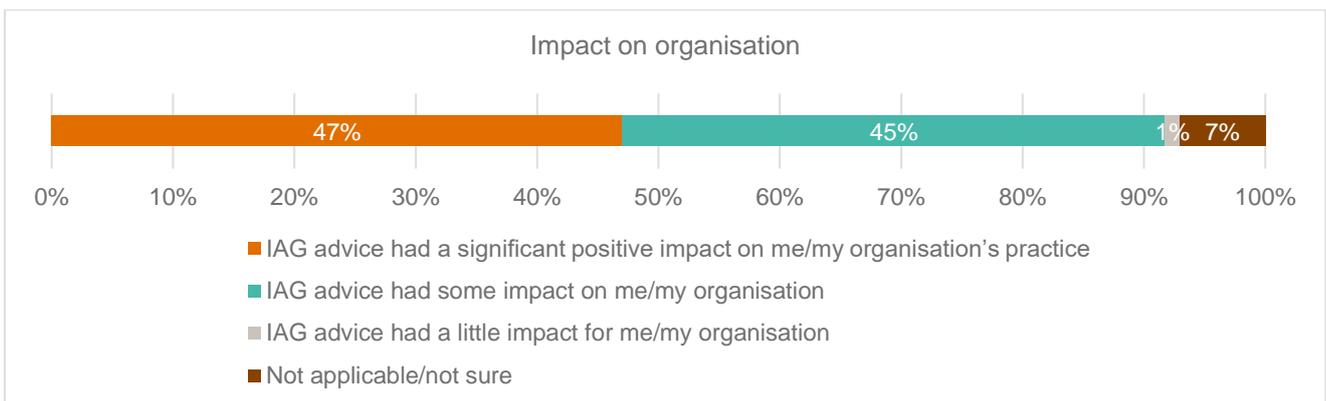
One interview participant said that the advice provided 'on tap' particularly for DFAT was very useful for busy people in the sector. This participant also said however, that being as responsive and an extension of the organisation runs the risk of outsourcing all disability inclusive knowledge in an organisation, but it is unclear if this is the responsibility of the IAG-A.

## Relevant stakeholders

Given the high level of reported influence on change at all levels, it is likely that the IAG-A engaged with the relevant stakeholders in their advisory work. Most survey respondents who strongly agreed that IAG-A provides a valuable link to people in the disability movement were from NGOs (n=10). Interestingly, only six Government respondents strongly agreed indicating that these links are less apparent (or less valued) among this cohort. Two interview participants specifically noted that the IAG-A involved the right stakeholders in their work, including that the IAG-A is seen to have a network of established connections and relationships with relevant stakeholders which would be beneficial to partners and clients. This includes not only OPDs, but also other players in the sector, such as the UN Washington Group. One participant noted that the IAG-A played an important role in ensuring their partnership with local OPDs moved from an on-paper commitment to creating genuine engagement for people with disabilities. This participant explained that just making the connection was insufficient to engage the right stakeholders and that to make it meaningful required more effort:

*"[The IAG-A] made links with local disabled people's organisations and got them engaged as to try and work in with [my organisation] in Zimbabwe. It sounds straightforward now, you make those connections and things will happen. But it took constant support from the IAG-A to actually create the spaces for people with disabilities to work with the project in a way that was genuine."  
(Client/partner)*

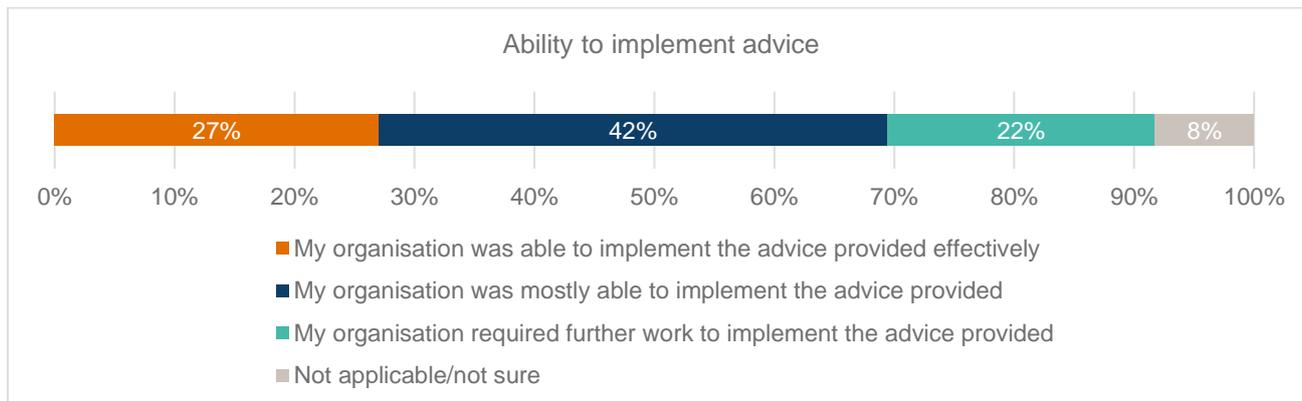
## Valuable and impactful advice



**Figure 12. Impact on organisation**

Figure 12 above shows that the advice the survey respondents received had an impact on them or their organisation. Forty-seven percent of respondents said that the IAG-A advice had a significant positive impact on themselves or their organisation's practice and 45% of respondents said that the IAG-A advice had some impact on themselves or their organisation. There was no observable difference between organisation types reporting different levels of impact. For both 'significant' and 'some impact' the proportions of respondents were representative of their cohort size. Again, the four OPD respondents were evenly split between 'significant' and 'some' impact. The high response rate of the survey (62.5%),

as well as those who nominated for follow up interviews (n=39) also indicates that clients and partners significantly value the advice provided by the IAG-A, as they are willing to provide feedback on the advice the IAG-A has provided. Additional organisational impact information is also found in section 4.1 above.



**Figure 13. Ability to implement advice**

Figure 13 above shows that survey respondents were able to implement the advice from the IAG-A. Twenty-seven percent of respondents noted their organisation was able to implement the advice from the IAG-A effectively; and 42% noting their organisation was mostly able to implement the advice provided. Twenty-two percent of respondents said that their organisation required further work to implement the advice provided. Of these, seven were NGOs, nine were from Government and three were from Managing Contractors.

Several survey respondents made comments indicating reasons for challenges with implementing advice. Three of these noted that tailored advice is best and understanding the context and capabilities of the organisation and staff would help to avoid a mismatch. Other challenges include systemic barriers beyond the scope of the IAG-A’s involvement and quotas being difficult to implement. Despite the relatively lower proportion of respondents who report effective implementation of IAG-A’s advice, the majority of respondents were highly complimentary, including this comment:

*“...the disability outcomes were the most significant achievements for the project and went well beyond the implementing team’s initial expectations; it was in many ways transformative.”*  
(Client/partner)

#### 4.3.2 In what way does IAG’s modality deliver on organisational expectations?

*From interviewing stakeholders from CBM, the IAG-A is delivering on organisational expectations through using fit-for-purpose approaches for catalytic change, contributing to positive impact for relevant stakeholders, sourcing skilled and experienced personnel and through developing and nurturing influencing lasting relationships with changemakers, particularly with OPDs.*

The CBMA Board members and leadership interview participants (n=3) and IAG Global and IAG-A staff members and associates (n=4) provided insight into how the IAG-A’s modality is delivering on organisational expectations. These stakeholders agreed that there is difficulty in understanding the dollar value provided by CBMA to determine the impact of the IAG-A’s work. It was also understood by these participants that value for money is much broader than just looking at the financial side and dollar spent towards number of beneficiaries.

Table 5 below shows the responses of the specific questions against the value for money rubric (see Annex 6: Value for Money rubric for more information). Highlighted in green demonstrates the statement where the CBM stakeholders provided the most insight.

Table 5 shows that the IAG-A's work is seen to demonstrate excellent value for money through using approaches that are considered 'fit-for purpose' to be catalysts for change, contributing to positive impact for relevant stakeholders, and by developing and nurturing influential and lasting relationships with changemakers. The IAG-A is also seen to demonstrate good value for money by sourcing appropriately skilled and experienced personnel. Responses are described below.

Criteria	Excellent	Good	Satisfactory	Unsatisfactory
By using approaches that are considered "fit for purpose" in terms of being catalysts for change (efficiency)	<b>Approaches used are fit-for-purpose of being catalysts for change</b>	Approaches are fit-for-purpose and can create some change	Approaches used are fit-for-purpose, but require further work to be catalysts for change	Approaches are not fit-for-purpose and are difficult to create change
By contributing to positive impact for relevant stakeholders (impact)	<b>IAG contributes to significant positive change for relevant stakeholders</b>	IAG contributes to some positive change for relevant stakeholders	IAG contributes to a little change for stakeholders but less than expected	No discernible change
By sourcing appropriately skilled and experienced personnel to provide advisory services (reputation)	IAG consistently sources appropriate and highly skilled personnel provide advisory services	<b>IAG mostly sources appropriate and highly skilled personnel provide advisory services</b>	IAG occasionally has difficulty sourcing appropriate and highly skilled personnel provide advisory services	Personnel providing advisory services are not appropriate and do not have the skills required
By developing and nurturing influential and lasting relationships with changemakers (relationships)	<b>IAG consistently develops and nurtures sustainable relationships with key changemakers for ongoing work</b>	IAG often develops good relationships with changemakers for the required time of engagement	IAG develops effective operational relationships but sometimes struggles to connect with or influence changemakers	IAG is not focused on developing relationships

**Table 5 Value for money rubric: CBMA**

***Using approaches that are considered "fit for purpose" to lead towards catalytic change***

All CBM stakeholders believed that the IAG-A were using approaches that are deemed fit for purpose in being catalysts for change. It was highlighted that the IAG-A can position, instil and influence disability inclusion across an evolving context and landscape. Participants said that the IAG-A are good at identifying opportunities and are strategic in their thinking; and are using the criteria to determine if they are being catalysts for change to make key decisions for new clients and partnerships.

One participant said that the IAG-A **positively placed the organisation in a different kind of relationship to other NGOs working in the sector**; and that the flow-on effect and impact onto CBMA's brand is clear that the IAG-A has had a significant impact in disability inclusion policies and practices.

CBM stakeholders said that although the IAG-A provides tailored advice, the fact that it is **reactive through demand-driven requests can be challenging** for the organisation as it can be challenging to effectively plan, resource, and ensure the IAG-A has the relevant skills to address the demands.

CBM stakeholders also believed that the IAG-A is **catalytic in their work, though this takes a lot of time and resourcing to achieve this**. One participant said that they really had to argue for OPD involvement with some clients to which they eventually agreed through advocacy work. The attitudinal change from this was quite significant; but it takes time and resources to get OPDs ready to be involved in such conversations.

### ***Contributing to positive impact for relevant stakeholders***

CBM stakeholders acknowledged that instead of the IAG-A working directly with beneficiaries, **they were working one step removed and working with changemakers<sup>53</sup> to influence systems change; to have a stronger impact for relevant stakeholders, to enable a multiplier effect down the line**. Two of the participants (n=9) said that there is difficulty knowing if the IAG-A is contributing to positive impact for relevant stakeholders when referring to stakeholders as people with disabilities. The data from this evaluation demonstrates that for individuals, organisations, projects and policies, the IAG-A have had a significant impact on attitudes and knowledge, which will lead towards influencing systems change to then provide positive impacts for beneficiaries (see section 4.1 for more information). CBM stakeholders noted that evidence of satisfaction of clients and partners of the IAG-A include repeat clients and referrals.

### ***Sourcing appropriately skilled and experienced personnel to provide advisory services***

The IAG-A is about to source appropriately skilled and experienced personnel to provide advisory services. As mentioned above, the CBM Inclusion Advisory Group Guide notes that the IAG-A works with members of the disability movement and additional associates beyond IAG-A staff members to provide the advisory services. CBM evaluation stakeholders noted that resourcing was seen as good value for money as the IAG-A were able to **harness the available resources through other's expertise**. These stakeholders noted that the existing staff of the IAG-A have the appropriate skills and approach to provide advisory services on behalf of CBMA. However, it was noted by some of these participants that there has been high turnover in advisory staff (less so in managerial staff), in which different models have been tested; whether it be through having more managerial staff, or advisors and subcontractors who sit outside of the team. It is unclear the reason of the turnover, but possibilities include burnout, or losing staff to competitors or clients to work in-house. One participant said:

*“The main reason we lose staff is that they end up work for clients. Although it is in our contracts not to poach staff, it does happen naturally, especially once our clients realise the importance of this work and want to have more resources on hand to assist implementing it, and they have already established a relationship with the IAG staff member, it ends up naturally progressing... This is not necessarily a bad thing, as one of the IAG objectives is to ensure better advice is being provided in the sector, so if we train up people and they move on and continue providing that advice it is a good thing. It is then just difficult and costly from a CBM perspective to continue retaining the staff for our existing contracts. With this model, it would be difficult to have more senior advisors, and there would always be a need for training people within the organisation.”* (CBM stakeholder)

One participant said that the personnel who currently work for the IAG-A have come through varying pathways; either through working in international development with a focus or interested in disability, or who have worked domestically with specific disability expertise (such as working in allied health). It was also noted that the team has grown from around 5 people to around 20 with an additional 14 advisors

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<sup>53</sup> Akin to boundary partners in Outcome Mapping methodology

and that by having a high internal pool of staff ensures that the IAG-A can be responsive to on-demand requests.

### ***Developing and nurturing influential and lasting relationships with changemakers***

CBM stakeholders noted how the IAG-A developed and nurtures influential and lasting relationships with changemakers and that evidence of this is the continual renewal of contracts from clients and partners, demonstrating that the IAG-A can maintain relationships. This was particularly notable for the relationships with DFAT and the expanding work to multilateral organisations. It is said that possibly more could be done in this space in terms of establishing and maintain relationships with academic thought leaders around disability inclusion.

These evaluation stakeholders said that the IAG-A provides a trusted niche and a go-to; demonstrating the quality of work and establishing and maintaining relationships. There is also an opportunity for IAG-A to increase its effort to nurturing partnerships with OPDs which would expand the reach and influence.

## **4.4 How can IAG-A describe its contribution to bringing out positive change for people with disabilities, their families and communities - simply, clearly and credibly?**

**Key finding:** *The advisory role that IAG-A plays in bringing out positive change for people with disabilities means that its contribution is (and needs to be) very much 'behind the scenes'. Claiming responsibility for transforming people with disabilities' lives would alienate and undermine clients and partners who see themselves as doing the disability inclusion 'work', albeit with the support of the IAG-A. This 'behind the scenes' role contributes to confusion about who and what the IAG-A is and how it fits in CBMA. Internally, some clarity is needed to define and describe what the IAG-A does and its expected outcomes through clarifying a theory of change and defining what impact means and for whom. Key elements of the message must include that the IAG-A works directly with boundary partners (those who work in international development and have other development focuses outside of DID) and OPDs to bring about systems change at the structural, relational and transformative level. What this means is that the IAG-A, through working effectively with boundary partners, has greater reach and impact than it would working directly with people with disabilities. The IAG-A contributes to strengthening the enabling environment for disability inclusive development by taking a systems lens, and working with key actors to improve capabilities, policies and practices to advance disability rights.*

Despite consistent reports by IAG-A clients and partners of their contribution to positive change for people with disabilities, IAG-A's role is about creating space, building capacity and investing in relationships for others to directly bring about change. This 'behind the scenes' role is arguably one of the reasons for its success, because if IAG-A claimed the credit for transforming the lives of people with disabilities that they did not directly service, the projects and people to whom IAG-A provide advice may be alienated and misrepresented. There is a demand for a short and sharp description of the IAG-A and CBM(A) more broadly, according to one evaluation stakeholder. This participant said:

*"I would suggest having a 1-pager or 2-pager on who [the IAG-A] are. When we approach [our partners], they don't know who they are. This prevented us working with CBM in Laos, as the government counterparts googled CBM and were uneasy about the name 'Christian Blind Mission'. If there was a small snapshot of who they are and what they do we can easily send it out to multiple people who work with us, as we really see the benefit of this work and the usefulness to other areas we work in."* (Client/partner)

Through communications information provided by CBMA, both externally (through the CBMA website) and internally (the CBM Inclusion Advisory Group Guide), the way of communicating what the IAG-A does and what change it is expected to lead towards is quite fragmented, and difficult to piece together as a whole. The external communications on the CBMA website are presented anecdotally through

examples and cases studies, and the guide, strategy and other internal guidance communications materials would benefit by identifying a succinct way to describe how the IAG-A has the enabling role to work with organisations to bring about change.

Evaluation stakeholders note that implementing agencies were able to access useful DID advice from the IAG-A because of **how the IAG-A worked**. The ways the IAG-A embodies (noted in section 4.2.3 above) in their 'ways of working' are the success factors in engaging organisations to both seek and implement DID strategies. This engagement helps organisations to contribute to the realisation of disability inclusion rights. Traditional measures of success in the disability inclusion sector such as numbers of people helped with assistive devices are not appropriate to measure the IAG-A's advisory impact because they undermine core concepts of rights.

At the beginning of scoping this evaluation, a theory of change was developed to understand how change would occur through a programmatic/strategic approach, assuming change is linear and that the contribution to people with disabilities from the IAG-A's work was direct (see the Figure 18 in Annex 1: Theories of change for the diagram). This theory of change was only a draft for the purposes of the evaluation and was never finalised, however, it is important to note that finalising a theory of change for the IAG-A has not been achieved so far. This is possibly because a theory of change that focuses on activities ('what to do') does not resonate with the team as much as a theory of change about the ways of working ('how to do it') would.

For the summit workshop process in early 2022, another theory of change was presented to IAG-A stakeholders to demonstrate what the evidence from the evaluation described as the 'ripple' effect towards positive changes for people with disabilities as part of the IAG-A's Broader Goal and CBM Global Vision (see Figure 19 in Annex 1: Theories of change). This figure included a specific impact pathway to describe the outcomes for OPDs because of the IAG-A collaborative work, and how that fed into changes for individuals, organisations, and programs, which would increase DID practices and policies, for transformational change. This theory of change was used as a discussion tool within the summit workshop but is yet to be finalised and approved by the IAG-A. Clarifying a theory of change and associated MEL framework will require acknowledging the language and concepts of systems change and disability inclusion.

By looking at available literature on systems change, knowledge to policy and practice, disability inclusion information, as well as the evaluation data, we present the below statement on how to discuss the IAG-A's contribution to positive change for people with disabilities, their families and communities credibly, simply and clearly.

***IAG-A seeks to strengthen the enabling environment for disability inclusive development. It does this by taking a systems lens, and working with key actors to change mindsets, improve capabilities, and reform policies and practices to advance disability rights.***

The concepts which inform the above statement are discussed below:

The ripple effect of catalytic change came out strongly throughout the evaluation, both by seeking to understand the impact on people with disabilities from the IAG-A's work, as well as trying to articulate the types of changes that occurred from the IAG-A's work. Therefore, when trying to articulate the IAG-A's contribution for people with disabilities, their families and their community in a simple way, this ripple diagram demonstrating the spheres of control (yellow), influence (blue) and impact (green) seemed the most appropriate. Further information on each of these 'layers' is provided below.

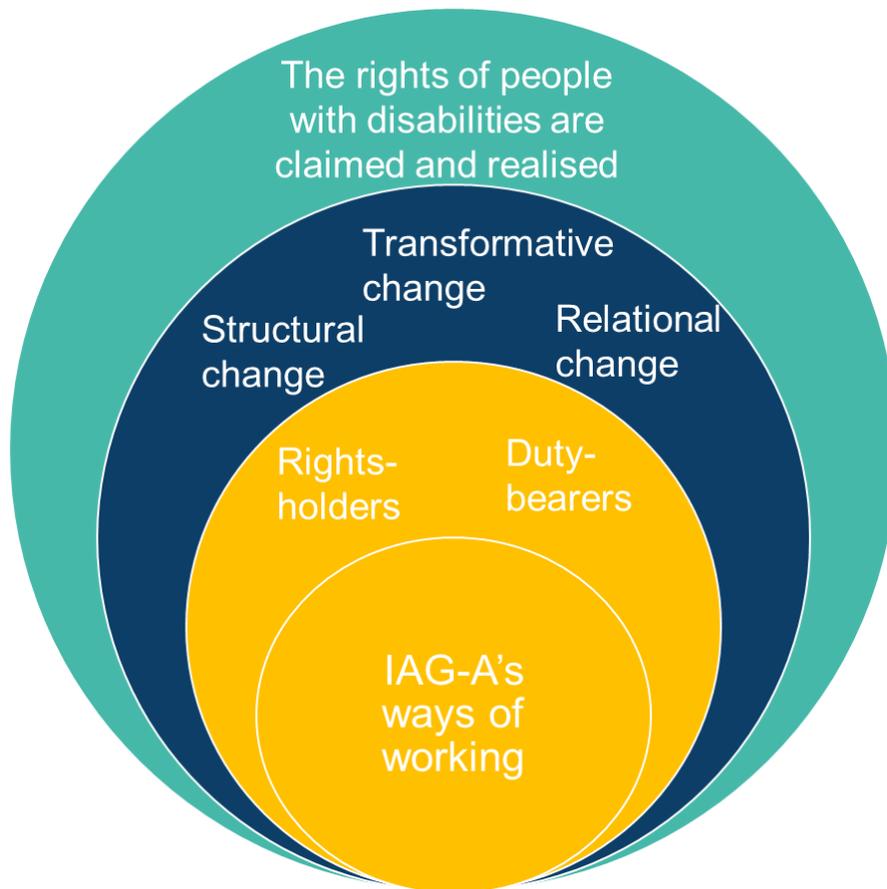


Figure 14. Ripple diagram demonstrating IAG-A's impact

#### 4.4.1 IAG-A's sphere of control: ways of working with rights-holders and duty-bearers as boundary partners

Within the IAG-A's sphere of control (yellow box in Figure 14 above), the IAG-A can control the ways of working, as well as who the IAG-A works with.

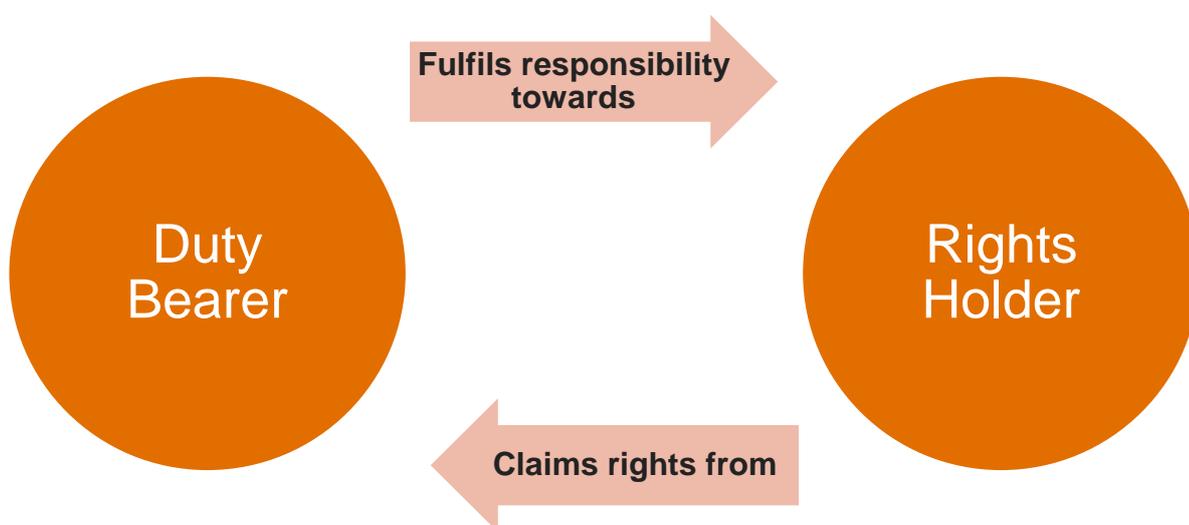


Figure 15. Relationship between Rights Holders and Duty Bearers in Human Rights based approach<sup>54</sup>

<sup>54</sup> Adapted from UN Agencies

## **Working with key actors**

The IAG-A takes a human rights-based approach, guided particularly by the rights enshrined in the CRPD<sup>55</sup>. This approach recognises both **rights-holders** and **duty-bearers**. In the context of the CRPD, rights-holders are all human beings with disabilities, and duty-bearers are those who are responsible for *fulfilling* the corresponding rights in a given context. Fulfilling here means adopting appropriate measures towards the full realisation of the right<sup>56</sup>. Capacity gaps exist where these rights are un-realised; duty-bearers can only be held accountable however if they have their capacity gaps closed<sup>57</sup>.

In practice, the IAG-A supports the capacity development of individuals, organisations and the Australian government to uphold their obligations as **duty-bearers** of the rights in the CRPD. The IAG-A also works with **rights-holders** (in the context of OPDs who represent and advocate for people with disabilities) to strengthen their capacity to claim rights, for example through linking them with duty-bearers.

The IAG-A works at the boundary partner level, meaning those who work in mainstream international development and have other development focuses outside of DID. Examples of this include the case studies in Annex 5: Case studies below. The types of change from working with these key actors are described below.

## **Using multiple levers of change**

Aligned with leading practice, the IAG-A divides its attention across multiple interlinked and mutually reinforcing pathways to bring about both conceptual and instrumental changes that will ultimately benefit people with disabilities in line with the CRPD<sup>58</sup>. This evaluation found that the IAG-A's approach has a foundation of strong ways of working<sup>59</sup>, but is adaptive in response to the context of whom they are working with. Evaluation stakeholders emphasised that the value add of the IAG-A lay with **how** the IAG-A provided advice. **How the IAG-A works to meet clients where they are at should be the focal point of the IAG-A, rather than what kind of work they do**, as noted in sections 4.1 and 4.2 above. The approaches that the IAG-A commonly take are demonstrated by these three levers below, which may be adopted concurrently:

- **Knowledge generation and translation:** The IAG-A undertakes research unilaterally and in partnership with others, to build a credible and accessible evidence base for DID, tailored to a wide range of audiences. For example, collaborating with the UN PRPD on social protection, to produce a series of guidance materials on key disability inclusive social protection technical issues for UN Offices. In line with leading practice, IAG-A produces evidence that is relevant; timely; credible; legitimate; accessible; and has inclusive processes<sup>60</sup>. Much of this is enabled through close working relationships with the Disability Movement and OPDs, with research partners and with policy and program practitioners; an approach linked with 'longer lasting outcomes'<sup>61</sup>.
- **Knowledge brokering:** Once evidence is generated and translated, IAG-A adopts the role of knowledge broker, disseminating evidence and knowledge products to decision makers or decision influencers (e.g. technical advice) and in key forums (e.g. thematic workshops). The purpose of this is to influence the way in which key actors understand, frame and prioritise disability inclusion (conceptual change) and it can occur on an individual, organisational or network level. As such,

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<sup>55</sup> CBM Inclusion Advisory Group Guide

<sup>56</sup> UNSDG Human Rights Working Group, 2003

<sup>57</sup> UNSDG Human Rights Working Group, 2003

<sup>58</sup> Georgalakis & Rose, 2021; UNSDG Human Rights Working Group, 2003

<sup>59</sup> CBM Inclusion Advisory Group Guide

<sup>60</sup> Ryder et al 2010

<sup>61</sup> Fazey et al 2012

IAG-A's brokerage role is enacted at an individual level, through partnerships, and through networks.

The literature emphasises the centrality of personal relationships to successful policy influence endeavours, along with relevance of the evidence and timeliness of its delivery<sup>62</sup>. IAG-A works closely with its boundary partners (e.g. DFAT), to meet this criteria, for example in providing timely research to inform DFAT decision making in response to the impact of COVID-19 on people with disabilities in the Asia-Pacific.

IAG-A also builds and contributes to networks as a knowledge broker. This creates space for diverse actors (OPDs, civil society organisations, government etc.) to convene around key issues, enables learning and co-production of solutions, and links duty-bearers with rights-holders<sup>63</sup>. It is also one way to connect the supply of evidence about disability-informed development, with the demand for it<sup>64</sup>. An example of this is the IAG-A's work with PDF in 2020 to convene a space for policy dialogue on disability inclusion for focal points from Pacific Island Governments.

- **Strengthening capabilities and capacity:** IAG-A works with boundary partners (both rights-holders and duty-bearers) to develop the skills and capabilities of individuals and organisations. The purpose is to promote a normative understanding of the CRDP and disability-inclusive development (conceptual change) and to provide relevant and appropriate training that influences policy and practice reform in line with the CRPD (instrumental change).

#### 4.4.2 IAG-A's sphere of influence: taking a systems lens

The IAG-A's focus is working with boundary partners (both rights-holders and duty-bearers) through the multiple levers of change to influence the conditions for change to enable people with disabilities, their families and communities to take pathways out of poverty and exclusion. In line with leading practice to achieve systems change of this nature, IAG-A's work contributes to change at three levels: structural, relational, and transformative<sup>65</sup>. This is a powerful approach as working at just the structural level, although most explicit, is unlikely to result in sustained changes.<sup>66</sup>

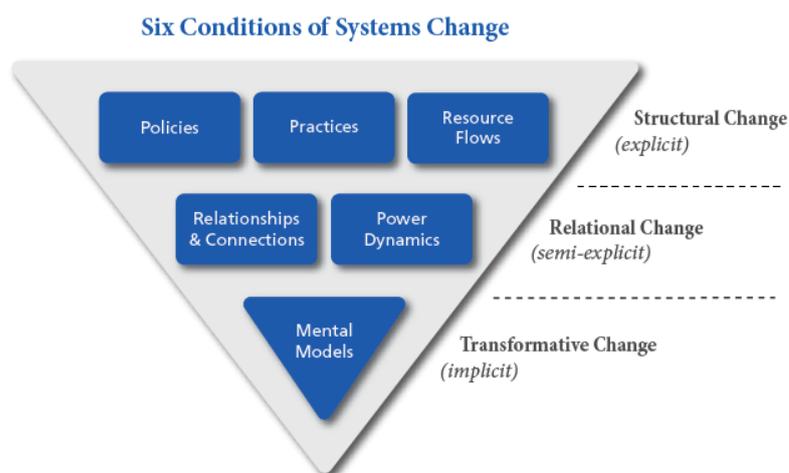


Figure 16. Six conditions of Systems Change

Each of these levels of change are described further below:

<sup>62</sup> Gibbons et al 2008; Tseng 2012

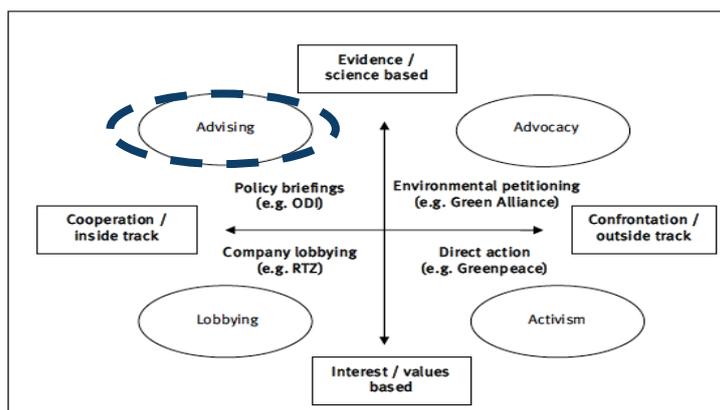
<sup>63</sup> Hearn and White, 2009

<sup>64</sup> Georgalakis & Rose, 2021

<sup>65</sup> Kania, Kramer, & Senge, 2018

<sup>66</sup> Kania, Kramer and Senge, 2018

## Structural change



**Figure 17. CBM's approach to policy change (Adapted from ODI 2004)**

IAG-A works to create explicit changes in the **policies** and **practices (e.g. projects/programs)** of decision makers in the development sector. These structural changes seek to embed the rights enshrined in the CRPD in the policies and practices of the Australian Government aid program, and in the work of domestic and international NGOs (duty-bearers), and to direct human and financial resources towards the goal of inclusion.

For example, IAG-A uses evidence and cooperation (**advising**) to support DID-informed policy reform within the Australian Aid program<sup>67</sup>. This is achieved through generating and translating evidence unilaterally and bilaterally, and then brokering this knowledge by working closely with decision makers (e.g. DFAT staff), providing them with technical assistance and advisory support. This longstanding working relationship has gained IAG-A an **inside track** in the Australian Aid policy community, positioning them well to work collaboratively and find solutions to complex problems.

### Relational Change

IAG-A brokers relationships and **connections** between duty-bearing actors. They build and strengthen coalitions around disability-inclusive development issues to generate evidence, shift the normative paradigm, influence development agenda setting and link in with the Disability Movement. IAG-A also works to transform **power dynamics** between rights-bearers and duty-bearers by creating space for and amplifying the voice of OPDs in these spaces. Changes at this level are semi-explicit, observed in the transformation of 'relationships between people who make up the system'<sup>68</sup>.

### Transformative Change

At the heart of IAG-A's efforts is the pursuit of transformative change that sees the realisation of rights for people with disabilities. Foundational to this is transforming the individual and collective mental models of key actors. This is acknowledged as the most difficult work in systems change.<sup>69</sup> However, IAG-A's inside track approach means that they can **improve knowledge and influence the attitudes and beliefs** about DID issues held by key decision makers working in development, influencing the way in which disability rights are understood and upheld<sup>70</sup>. As illustrated previously in this report, though

<sup>67</sup> Start & Hovland, 2004

<sup>68</sup> Kania, Kramer and Senge, 2018

<sup>69</sup> Kania, Kramer and Senge, 2018

<sup>70</sup> Innvaer et al. 2002; Head, 2013

implicit, clients and partners have acknowledged change at this level. This is critical as without change at this level, 'changes in the other two levels will, at best, be temporary or incomplete'.<sup>71</sup>

#### 4.4.3 IAG-A's sphere of interest: the rights of people with disabilities are claimed and realised

By working with boundary partners and taking a systems change approach (rather than a programmatic or linear approach), it is assumed that the structural, relational and transformative changes will ensure the rights of people with disabilities are claimed and realised. As this is within the IAG-A's sphere of interest, there are many different factors that may impact the IAG-A's contribution. One evaluation participant described this by saying:

*"The key to success of IAG is that it's not just IAG, it's IAG and its partners, including people with lived experience, people with geographic and thematic knowledge who broker meaningful and relevant engagement. Without it, it's not a rights-based approach. It is not what they do it's how. When CBM did the post visits they brought in the OPDs and DFAT Canberra and this combination was really effective because having the lived experience made the training really resonate."*

It is therefore recommended that the IAG-A use the best practice model explained above and demonstrated in Figure 14 to create a fit-for-purpose theory of change. A MEL Framework can then be developed around this theory of change to test at the sphere of control, influence and interest levels whether the theory towards claiming and realising the rights of people with disabilities, and how IAG-A's 'levers' are influencing and contributing towards that change.

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<sup>71</sup> Kania, Kramer and Senge, 2018

## 5 Conclusion and recommendations

### 5.1 Conclusion

The evaluation found that the IAG-A's work is highly valued by clients and partners. The evaluation findings demonstrate we can have a high degree of confidence that IAG-A's work contributes to positive change for individuals and organisations, including OPDs. The IAG-A's contextualised knowledge, having the right people and the right approach, are success factors. The advisory work represents excellent value for money on balance by providing fit for purpose advice that has had significant impact on clients and partners, with a small proportion of respondents requiring to do more work to implement the advice. Internally within CBM the work of the IAG-A is also considered to provide excellent value for money.

However, the advisory role requires IAG-A to work 'behind the scenes' using multiple levers of change to influence systems change – structural, relational and transformative. The way IAG-A communicates its contribution to these levers of change needs to focus on how it works to support boundary partners to claim and fulfil rights, rather than measure success through the number of people with disabilities reached.

### 5.2 Recommendations

Below are the recommendations from the evaluation for the IAG-A:

- Continue to focus on knowledge generation and translation – through working with a diverse range of stakeholders with high level technical and contextualised DID expertise
- Continue knowledge brokering and creating space – through trusted long term partnerships and networks that link duty bearers with rights holders, and explore expanding partnerships with OPDs to meet increasing demands for their involvement in DID
- Continue to strengthen capabilities and capacity – to enable conceptual and instrumental change, using practical and tailored advice, which meets clients “where they're at”
- Consider nature of engagements and lean in to long term partnerships as these seem to result in more significant/catalytic impact
- Clarify how and where IAG-A fits into CBMA more broadly - including developing a specific theory of change that accurately describes IAG-A and which leverage points in the system to focus on, that will have the greatest impact, and that the IAG-A is best equipped to do within the broader context of CBMA
- Develop a MEL system for IAG-A - that reflects the theory of change and behind the scenes role to allow systematic data to be collected for communication, strategic and reflective purposes. This should include tools that capture outcomes in a systems-change environment such as outcome harvesting, MSC, significant instances of policy influence (SIPSI) etc.

# Annex 1: Theories of change

## Theory of change developed October 2021 (pre-Evaluation)

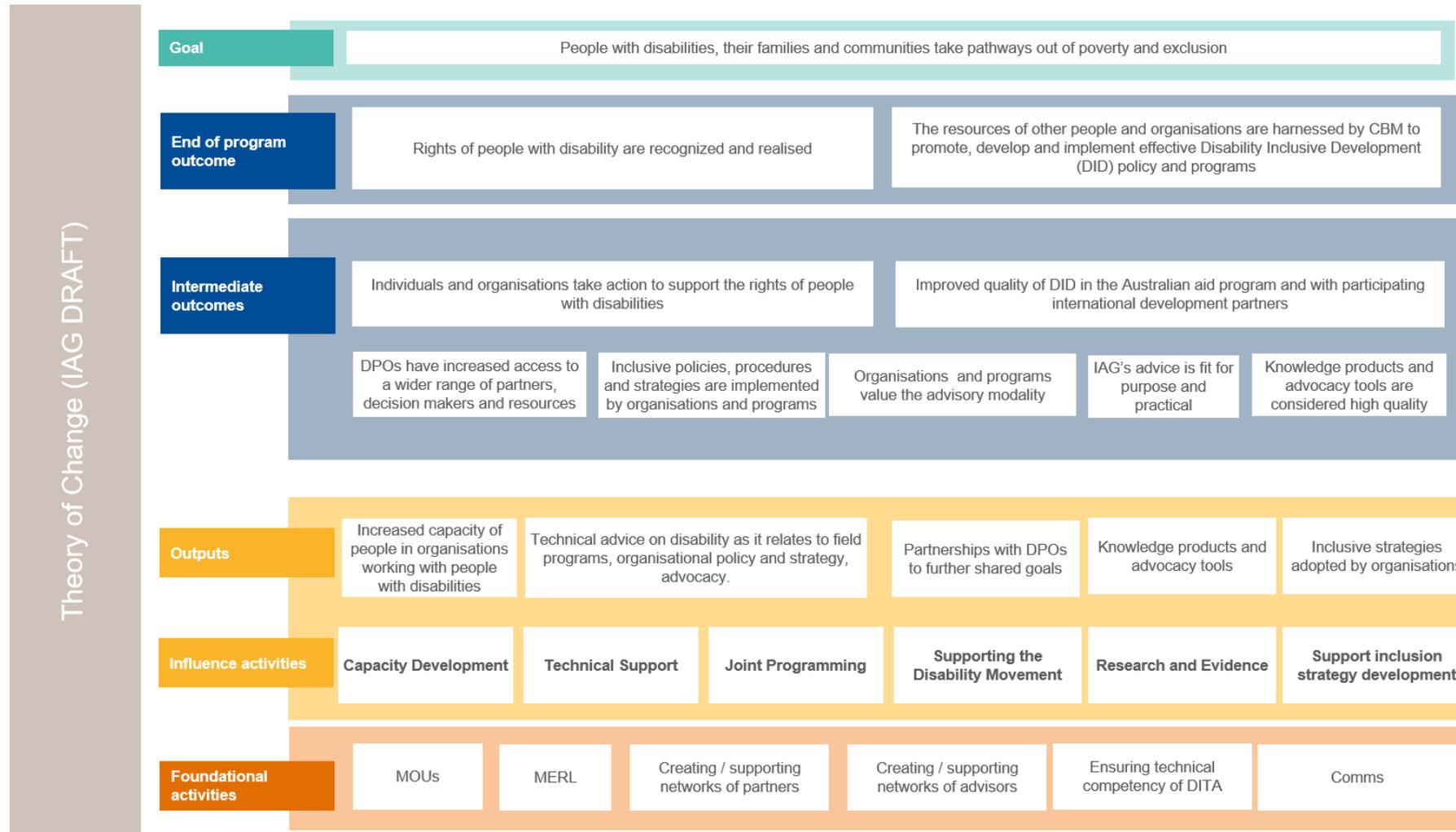


Figure 18. Pre-evaluation theory of change

# Theory of change developed January 2022 (post evaluation)

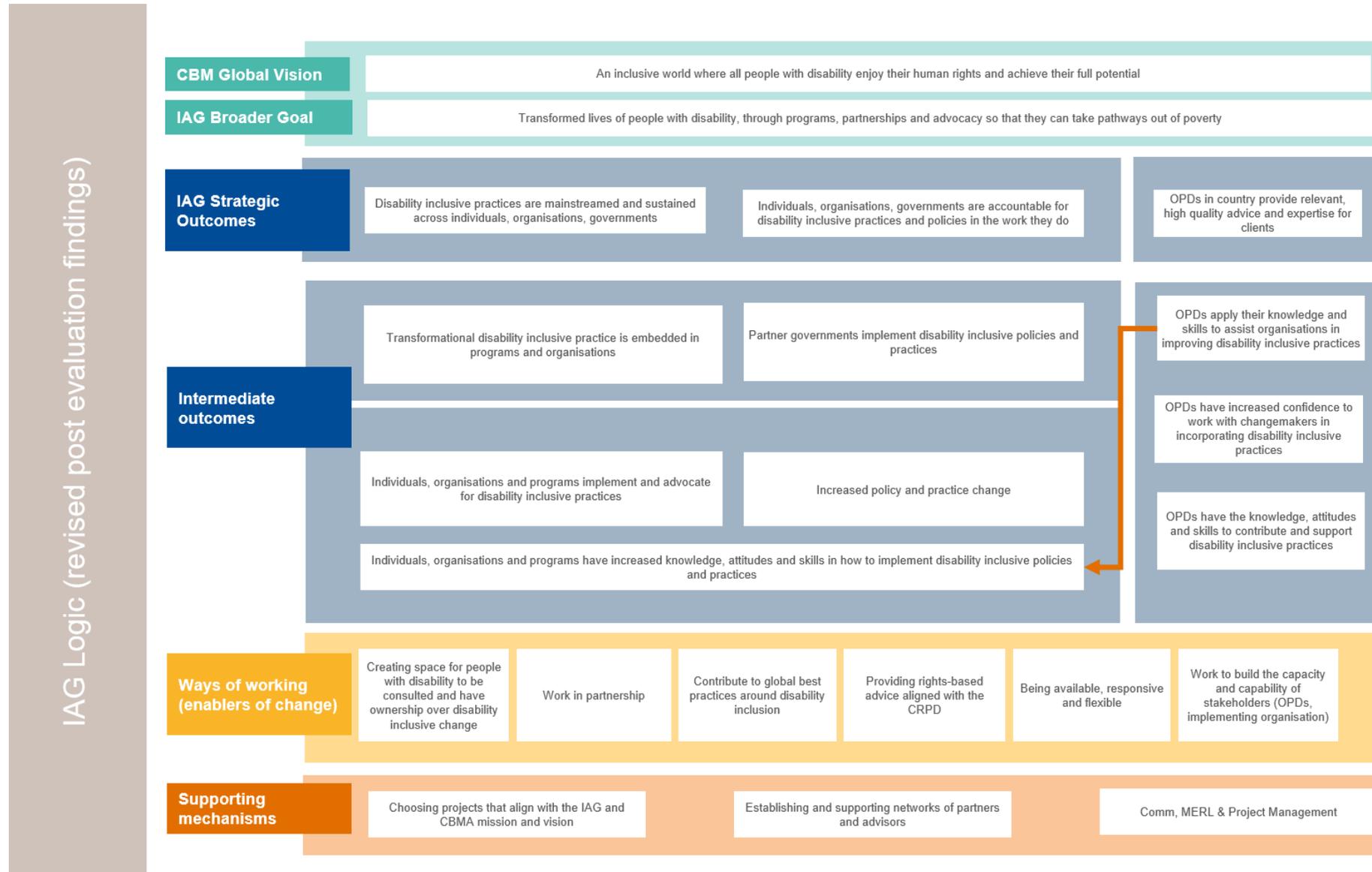


Figure 19. Theory of change informed by evaluation evidence

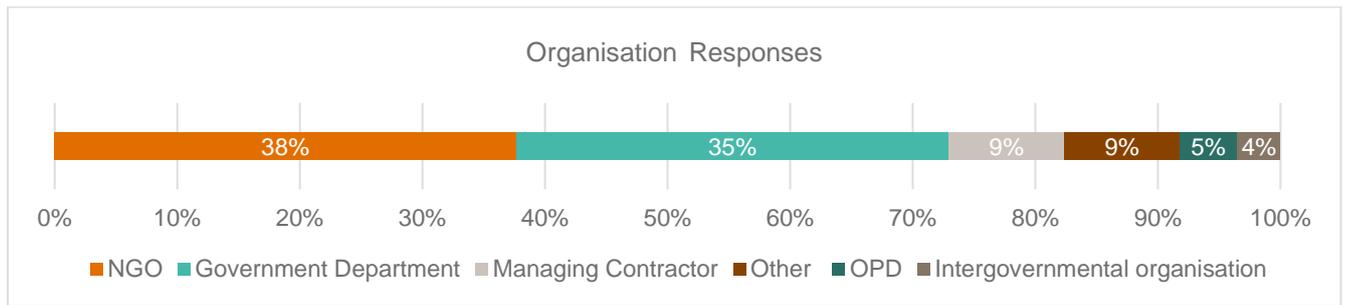
## Annex 2: Data collection summary

### Data collection tool summary

Tool	Description	Quantity
Survey	<p>The online survey was sent to 136 potential respondents who were identified by CBMA to be the most relevant clients and partners to provide the required responses. To increase response rates, a number of strategies were undertaken. This included:</p> <ul style="list-style-type: none"> <li>The main contact from CBM Australia sent a 'warm up' email to participants, requesting their responses when they would receive the link from Clear Horizon</li> <li>The survey remained 'open' for comment from Wednesday 24 November 2021 to Tuesday 7 December 2021<sup>72</sup></li> <li>Clear Horizon provided an initial email with a link to the survey, and two follow up reminder emails (dated 29 November 2021 and 6 December 2021) to prompt an increase in responses</li> </ul>	<p>85 responses to the survey<sup>73</sup> (63% response rate)</p> <p>See below for more information about the type of respondents to the survey</p>
Interviews	<p>There were three types of interviews conducted for this evaluation:</p> <ul style="list-style-type: none"> <li><b>MSC stories:</b> survey respondents (clients and partners of the IAG-A) were asked to leave their contact information if they were happy to have a follow up interview. These participants were asked a series of questions to collect a story of significant change</li> <li><b>Follow up interviews:</b> Data was collected from clients and partners who nominated for a follow up interview, but were unable to identify a story of significant change. These clients and partners provided additional qualitative information adding triangulation to their survey responses</li> <li><b>CBM stakeholders:</b> In order to answer KEQ3 around value for money, it was important to understand the wider CBM perspective of the IAG-A. Interview participants were selected by CBM to provide additional insight into value for money, as well as provide additional information on the case studies that were developed</li> </ul>	<p>20 MSC stories collected</p> <p>6 follow up interviews conducted</p> <p>10 CBM stakeholder interview collected (3 board members and leadership, 2 IAG Global, 5 IAG-A staff members and associates)</p> <p>See below for more information about the type of interview participants</p>

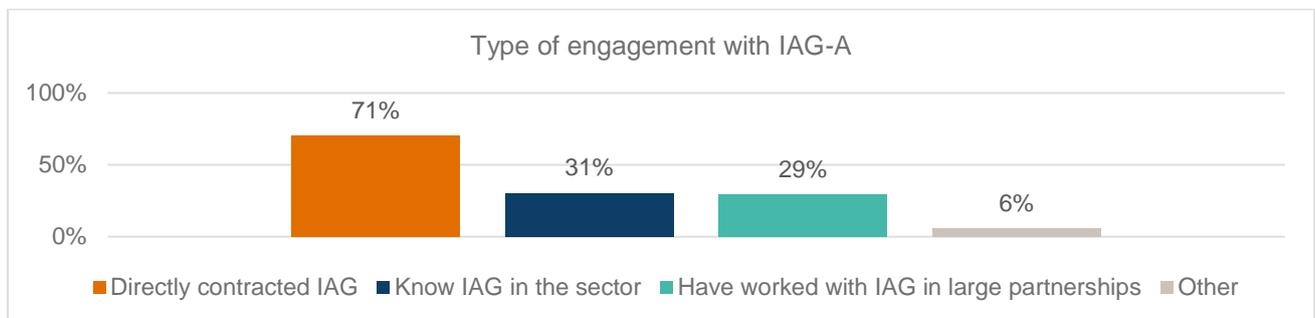
<sup>72</sup> It is recognised that this period leading up to the end of the year was recognised as a significantly busy period for survey respondents.  
<sup>73</sup> 8 emails bounced (with 5 emails provided as alternates), and 4 potential respondents were on leave during the survey collection period.

## Survey respondents' information



**Figure 20. Number of respondents per organisation type**

For the 85 responses to the survey, there is a good distribution of the types of organisations who responded to the survey as demonstrated in Figure 20 above. The majority of respondents were from people who worked for NGOs (38%) or for a Government Department (35%)<sup>74,75</sup>. Additional respondents included from Managing Contractors (9%), ‘other’ (9%)<sup>76</sup>, an Organisation of Persons with Disability (OPD) (5%) or an intergovernmental organisation (4%). Please note that multiple respondents from the same organisation; or same investment is possible in these survey results<sup>77</sup>.



**Figure 21. Number of respondents per type of engagement with IAG-A**

Noted in Figure 21 above, there was also a good distribution of respondents who had varied types of engagements with the IAG-A. Most respondents (71%) had directly contracted IAG for work<sup>78</sup>, with 31% of respondents reporting to have known of IAG in the sector and 29% of respondents having worked with IAG-A, providing disability inclusive support through a partnership model<sup>79</sup>. There were also 6% of respondents who nominated ‘other’ as their response. Among the “other” responses, the type of engagement were people who had worked with the IAG, either as a partner or collaborator, consultant, advisor, or staff member.

<sup>74</sup> Please note the Disability, Indigenous, and Social team within DFAT provided a consolidated response for DFAT on the survey; though the individuals at Posts completed the survey relating to their respective programs.

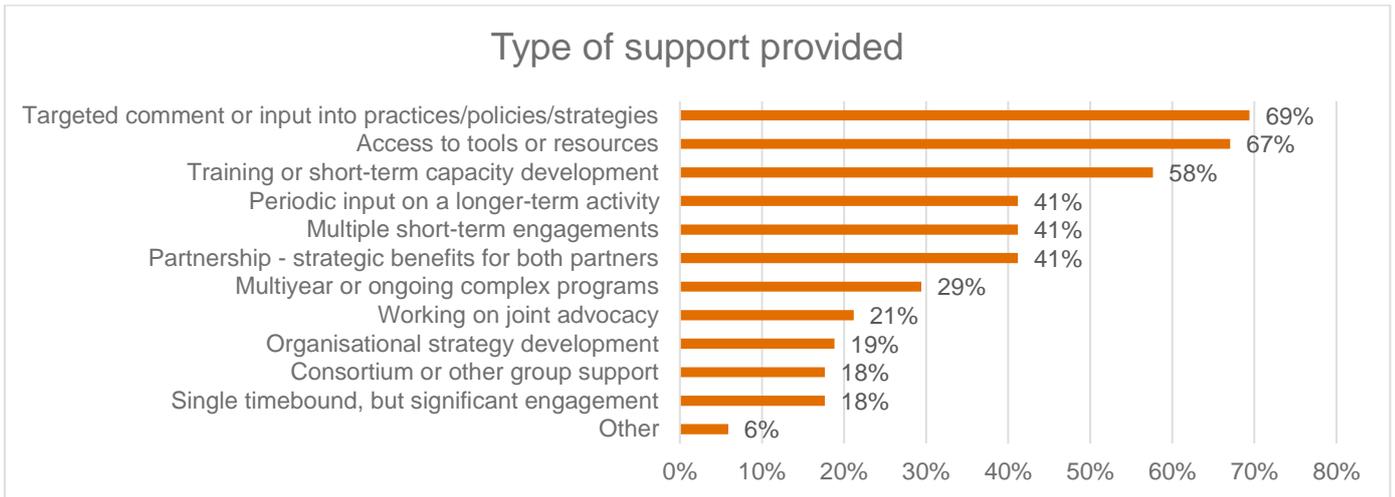
<sup>75</sup> It is anticipated that most of these respondents were from the Australian Government, primarily DFAT, but it is difficult to determine due to the anonymity of responses.

<sup>76</sup> “Other” responses here included being a CBMA Associate, University, an independent consultant, and a research institute.

<sup>77</sup> The respondents had the option of remaining anonymous. Only 38 respondents provided contact details for a follow up interview

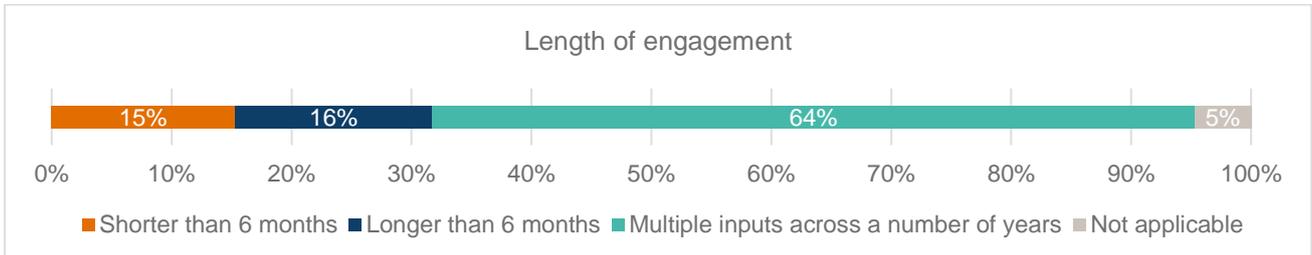
<sup>78</sup> Please note there was more than one response permitted for this question.

<sup>79</sup> Partnerships here could mean through having a drawdown style contract for ad-hoc services (ie DFAT’s Helpdesk function); or utilising the IAG for project-specific work of which the IAG was part of the original bid.



**Figure 22. Type of support provided by IAG-A**

As demonstrated in Figure 22 above, there was varied distribution on the types of support the respondents had received from the IAG-A<sup>80</sup>. The most common responses were targeted comments or input into practices/policies/strategies (69% of respondents); access to tools or resources (67% of respondents) and training or short-term capacity development (58% of respondents). In addition, 41% of respondents said that IAG-A had periodic input on a longer-term activity; multiple short-term engagements; and partnership (strategic for both partners). Twenty-nine percent of respondents said IAG-A had supported them on multi-year or ongoing complex programs, 21% were working on joint advocacy; 19% had organisational strategy development support. There were also 18% of respondents who were involved in a consortium or other group support; or single timebound, but significant engagement.<sup>81</sup>



**Figure 23. Length of IAG's involvement per respondent**

Figure 23 above shows the respondents have a long history with the IAG-A, supporting the strength of the findings below. Fifteen percent of respondents engaged with the IAG-A for shorter than 6 months; 16% had an engagement longer than 6 months; and 64% of respondents received multiple inputs across a number of years<sup>82</sup>.

## Interview participants information

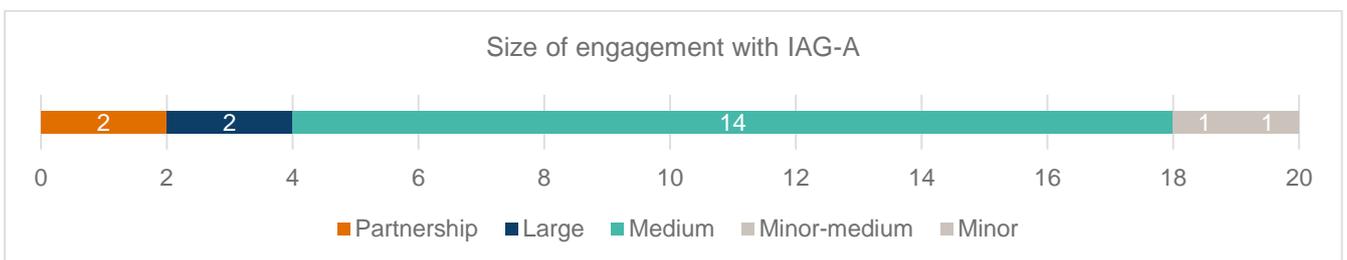
In total 36 people were interviewed for this evaluation. 20 MSC stories were collected, and an additional 16 participants provided further insight into the workings of IAG-A to assist answering the key evaluation questions. The process for selection has been identified below:

<sup>80</sup> Please note there was more than one response permitted for this question.

<sup>81</sup> "Other" responses (5.9% of responses) included being a team member on a subcontracted design; general advice; a joint presentation and being a CBMA Associate.

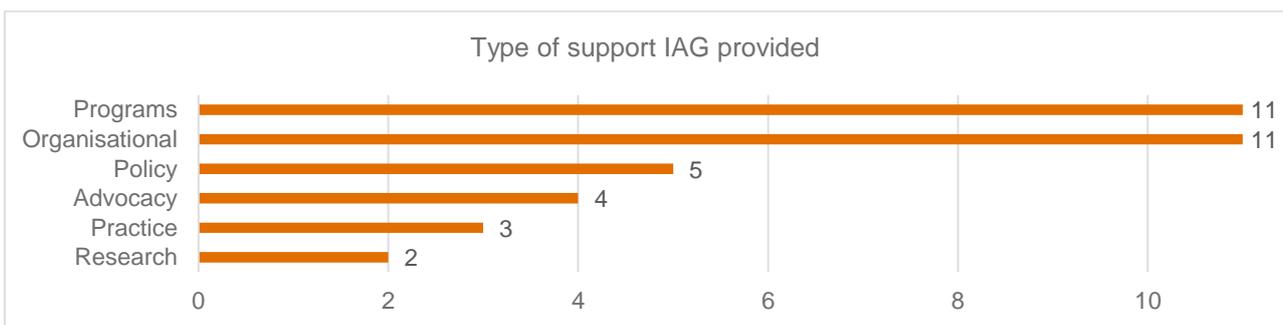
<sup>82</sup> 5% of respondents to this question (4) this question was not applicable, as they are either a partner, consultant or advisor to CBM Australia

- From the 85 survey respondents, 46% (n=39) agreed to be contacted for a follow up interview. As a result, 33 participants were contacted for follow up interviews with the primary intention of collecting MSC stories. Two potential participants were current or previous CBM employees and were scoped out of the MSC process and four provided their details, but it is unclear how they were involved with CBM from the information CBM provided on the contact sheet.
- Out of the 33 client and partner participants that were contacted for an interview, 24 interviews were conducted<sup>83</sup>. Throughout the MSC process, it was clear that only 21 participants had stories of significant change. The three participants that did not have stories of significant change still answered questions to contribute to the data for the evaluation. One of the participants who had a story of significant change did not provide approval for their story to be used for the evaluation and the story has been removed from the MSC process. This participant's interview notes are still included as part of the evaluation. In addition, another two interviews were conducted with participants from the same organisation, to provide further in-depth context to a particular MSC story. In total, 26 interviews with clients and partners were conducted.



**Figure 24. Size of engagement with IAG-A - MSC participants**

As shown in Figure 24 above, there was a distribution of MSC participants who represented various sizes of engagement with the IAG-A. The majority of participants had a 'medium' sized engagement with the IAG (14 of 20 participants), with there also being representation at the partnership and 'large' size of engagement (2 participants each) and at the minor-medium or 'minor' size of engagement (1 participant each). This demonstrates that although the vast majority of MSC participants received medium-type support, there is representation in the findings from different sizes of support provided by the IAG.



**Figure 25. Type of support IAG-A provided - MSC participants**

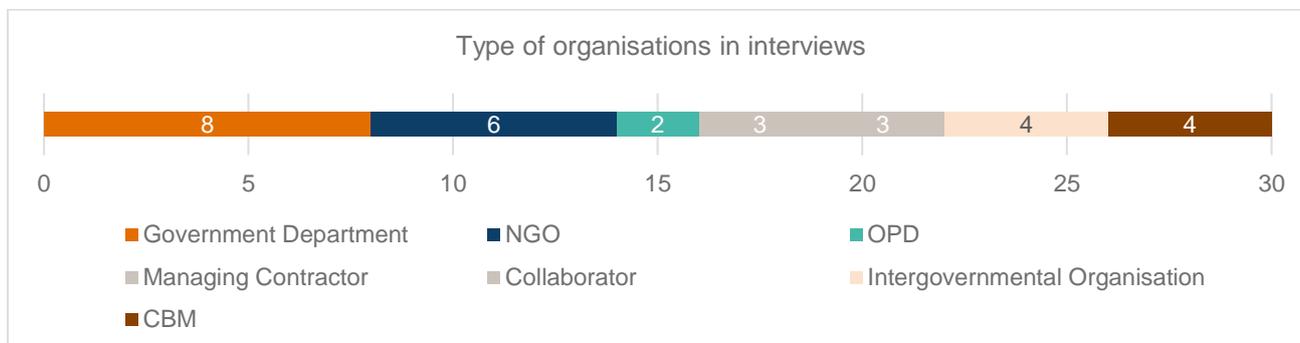
Figure 25 above demonstrates the type of support the IAG provided MSC participants<sup>84</sup>. There was a distribution of MSC participants who represented different types of support provided by the IAG-A. The majority of MSC participants received support for programs or their organisation (11 participants each); with 5 participants also receiving policy support, 4 receiving advocacy support; three receiving practice support and two receiving research support. This demonstrates that although there are varying levels of

<sup>83</sup> Please note that 10 potential participants were unavailable for the timing of the interviews or did not respond to the request for interview.

<sup>84</sup> Please note more than one response was permitted for this category

representativeness of the types of support provided by the IAG from the MSC participants, there is still information that could provide insight against the findings required.

An additional seven interviews were also conducted. Four of these participants were able to provide specific insight into KEQ 3.2 around organisational expectations. Four participants were follow-up interviews from an MSC participant, who provided more in-depth and contextual insight into the delivery of IAG-A activities. One participant identified as being an IAG-A associate.



**Figure 26. Interview participant type of organisation**

As shown in Figure 26 above, there was a varied distribution of the types of stakeholders the IAG engage with as interview participants. The MSC interview participants reflects the representation of the survey data. The majority of participants represented government departments (either DFAT or other Australian Government Departments; 6 for MSC interviews, and 2 for additional interviews). There were five participants from NGOs for the MSC interviews. In addition, 4 participants for the additional interviews worked for CBM either on the board or as employees of CBM Australia. Three MSC participants represented OPDs; and another three represented managing contractors. Three represented collaborators of the IAG (2 for MSC interviews; one for additional interviews). There were also four representatives from intergovernmental organisations (one for MSC interviews; three for additional interviews).

## Annex 3: Data collection tools

### List of documents reviewed

#### Documents provided by CBMA

**Table 6 Document list provided by CBMA**

Document No.	Document Name	Format
00.	CBM Inclusion Advisory Group annotated bibliography for desk review	.doc
a1	Inclusion Advisory Group Guide ACCESSIBLE	.pdf
a2	IAG Strategy and Draft Theories of Change	.doc
a3	Introduction to CBM advisory approach	.doc
a4	IAG – Our advisory approach in practice updated 24.06.2020	.doc
a5a	2020 Board Reporting on Beneficiary and Program Value	.doc
a5b	Review of CBM's Advocacy and Alliances work 2014	.exl
a6	CBM's Global Theory of Change narrative	.pdf
a7	IAG Overview 2014-19	.pdf
b1	IAG Impact Report 2020	.pdf
b2	CBM Advisory work in Timor-Leste	.pdf
b3	CBM advisory work in PNG	.pdf
b4	WVZ- Disability-Inclusion-Impact-Study-Report	.pdf
b5	090518 FINAL DRAFT CBM Nossal 18-20 Partnership MELF	.doc
c1	DFAT CBM Australia Partnership Review Report 15-18	.pdf
c2	DFAT CBM PARTNERSHIP EVALUTION 2011-14 FINAL DRAFT (14Dec14)	.doc
c3	DFAT CBM Partnership Report July 20-Jun 21_draft	.doc
c4	CBM Australia and Global current and recent work – internal only	.doc
c5	DFAT Case studies 2020	.doc
c6	Infographic Inclusion in PNG CBM DFAT partnership	.pdf
N/A	New Advisory opportunity form and process updated April 2020	.doc
N/A	Long Read – How CBM works with OPDs enquiry	.pdf

#### Documents provided by clients and partners of IAG-A

- Websites of various project organisations
- Newsletters of project organisations
- Case studies of projects (from client's perspective)
- Data collected from projects (such as own MSC stories, 'postcards', and Annual Reports)

## Survey questionnaire

### Preamble

CBM Australia has contracted Clear Horizon to undertake an independent evaluation to understand the Inclusion Advisory Group's impact. The results of this survey will feed into the evaluation to understand and obtain evidence of the impact that the Inclusion Advisory Group has had on individuals and communities, organisations and programs, policies and practices.

You have been identified as a key stakeholder whose insights will benefit this evaluation due to your engagement with the Inclusion Advisory Group. We anticipate this survey will take no more than 10 minutes to complete. This survey is voluntary, and you can opt out of completing at any time. Your information will be kept confidential and anonymous – no data or findings will be attributable to you or your organisation. There will also be an optional opportunity to provide your contact details to provide further insights in a follow up interview.

If you have any questions about this survey, please get in touch with Kaisha from Clear Horizon at [kaisha@clearhorizon.com.au](mailto:kaisha@clearhorizon.com.au) or Julie Smith from CBM Australia at [JSmith@cbm.org.au](mailto:JSmith@cbm.org.au)

Your assistance is greatly appreciated.

1. Do you give consent to proceed?\* (multiple choice, single answer)

- Yes
- No [exit the survey]

### Survey questions

#### *Intro questions, to understand stakeholder type (and to assist KEQ2.3)*

In this section, we want to understand how and in what capacity you have worked with the IAG.

2. What type of organisation do you / did you work for when engaging with the IAG?\*

- Non-Government Organisation (NGO)
- Government Department
- Managing contractor
- Organisation for people with disabilities
- Other [Please describe]

3. In what capacity did you have engagement with the IAG? (Please select all that apply)\*

- Directly contracted IAG
- Know IAG in the sector
- Have worked with IAG in a large partnerships
- Other [please specify]

4. What type of support was provided from the Inclusion Advisory Group's support?\* (please select all that apply)

- Access to tools or resources
- Consortium or other group support

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<sup>85</sup> Asterisk (\*) identified mandatory questions for respondents to answer

- Training or short-term capacity development
  - Targeted comment or input into practices/policies/strategies
  - Periodic input on a longer-term activity
  - Multiple short-term engagements
  - Single timebound, but significant engagement
  - Multiyear or ongoing complex programs
  - Partnership - strategic benefits for both partners
  - Organisational strategy development
  - Working on joint advocacy
  - Other [please specify]
5. How long did IAG provide support to you/your organisation?\*
- Shorter than 6 months
  - Longer than 6 months
  - Multiple inputs across a number of years
  - Not applicable

### **Questions aligned to the KEQs**

6. What type of change has the Inclusion Advisory Group's support provided that would benefit people with disabilities? (KEQ1, 2.2, 4, multiple choice, single answer)
- Significant positive and lasting change
  - Some positive lasting change
  - Some positive immediate change
  - Some positive and some negative change
  - Some negative immediate change
  - Some negative lasting change
  - Significant negative and lasting change
  - No change
  - Too early to tell
  - Not sure/ Not applicable
7. What kind of evidence do you have to support this? (Please select all that apply) (KEQ2.2, multiple choice, multiple answer)
- No evidence
  - Personal judgement
  - Anecdotal evidence
  - Documented evidence
  - Not applicable/not sure
8. Please rate the extent to which you agree with the following statements (KEQ2.1):

Statement	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree	Not applicable	Not sure
I see the benefit and value of the advice provided by the Inclusion Advisory Group							
I have applied the advice that the Inclusion Advisory Group provided to me/my organisation							
The advice provided by the Inclusion Advisory Group has influenced/will influence the policy/program level immediately							
The advice provided by the Inclusion Advisory Group has had a ripple effect to people with disabilities in target communities							
The advice provided by the Inclusion Advisory Group has had a ripple effect beyond the scope of the immediate engagement							
The Inclusion Advisory Group has the right people to develop and deliver high quality advice							
The Inclusion Advisory Group has the right approach to develop and deliver high quality advice							
The IAG provides the right tools and resources to support implementation of their advice							
The IAG provides valuable links with people in the disability movement							

9. Please nominate which statements you agree with the most: based on your observations or direct interaction with the IAG (KEQ3.1) (Likert scale question)\*

Qu no.						
1	IAG advice provided was practical and fit-for-purpose	IAG advice provided was fit-for-purpose as mostly practical – there were some things difficult to implement	IAG advice provided was slightly aspirational, but still fit-for-purpose – further work was required for us to implement	IAG advice provided was too aspirational and theory-driven, difficult to implement	Not applicable	Not sure

## Qu no.

2	IAG advice had a significant positive impact on me/my organisation's practice	IAG advice had some impact on me/my organisation	IAG advice had a little impact for me/my organisation	IAG advice did not have any impact on me/my organisation	Not applicable	Not sure
3	My organisation was able to implement the advice provided effectively	My organisation was mostly able to implement the advice provided	My organisation required further work to implement the advice provided	My organisation was not able to implement the advice provided	Not applicable	Not sure

### Catch all

10. Is there any other feedback you wanted to provide about CBM's Inclusion Advisory Group that we haven't covered already? [open text response]

### Conclusion

11. If you are happy to be contacted by Clear Horizon for a follow up interview, to provide further insights into your work with CBM's Inclusion Advisory Group, please provide your nominated email address here: [open text response]
12. Is there anyone else you feel we should speak to who could speak to IAG's effectiveness? [open text response for details]

Thank you for participating in this survey. If you have any questions about this survey, or the evaluation of CBM's Inclusion Advisory group, please contact Kaisha Crupi at Clear Horizon ([kaisha@clearhorizon.com.au](mailto:kaisha@clearhorizon.com.au)).

## MSC interview guide

### Preamble

#### **Background**

My name is xxx; I am from Clear Horizon who has been contracted to conduct an impact evaluation of CBM Australia's Inclusion Advisory Group (IAG). I am hoping to talk with you about your experiences with the IAG and about any changes that may have resulted from their work with you. We are interested in your views, both positive and negative.

If there have been any changes as a result of engagement with IAG, we hope to capture these in a story format known as Most Significant Change Technique. The story and information collected from your interview may be for a number of purposes including:

- to help us understand what stakeholders think is good and not so good
- to suggest improvements to IAG's work
- to share what has been achieved with CBM Australia stakeholders in an engaging and accessible way

Although we are collecting information from you, we will do our best to ensure your anonymity. We will share any of the stories we collect without your approval, and any quotes we use from the interview will not have your name attached and will be analysed with other partners and clients from IAG. Should you wish to not include your information at any time, please contact me and I will ensure that your information is removed from any documentation.

*This interview could take up to 45 minutes. **Do you have any questions? Are you happy to proceed?***

### Interview questions

#### **Introduction**

*This section is just to understand you and your involvement with the IAG.*

1. Please introduce yourself and describe your role.
2. How and why did you first engage with CBM Australia's IAG?

#### **Most significant change (MSC) questions**

*These questions will be used to develop a MSC story to be shared with the interviewee.*

3. What changed for you/your organisation from IAG's work?

*Interviewer to listen to and write down all the changes described by the participant. Once the participant has finished listing the changes, the interviewer should read the changes back to the interviewee and ask next question.*

4. Of these changes (or any other changes you can think of), can you select which one is the most significant change for you?
  - a. What was it like before the change happened?

- b. What is it like for you now?
  - c. What difference will the change make in the future?
5. What do you think caused this change?
  6. Why was this change the most significant for you (i.e. why did you pick this change)? Why is this change more significant than the other changes you listed out?
  7. What was the role of IAG in this change?
  8. What kind of evidence do you have of this impact? Is this evidence something you could share with CBM Australia?

## Conclusion

*These last few questions are to gain a little more feedback and insight into your engagement with the IAG.*

*[Interviewer to revert back to some of the interview questions to understand why participants answered certain questions in a particular way.]*

9. If you engaged the IAG again, what would you like to be done differently?
10. Are there any lessons that you learned along the way that could be helpful for IAG to consider if you work with them again?
11. Do you have any other comments about the IAG or CBM Australia more broadly?

## Closing

*Thank you for your time and comments, they have been really helpful.*

*If you want to add to remove anything you have mentioned today, or would no longer like your comments used in this evaluation, please contact me at [kaisha@clearhorizon.com.au](mailto:kaisha@clearhorizon.com.au).*

*If you would like to know more about this evaluation, please contact CBM Australia's Senior Advisor for Program Quality, Julie Smith ([JSmith@cbm.org.au](mailto:JSmith@cbm.org.au)).*

## Additional interview guide

### Preamble

My name is xxx; I am from Clear Horizon who has been contracted to conduct an impact evaluation of CBM Australia's Inclusion Advisory Group (IAG). I am hoping to talk with you about your experiences with the IAG and your views on their delivery of organisational expectations.

Although we are collecting information from you, we will do our best to ensure your anonymity. Any quotes we use from the interview will not have your name attached and will be analysed with other relevant IAG stakeholders. Should you wish to not include your information at any time, please contact me and I will ensure that your information is removed from any documentation.

*This interview could take up to 30 minutes. **Do you have any questions? Are you happy to proceed?***

### Questions

1. Please introduce yourself and describe your role as part of CBM.
  - a. Do you engage with the IAG? If so, in what capacity?
2. Are you aware of any documented or informal strategy driving the direction of the IAG? Is it clear and/or well understood?
3. To what extent do you believe the approaches used by the IAG are fit-for-purpose for being catalysts for change? Why/why not?
4. To what extent does the IAG contribute to significant positive change for relevant stakeholders? Why do you think this?
5. To what extent does the IAG source appropriate and experienced personnel to provide their advisory services? Why do you think this?
6. To what extent does the IAG develop and nurture influential and lasting relationships with changemakers? Why do you think this?
7. What are the success factors of IAG's work?
8. How much complementarity is there between CBM's IAG and program work? Are they equally as important in your view?
9. What would be the best way for IAG to communicate their impact?
10. Do you have any other comments about the IAG today?

### Closure

*Thank you for your time and comments, they have been really helpful.*

*If you want to add to remove anything you have mentioned today, or would no longer like your comments used in this evaluation, please contact me at [kaisha@clearhorizon.com.au](mailto:kaisha@clearhorizon.com.au).*

*If you would like to know more about this evaluation, please contact CBM Australia's Senior Advisor for Program Quality, Julie Smith ([JSmith@cbm.org.au](mailto:JSmith@cbm.org.au)).*

## Annex 4: MSC process

Date and Time: 8<sup>th</sup> February, 2022 – 4pm – 6.30pm.

Participants: 1 DFAT (F), 1 person with disability and former CBM (M), 1 former CBM Board member (M), 2 NGO (F).

### Introduction

The 20 MSC stories clustered into four domains after being collected, based on the key themes in the stories. The stories from various stakeholder groups (government, non-government, OPDs, International Organisations, international development programs). Each storyteller had given permission to use their anonymized story for the selection process.

The domains were:

- Knowledge change – 5 MSC stories
- Practice change – 7 MSC stories
- Strengthening partner organisations – 5 MSC stories
- Influencing partner governments – 3 MSC stories

### The Process

Before the Selection Panel Workshop, the panel members read all the stories and noted the changes identified. Members also chose the story they believed to be the most significant and their reasoning.

During the Selection Panel workshop, each panel member took turns to highlight the key changes in one story at a time. After each story the facilitator polled the panel as to who had chosen that story and why. After all the stories in one domain were summarized and discussed, the panel members were asked to make their final decision on the selected story before moving to the next domain to repeat the process.

In each domain, following fruitful discussion, a majority or full consensus was reached about the best story, even if there was disagreement initially.

### The results

#### Domain 1. Knowledge change

The story selected by four of the five panelists was story 15:

#### ***Transformation in understanding***

*I am currently working for an organisation to deliver a WASH project focused on gender and social inclusion. We connected with IAG to better integrate disability inclusion in the work we do, and they have been providing technical advice and guidance in this area.*

*Before our engagement with IAG, my skills and knowledge were primarily in the area of GESI and I felt I needed more support to enable us to embed a stronger disability inclusion focus across our project. I*

*also struggled to promote GESI within our team, some of the staff did not understand its importance and how to integrate disability inclusion.*

*IAG has been providing me with continuous capacity building support with tools, resources, materials and guidance on approaches, either on an ad-hoc request basis or through our monthly meetings. For me personally, I have gained a lot of skills, knowledge, and experience, and it has increased my confidence and elevated me to another level. This has enabled me to better support my team and promote disability inclusion across our organisation and the project. I have been conducting in-house trainings and one to ones with our staff on disability inclusion, and reviewing reports and our organizational log frame to find ways to strengthen our focus on gender and disability inclusion. I have been encouraging staff to work with people with disabilities at the initial facility design phase or in any organized meetings, workshops, or focus group discussions, emphasizing the need to have equal representation in terms of gender and people with disabilities.*

*I have seen a significant change in our organisation. I believe we have picked up gender and disability inclusion in all our programs and our four outcome areas. Everyone is speaking about disability and how important it is to have that focus within our deliverables and the work we do, and in how we engage and interact with more vulnerable and marginalised members of our community.*

*In the future, I think this will further strengthen the organisation's adoption of inclusive approaches to stakeholder engagement. We are now working towards enhancing the capacity of organisations working in the gender, social and disability inclusion space by building partnerships with local DPOs and our national disability organisation, and sharing the knowledge and skills we have gained in the space. My vision is to enable them to become strong advocates, and once they understand their rights – they will then be able to stand firm and speak with authority, to represent themselves and say you know we are part of the society, and influence policy makers and decision makers.*

*Our organisation and our staff have come a long way. There is greater mindfulness and sensitivity in how we engage and collaborate with key stakeholders, with a stronger focus on finding ways to work more closely with people with disabilities, vulnerable women and marginalised groups. This transformation in their understanding and their recognition of the value of disability inclusion, and its impact on their approach to work is the most significant change for me. We now have the motto of 'Leave No One Behind', and this is a key principle we follow in our team.*

#### Why this story was selected

- Evidence of change is clear – knowledge; skills; attitudes
- Systemic changes across the organisation
- Impact beyond the project; influencing the organisation – embedding disability inclusion across the organisation and all projects
- Speaks to intersectionality and drivers of people with disabilities and women accessing their rights – recognised multiple dimensions that affect people with disabilities
- Talked about engagement of people with disabilities with partner – shifting towards a context where the organisation might try to centre voices and priorities of people with disabilities; rather than a program about inclusion.
- Story goes beyond knowledge to a paradigm/mindset shift

Story 11 was also considered to be significant because it described working with a multilateral organization which can often be slow and bureaucratic. The change in the story noted reaching 15 country offices of this organization which was considered by some panelists to be a big impact. However, ultimately it was recognized that while there was great potential for the change to be sustained into the future, it had not happened yet. The decision was that this was a story worth “watching” due to its potential.

## Domain 2. Practice change

There was ultimately consensus about selecting story number 10.

Disability inclusion: from political will to normal practice

*I have been working on a program focusing on strengthening the ability of local communities and organisations in the Pacific to prepare and respond to emergencies, through consortia of around 35 humanitarian NGOs. IAG's role was to increase the knowledge and skills of people with disabilities and OPDs to strengthen their confidence in participating in the humanitarian sector. As this is primarily a policy space with a lot of competition for funding, the support IAG provided was around how to approach advocacy at the policy level, how to ensure effective participation and how to approach the audience (NGOs).*

*Before IAG's involvement, disability inclusion was only considered in humanitarian responses in the region if there was a person with lived experience in meetings or in decision-making positions. Otherwise, it always fell off the radar and there was no emphasis on it in any of the humanitarian work. There may have been only one or two organisations talking about disability inclusion at this stage.*

*The IAG mentoring and technical advice led to an increased visibility and profile of people with disabilities and OPDs for the humanitarian NGOs in the consortia. People with disabilities and OPDs have now been in the room to provide advice to these agencies, which has led to institutional-level change and increased adoption of disability inclusion practices. Examples include the integration of the Washington Group of Questions in assessment forms and disability inclusion components in their training and packages, and constantly testing and tweaking tools to make sure it is effective and fit-for-purpose for the benefits of people with disabilities in the community.*

*Around 20 organisations in the consortia now have disability inclusion as part of their policies and practices. Even if the agencies do not have people with disabilities in the room, they are now aware and prioritise disability inclusion. Disability inclusion has gone beyond political will to normal practice. The disability inclusion message from the people with disabilities and OPDs has spread from this program into other development work from these humanitarian NGOs. Due to this institutional mind shift in NGOs, I see significant changes in the future of people with disabilities breaking the poverty cycle as they will be able to go to school, have access to WASH, and ensuring disability inclusion across donor programs, development programs and humanitarian programs. While there has been a lot of work on disability inclusion, it will be taken to another level.*

*This was the most significant change for me because it was about internal changes for disability inclusion. For me, you can change yourself whenever, but to change someone outside of your own circle – it takes a lot of budget, time, and effort. To change the mindset of all those NGOs, that was the biggest take away. The ripple effect is impactful – it goes into their government workspace, UN work space, and development work space.*

*The IAG bring a lot of knowledge and value as they can see it from the global international perspective, but also have the local perspective. They were able to contextualise and tweak their technical support based the type of request or where the request was coming from.*

#### Why this story was selected

- Focus on DPOs in Pacific
- Disability was considered in humanitarian responses
- Internal changes and changing mindsets of NGOs
- Magnitude of influence and Broad effects
- Practical; on the ground changes (Helping org integrate WG questions are important)
- Impactful in changing mindset of consortia
- Suggested ripple effects into government and UN; but no evidence of that
- Organisations DI beyond humanitarian programming
- Policy change
- Change in mindsets – wondering about the level of evidence in that – requirement in systems change

Story 7 was also considered to have some significant changes involving working with DPOs and people with disabilities being brought to the table.

### **Domain 3. Strengthening partner organisations**

There was full consensus among the panel to select story 6.

#### **Turning up the volume on disability inclusion**

*I am a senior humanitarian adviser with an NGO consortium that includes CBM. Currently there is a disaster readiness program (AHP Disaster READY) involving 5 countries (Fiji, Solomon Islands, PNG, Vanuatu and Timor Leste) which is due to start a second phase next year (July 2022). The biggest change resulting from the partnership with CBM is that when we started this approx. 4 years ago, the OPDs who were invited to be part of Disaster READY were really quiet. Over the years the volume has been turned up. The key representatives have stayed the same, but their confidence has grown, they now lean in and speak up, advocate and remind other development and humanitarian actors about disability inclusion. It's really great to see that confidence and I think that this is the most significant change.*

*CBM helped to create the space for OPDs and built their confidence through coaching and mentoring. It can be very lonely in the disability inclusion space, and having direct links to CBM means having people to bounce ideas off and having those essential relationships is really important for people to feel confident.*

*The reason this change is significant to me is that many years ago, we assumed that the best way to approach disability inclusion in disaster risk reduction was to start with disaster readiness and then look*

*at how to integrate disability inclusion. Now we know that it's in fact the other way around. It's about putting the focus on disability inclusion and having disaster readiness built into that. We know the loudest or most sophisticated voices are the ones that get heard, so it's about turning up the volume on the voices of the people who matter the most. It's not about getting your own way, but about getting heard. Things like 'increased confidence' or 'having a stronger voice' are often not indicators of success in many of our MEL frameworks. We need to change this approach to measuring success. We need people with disabilities inclusion lived experience to be involved, heard and listened to, when we define success in our MEL frameworks.*

#### Why this story was selected

- Show change over time and the journey of getting there – big change from before to after
- Engagement with people with disabilities to assist with this change
- People with disabilities themselves are strong and confident
- Partners with CBM over many years – not just once off
- Availability to contact the IAG for advice
- High level working with government, organisations, facilities, multilaterals – it is about people themselves
- Working and strengthening OPDs
- Breadth of change – across countries and across organisations are a significant factor
- Working within complexity
- OPDs were going directly to CBM; didn't need a middle man; good strong, direct relationship there
- Disability inclusion was the foundation; rather than DRR
- Direct personal change over time
- Confidence and voice should be in MEL frameworks

Stories 17 and 20 were also considered strong because of good evidence, stronger partnerships and the snowball effect of confidence and voice.

#### **Domain 4. Influencing partner governments**

The majority of the panel selected story 12.

#### **Transforming minds and practice: mainstreaming Disability Inclusion**

*I have been working in my sector for 20 years. When I first started working in the sector, we didn't talk about disability at all. There has now been a really profound shift in the sector and now no good quality project in the sector would engage in any space without considering disability.*

*I worked as a consultant on a civil society project targeting informal settlements, where the donor wanted a strong focus on disability inclusion. The organisation delivering the project also had a strong intellectual commitment to promoting disability inclusion, but the practical aspect of what that meant was*

completely missing. IAG was brought in as a partner to provide technical advice and support to address this gap. They had limited time to contribute to the project, and they were also working remotely from Australia. Despite this, they were able to do the work skillfully to leverage a lot of change in the disability space.

Before IAG engaged with the organisation delivering the project, there were no systems, practices or facilities in place that addressed the needs of those with disabilities. For example, the building did not have working lifts to enable those with disabilities to access the offices, there was only one vehicle which could fit a wheelchair, and organisational systems and processes did not support people with disabilities.

IAG worked to establish links with local DPOs and got them to engage and work with the organisation on the project. It sounds straightforward now to say you make those connections, and things will happen. However, it took constant support and considerable effort from IAG to create spaces for people with disabilities to engage with the project and the organisation in a way that was genuine. From their approach to baseline data collection, which included enumerators with disabilities and involved a training session delivered by people with disabilities from the local context to the development of local champions in the disability space, IAG's engagement in the project brought about profound shifts at the individual and organisational level – in terms of practice, understanding and thinking around disability. For the enumerators, they reported a sense of recognition within their community and a level of agency they had not had in the past, while one of the project team members who had no real experience in the disability space became a regional and national-level disability champion within the organisation, influencing their strategies and integrating disability inclusion in their work.

There were also changes at the institutional-level within local government in their approach to disability inclusion. It is common for people to say it is a good idea, but it is very rare to get people to put their own resources into this space – the local government and the municipality in which we delivered the project started spending the minimal resources they had to make their buildings accessible and to get people with disabilities involved in their decision-making fora. It was so surprising to visit two years after the project and see the transformation and see what IAG started together with the project team and local champions.

This was the most significant change for me because the shift in Government priorities, where they were investing their limited resources to promote disability inclusion, demonstrates a transformation in the way people viewed disability and the opportunities that come with it, as well as the rights of people with disabilities to access services.

#### Why this story was selected

- Highlights how there was systemic changes within the organisation, but also changes beyond the project (unexpected outcomes)
- Changed mindsets and created shift from project to organisational level
- Growing champions
- Influenced the region; trickling to national level.
- Involved people with disabilities in decision-making processes; sustainability
- Shift in government priorities

- Local municipalities are traditionally under resourced. To see change like that at that level is pretty significant
- IAG contacting with DPOs and lived experience involved in influencing the change

The other two stories in the domain were considered significant too, however they both lacked evidence of the same level of impact as story 12 perhaps because of the stage at which the activity had reached.

## Annex 5: Case studies

### Influencing policy: IAG-A's work with Prospera leading towards policy influence with the Government of Indonesia

The Australia Indonesia Partnership for Economic Development (Prospera) is funded by the Australian Department of Foreign Affairs and Trade (DFAT) and works with around 30 Indonesian government agencies to provide them with evidence on which to base policy. The aim of Prospera is to work towards policy reforms in three main areas: expanding markets and creating jobs; safeguarding economic and financial stability; and improving public finance and government performances<sup>86</sup>. The IAG-A was contracted through Cardno in 2020 to provide technical assistance regarding how to account for the cost of people with disabilities in social protection systems. The IAG-A contracted the Centre for Inclusive Policy (CIP) to conduct this work directly with Prospera.

This case study demonstrated how the IAG-A links up development organisations with relevant and fit-for-purpose specialist disability associates resulting in the uptake of recommendations by the Government of Indonesia (through the Ministry of Finance). This will have the eventual flow-on effect to positively impacting people with disabilities both in Indonesia and possibly in other countries.

#### Partners involved

- **Implementing organisation:** Prospera (through Cardno as the Managing Contractor)
- **Technical assistance provider:** Centre for Inclusive Policy (CIP)
- **Beneficiary:** Government of Indonesia's Ministry of Finance (MoF)

#### Type of work that IAG-A does

The IAG-A contracted CIP to directly work with Prospera, with the IAG-A playing a brokerage role for the project. This work is an example of a minor engagement for the IAG-A (targeted comment and input) for policy level change. CIP engaged with Prospera at the program and organisational level, who then provided their inputs onto the MoF. The input provided to Prospera was over the duration of one year with an additional year extension to the contract to work on the programs next steps since the original request for engagement.

#### Situation the Activity was responding to - what was the situation 'before'?

In Indonesia, roughly 10% of the population live with a disability and face extra barriers and costs to maintain the same standard of living, although having a lower income and less income security, which has been exacerbated by the COVID-19 pandemic<sup>87</sup>.

Indonesia passed a law in 2016 recognising the rights of people with disabilities to participate fully in society and the economy, shifting towards a participation and inclusion model<sup>88</sup>. Concessions and

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<sup>86</sup> <https://prospera.or.id/>

<sup>87</sup> <https://newsletter.prospera.or.id/?p=5150>

<sup>88</sup> <https://newsletter.prospera.or.id/?p=4677>

incentives<sup>89</sup> are a part of legislation, however there is no government regulation interpreting how the law would be translated into action<sup>90</sup>.

Prior to the IAG-A's involvement, Prospera had one report on disability inclusion in economic policy, which was a meta-analysis of the state of people with disabilities in Indonesia, education and labour force participation. There was also no team within Prospera to provide knowledge and drive a disability inclusion agenda, relying on one team member who is the Gender and Social Inclusion Senior Advisor<sup>91</sup>.

## What did the IAG-A do?

Cardno contracted CIP through the IAG-A<sup>92</sup>, to train Prospera on an approach and methodology to conduct a study on how to estimate the costs for people with disabilities. CIP also assisted Prospera with designing tools for the study. Prospera collected and analysed the data, with CIP's advice and guidance throughout. Once Prospera was ready to present to the MoF, CIP provided advice on how to introduce the concept of concessions as part of a disability-inclusive social protection system to the MoF, as well as the best way to present the findings and recommendations of the study.

Prospera noted a highlight of engaging with the IAG-A through CIP was their specific knowledge about Indonesia, as well as their knowledge sitting at the intersection of evidence, advocacy and policy. Prospera noted that the IAG-A and CIP were able to understand the unique perspective of the policy maker, as well as having a good, grounded understanding on what people with disabilities' lives are like across countries. It was noted that CIP were able to provide global knowledge on inclusive concessions and social protection systems, and options for how to demonstrate this within Indonesia.

## What happened?

CIP's work with Prospera had significant flow-on effects for the organisation, MoF and policy development more broadly. This includes:

- **Increased awareness and capacity in Prospera<sup>93</sup>:** By taking a hands-on approach to providing support to Prospera, the IAG-A through CIP was able to build Prospera's capacity on the importance of disability inclusion, as well as how to undertake disability inclusive research for social protection systems. The Prospera team noted that CIP taught them disability-inclusive social protection needs to consider 'extra costs of living with disabilities' and to not use a standard measure of 'poverty<sup>94</sup>' to justify supporting people with disabilities.
- **Putting Prospera on the map as disability inclusion advocates<sup>95</sup>:** By building Prospera's capacity in evidence-based disability inclusive research to policy, Prospera is now recognised by the Government of Indonesia to have knowledge on disability inclusion. Prospera noted that the Government of Indonesia have trust and confidence in Prospera as disability inclusion specialists, and additional disability inclusion work beyond the initial concessions work has been generated as a

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<sup>89</sup> Concessions are discounts on assistive products, transport, utilities, etc. and they are aimed at reducing the extra cost of living with disabilities and promoting more equal participation in economy and society. Incentives (or rewards and penalties) are provided to motivate public and private sector to offer these discounts

<sup>90</sup> MSC16

<sup>91</sup> MSC16

<sup>92</sup> The IAG-A hold the contract with Cardno and subcontract CIP, though the application was selected on the basis of a team of advisors.

<sup>93</sup> MSC16

<sup>94</sup> Poverty lines are set at a level of income that is considered sufficient to a minimum standard of living. Most social protection programs are poverty targeted. However, CIP taught Prospera that the minimum standards are much higher for people with disabilities due to the extra costs they incur to lead the same standard of living as those without disabilities. If we use a standard measure of poverty, people with disabilities are excluded through the social protection system. Therefore, 'extra costs of living with disabilities' are a better way to justify 'concessions' than 'poverty' alone.

<sup>95</sup> MSC16

result. As Prospera now is considered to have disability inclusion expertise, there is now a growing team within the organisation. There are now five other team members working on gender equality, disability and social inclusion, with two working specifically on disability inclusion. This assists with institutional memory and is anticipated to generate lasting change beyond this current phase of Prospera.

- **Concrete steps to implementing disability inclusive economic policy<sup>96</sup>:** As a result of the advice provided by the IAG-A through CIP on the research for social protection, the MoF are committed to piloting concessions and advancing the disability inclusion agenda. The study found that a complementary package of concessions and cash transfers across health, education, transportation and utilities is needed to support greater participation of people with disabilities, recommending a 20% discount for assistive devices, public transport, water and electricity bills to cover the estimated increased expenditure people with disabilities generally face. The study also recommended the MoF leverage Indonesia's existing social protection programs (including the National Health Insurance Program and Scholarship for Poor Students), as a first step to extend meaningful concessions. As a result of this study, the macro-policy direction for the 2022 state budget included a section on the Fiscal Policy Agency work on disability concessions, with further policy design to take place. Prior to the nationwide rollout of the disability assistive programs, the Fiscal Policy Agenda and Prospera have been tasked with piloting the program in select provinces to identify the most effective cost-sharing arrangement between central and local governments, as well as how the program fits within Indonesia's larger social protection reform agenda<sup>97</sup>. The Head of the State Budget Policy Centre at the Fiscal Policy Agenda said on the International Day of Persons with Disabilities (2020):

*“Through the implementation of disability-inclusive policies, such as concessions and incentives, we hope that persons with disabilities can be better integrated into society. And with improvement in access, their economic participation can also increase.”<sup>98</sup>*

- **Concession example internationally<sup>99</sup>:** As a result of the study Prospera conducted, and the MoF agreeing to pilot concessions in select provinces, CIP has been able to use this as a demonstration with other countries they are currently working with who are at an earlier stage of the process than Prospera or the Government of Indonesia in consideration of concessions. A CIP staff member said:

*“We can point to Indonesia to demonstrate that [the study on concessions] is a practical thing to do. It is a proof of concept that this analysis can be useful for policymakers. We are using it as a demonstration in Georgia, Kenya and Peru, and referencing Indonesia by stating this can work and this can be a good strategy moving forward.”<sup>100</sup>*

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<sup>96</sup> MSC16, CIP, IAG-A

<sup>97</sup> <https://newsletter.prospera.or.id/?p=5150>

<sup>98</sup> <https://newsletter.prospera.or.id/?p=5150>

<sup>99</sup> CIP

<sup>100</sup> CIP

## Ripple diagram demonstrating IAG-A's work leading towards changes



Figure 27. Prospera ripple diagram

## Australian Humanitarian Partnership Disaster READY: Pacific Disability Forum Regional Capacity Building Program

The Australian Humanitarian Partnership (AHP) is a five-year (2017-2022) partnership between the Australian Government and Australian NGOs. The AHP focuses on disaster response which is rolled out globally on an as-needed basis and disaster preparedness specifically in the Pacific<sup>101</sup>. The IAG-A assists with the disaster preparedness element named AHP Disaster READY, which is an AUD50 million disaster preparedness and disaster risk reduction (DRR) program implemented by a consortium of AHP partners and their local networks throughout the Pacific<sup>102</sup>.

This case study focuses on how the IAG-A's involvement has resulted in impacts for OPDs, which has caused a ripple effect to influencing change at the mainstream humanitarian agency levels (consortium and partner organisations), and an eventual flow-on effect to positively impacting people with disabilities.

### Partners involved

- **Implementing organisations:** Pacific Disability Forum (PDF) and one OPD representative from each of the five Disaster READY countries (Fiji, Solomon Islands, Vanuatu, Papua New Guinea and Timor-Leste). Each of these roles is funded through Disaster READY.
- **Funding organisations:** Australian Government Funded through Plan International Australia, World Vision Australia and Oxfam Australia
- **Disaster READY Leading consortium organisations and their partner organisations**<sup>103</sup> - a total of 24 Australian NGOs plus their local implementing partners are operating projects. These Australian NGOs include:
  - Caritas Australia – Church Agencies Network Disaster Operations (CAN DO) network; includes Act for Peace, Adventist Development and Relief Agency (ADRA), Anglican Board of Mission, Anglican Overseas Aid, Australian Lutheran World Service, Transform Aid International and Uniting World
  - Oxfam Australia – partners include ABC International Development, CBM Australia, Habitat for Humanity Australia
  - Plan International Australia – partners include ActionAid Australia, ChildFund Australia, International Medical Corps UK, CBM Australia and Australian Volunteers International
  - CARE Australia - partners include Live & Learn, and local partners such as MORDI Tonga Trust
  - World Vision Australia – partners include Habitat for Humanity Australia, Bureau of Meteorology (BoM), CBM Australia and Field Ready
  - Save the Children Australia

<sup>101</sup> <https://www.australianhumanitarianpartnership.org/>

<sup>102</sup> <https://www.australianhumanitarianpartnership.org/preparedness>

<sup>103</sup> Please note this list is not exhaustive, as each of these organisations also have connections with local organisations in-country to lead and assist implementation

## Type of work that IAG-A does

This work is an example of a large engagement for the IAG-A (ongoing and close collaboration throughout implementation with multiple significant engagements) for programmatic change. The IAG-A engaged at the individual and program level, closely working with OPDs to influence programmatic change for the NGO consortium.

## Situation the Activity was responding to - what was the situation 'before'?

Disability inclusion within the humanitarian sector is a recent development, with the situation of people with disabilities still often overlooked in disaster risk reduction (DRR), preparedness, response and recovery efforts. As an example, when Tropical Cyclone Pam hit Vanuatu in 2015, 60% of people with disabilities did not have accessible information on what to do and the injury rate among people with disabilities was 2.45 higher than among people without disabilities<sup>104</sup>. In addition, during a disaster situation, there is little to no consideration of accessibility requirements, which inhibits people with disabilities being able to flee or evacuate safely with the rest of the community. Another critical issue is that evacuation or relief centres are often ill-equipped for people with disabilities to access or have their needs met. During Tropical Cyclone Pam, 74% of women with disabilities and 50% of men with disabilities reported barriers to access relief and support services during this time<sup>105</sup>.

Not only is a disaster a more dangerous place for people with disabilities, OPDs reported that there was an absence of genuine interest or opportunities for disability inclusive humanitarian programming. PDF and its members explain that:

*"In the past, we feel that DPOs have often been pushed aside, or pulled into others' priorities, and some efforts by others to ensure disability inclusion have been tokenistic or ticking the box. We are often included only to warm the seats. Often, we feel overwhelmed when many people approach us with their different priorities. This can mean our capacity is stretched, impacting the quality of our influence<sup>106</sup>."*

In addition, there was also a lack of opportunities for people with disabilities and OPDs to provide considered humanitarian advice. Systemic and long-term factors such as barriers to education, formal employment and funding opportunities inhibited the ability of people with disabilities and OPDs the opportunity to know and understand how to provide disability inclusive humanitarian advice.

## What did IAG-A do?

In 2017, the IAG-A supported the Pacific Disability Forum (PDF) to bring together 14 member OPDs from Pacific Island nations to develop a vision and coordinated priorities for disability-inclusive disaster preparedness and response. Importantly, this collaboration occurred during the design process of the Australian Humanitarian Partnership's (AHP) Disaster READY Program Phase 1 (2017-2022), which would focus on disaster preparedness in the Pacific<sup>107</sup>. The result of this engagement was the *PDF Disability Inclusive Preparedness for Response Strategy*. As a result, disability inclusion is a focus area of the Disaster Ready Program. The IAG-A has been involved with Disaster READY through two areas:

<sup>104</sup> [https://mbspgh.unimelb.edu.au/data/assets/pdf\\_file/0011/2567576/WEB-DIDRR-Report-14112017.pdf](https://mbspgh.unimelb.edu.au/data/assets/pdf_file/0011/2567576/WEB-DIDRR-Report-14112017.pdf)

<sup>105</sup> [https://mbspgh.unimelb.edu.au/data/assets/pdf\\_file/0011/2567576/WEB-DIDRR-Report-14112017.pdf](https://mbspgh.unimelb.edu.au/data/assets/pdf_file/0011/2567576/WEB-DIDRR-Report-14112017.pdf)

<sup>106</sup> CBM IAG-A Statement of Approach: Working with the Disability Movement

<sup>107</sup> Interview with IAG staff member

- ‘Shared Services’ contribution: funding is provided for FTE from each national OPD in the region (5 OPDs) and a representative from PDF, who has the time and mandate to apply disability inclusion into humanitarian action<sup>108</sup>
- PDF Regional Capacity Building Program: funded by three of the 6 lead agencies (Plan International Australia, Oxfam Australia and World Vision) to provide access for humanitarian agencies to lived experience and valuable perspectives of people with disabilities

Through the inclusion of OPDs in Disaster READY, OPDs are able to obtain humanitarian sectoral knowledge and have a seat at the table to influence disaster preparedness projects the NGOs are implementing. The Program is supported by the IAG-A to build the capacity of PDF and national OPDs, to ensure they provide context specific and relevant technical advice to the various NGOs working within Disaster READY. The IAG-A assists in building capacity through<sup>109</sup>:

- Trainings and workshops (which are either facilitated or co-facilitated with the IAG-A and OPDs)
- In-country support visits (to run collaborative trainings, assist with planning, creating resources)
- Creating resources that are context specific but can be shared with the whole consortium of Disaster READY partners. Resources can include tip sheets, and key messages
- Coordinating monthly calls with the five OPD representatives and PDF representative to ensure cross-collaboration, information sharing and learning
- Informal mentoring as needed

The relationship between the 5 national OPDs, along with PDF and CBM's IAG-A is referred to as the ‘Triangle Team’, through which the national OPDs lead the engagement with AHP agencies in-country, with back up support from PDF and IAG-A. This ensures that the OPD DRR Officer staff build the skills and confidence to respond to requests for support made by AHP agencies. An example of this is in 2020, the Solomon Islands’ National Disaster Management Office (NDMO) held a ‘mock’ lockdown to implement, learn and understand the challenges of conducting a lockdown should the COVID-19 become rampant in the country. A representative from People With Disabilities Solomon Islands (PWDSI), the national peak OPD was in the room with the NDMO, and was receiving support and back-up from PDF and IAG-A by phone to ensure their input and advice was tailored to the context, and of high quality for the situation.

## What happened?

As a result of IAG-A’s involvement in the PDF Regional Capacity Building Program, there were several impacts that have influenced transformative change for people with disabilities across the Pacific. This has included:

- **Turned up the volume on disability inclusion:** Increased confidence of OPD representatives<sup>110</sup>. When Disaster READY first began, the OPD representatives were noted to be very ‘quiet’. Over time, the key representatives have stayed the same, but they have gained confidence and now lean in and speak up, advocate and remind other development and humanitarian actors about disability inclusion. The IAG-A is noted to have helped create the space for OPDs and built their confidence

<sup>108</sup> RDI conference panel session

<sup>109</sup> Interview with IAG staff member

<sup>110</sup> MSC06

through coaching and mentoring; as well as creating a disability inclusive network across the implementing countries to bounce ideas off, feel heard, and learn from one another.

- **Increased the value of disability inclusion:** More resourcing in OPDs. Beyond the PDF Regional Capacity Building Program, OPDs are no longer seen as sub-contractors or implementers who can assist with ‘ticking the disability box’ for the NGOs. Now they are seen as highly valued resources who can improve program implementation for all beneficiaries in the region. PDF has since leveraged funding to establish a Preparedness for Emergency Response Unit for four staff to enable better engagement with regional cluster mechanisms after noting the demand from these NGOs, government counterparts and beyond<sup>111</sup>.
- **Reframed the narrative:** Flipped narrative of disability inclusion<sup>112</sup>. Prior to the PDF Regional Capacity Building Program, it was assumed that the best way to approach disability inclusion in DRR was to start with disaster readiness and then apply a disability inclusive lens. It is seen now that this is the other way around. It is now understood that it is critical to focus on disability inclusion, and then apply a disaster readiness lens. This is due to the OPD representatives being heard in this space; their voice valued; and their knowledge being tailored specifically to the sectoral context. An example of this is that national-level humanitarian partners are now seeing the importance of paying for reasonable accommodations to ensure that people with disabilities are included and meaningfully engaging in preparedness forums and activities<sup>113</sup>.
- **Increased disability inclusive practices:** More NGOs seek to implement disability inclusive practices<sup>114</sup>. Prior to the IAG-A’s involvement, disability inclusion was only considered in humanitarian responses in the region if there was a person with lived experience in meetings or in decision-making positions. Otherwise, it always fell off the radar, and there was no emphasis on it in any of the humanitarian work. The PDF Regional Capacity Building Program led to increased visibility and profile of people with disabilities and OPDs for the NGOs within this consortium. People with disabilities and OPDs have been in the room to provide advice to these agencies, which has led to institutional-level change and increased adoption of disability inclusive practices beyond Disaster READY. This includes the integration of the Washington Group of Questions in assessment forms and disability inclusion components in their training and packages, and constantly testing and tweaking tools to make sure they are effective and fit-for-purpose to benefit people with disabilities in the community.
- **Demonstrated improvements for people with disabilities:** Inclusive responses for recent humanitarian crises<sup>115</sup>. As a result of the PDF Regional Capacity Building Program efforts, when Tropical Cyclone Harold occurred in 2020 across several Pacific Island countries, local OPDs were ready with the knowledge and skills to coordinate an inclusive response by mitigating barriers and connecting with hard-to-reach communities in the region. A far cry from the response for Tropical Cyclone Pam in 2015, as people with disabilities and OPDs had a seat at the table with national response efforts (both with government agencies and NGOs working on the response in the region). The OPDs response included a needs assessment conducted by two OPDs: the Vanuatu Disability Promotion and Advocacy Association (VDPA) and the Vanuatu Society for People with Disabilities (VSPD). They collaborated to join post-disaster needs assessment teams and determine what help people with disabilities in affected areas needed. This information has been shared with all

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<sup>111</sup> <https://odihpn.org/publication/pacific-people-with-disability-shaping-the-agenda-for-inclusive-humanitarian-action/>

<sup>112</sup> MSC06

<sup>113</sup> <https://odihpn.org/publication/pacific-people-with-disability-shaping-the-agenda-for-inclusive-humanitarian-action/>

<sup>114</sup> MSC10

<sup>115</sup> <https://odihpn.org/publication/pacific-people-with-disability-shaping-the-agenda-for-inclusive-humanitarian-action/>; Interview with IAG staff member

mainstream organisations to ensure the cyclone response and recovery reaches all beneficiaries, including people with disabilities.

### Ripple diagram demonstrating IAG-A's work leading towards changes



Figure 28. Disaster READY ripple diagram

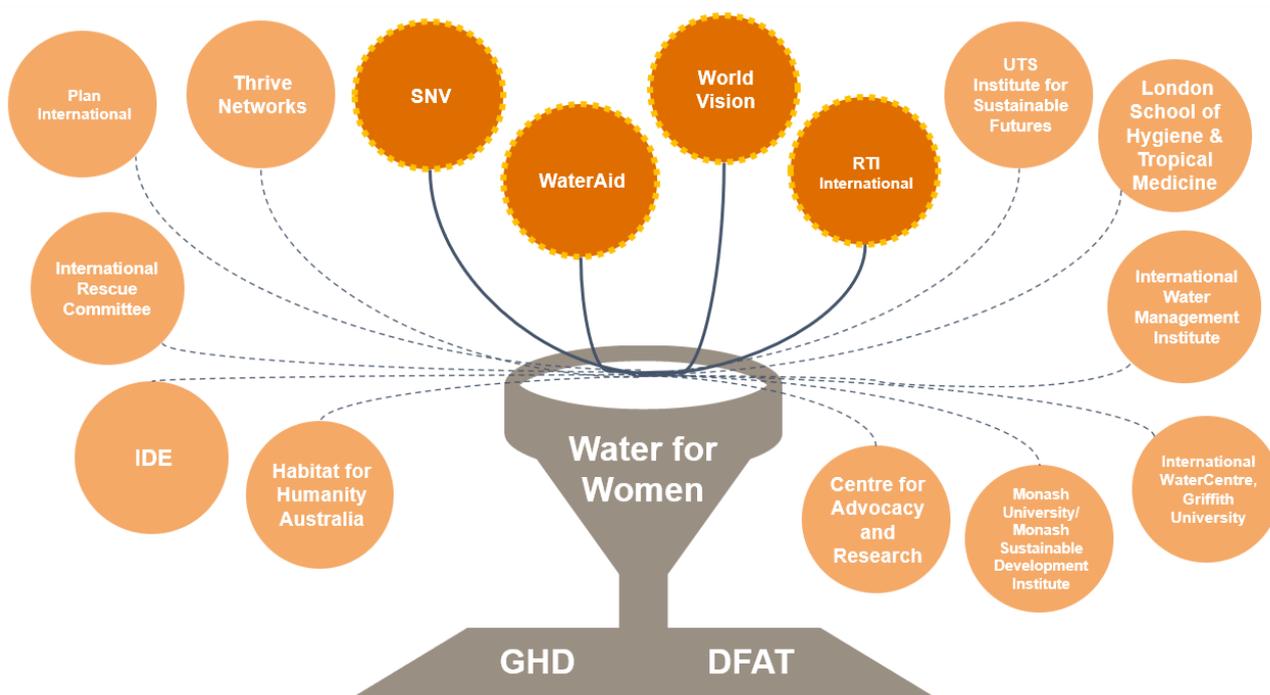
## Water for Women

The Water for Women Fund (WfW) supports improved health, gender equality and wellbeing outcomes across the Asia and Pacific through socially inclusive and sustainable water, sanitation, and hygiene (WASH) projects. WfW is the Australian Government’s flagship WASH program and is being delivered as part of Australia’s Aid program, investing \$118.9 million over five years from 2018 to 2022. WfW partners with 10 Civil Society Organisations (CSOs) to deliver 20 WASH Projects in 15 countries in Asia Pacific region, as well as undertaking 13 research projects through partnerships with five research organisations.<sup>116</sup>

This case study demonstrates the impact of the IAG-A’s work at an overarching ‘Fund’ level, as well as through directly assisting implementing organisations to embed disability inclusive practices across the whole WfW Fund. It also describes the direct impact this has had in positively impacting people with disabilities.

### Partners involved

As demonstrated in Figure 29 below, WfW has a Fund Partnership Group made up of 10 Civil Society Organisations and five Research Organisations, along with the Department of Foreign Affairs and Trade (DFAT) and the Fund Coordinator and managing contractor, GHD. Highlighted are the four organisations who have commissioned IAG-A separately to provide DID advice: SNV, WaterAid Australia, World Vision Australia, and UTS Institute for Sustainable Futures.



**Figure 29. Water for Women Fund Partners Group**

<sup>116</sup> <https://www.waterforwomenfund.org/en/who-we-are/outline-of-the-fund.aspx>

- **Civil Society Organisation (CSO) partners:** Centre for Advocacy and Research, Habitat for Humanity Australia, iDE, International Rescue Committee, Plan International, Thrive Networks, SNV, WaterAid, World Vision, RTI International<sup>117</sup>
- **Research organisation partners:** UTS Institute for Sustainable Futures, London School of Hygiene & Tropical Medicine, International Water Management Institute, International WaterCentre of Griffith University, and Monash University.<sup>118</sup>

## Type of work

This work is an example of multiple IAG-A engagements. This work is considered a ‘medium’ program engagement for the IAG-A’s work with GHD, SNV, World Vision and WaterAid, and a ‘minor’ practice or advocacy engagement with UTS (through research inputs).

The IAG-A has been involved with WfW since its inception as a Disability Inclusion Advisor for all partner organisations via the Fund Coordinator team to access, with only four project-level organisations taking up specific direct project support separate to fund-level support (SNV, World Vision Australia, WaterAid Australia, and UTS-ISF)<sup>119</sup>.

## Situation the Activity was responding to - what was the situation ‘before’?

People with disabilities often face additional barriers to accessing WASH programs and infrastructure and can be unintentionally overlooked in WASH efforts.<sup>120</sup> Civil Society Organisations (CSOs) often do not have technical knowledge and capacity to ensure disability-inclusion in their WASH programs, nor have the relationship and access to networks to reach out to people with disabilities and OPDs. Conversely OPDs often do not have capacity and technical knowledge to confidently support mainstream development organisations or advise them on disability and WASH.<sup>121</sup>

Prior to IAG-A’s engagement, some Fund organisations stated that there was no talk or prioritisation of disability inclusion in the WASH sector and there were no systems, practices or facilities in place in their organisation addressing the needs of those with disabilities.<sup>122</sup>

## What did the IAG-A do?

The type of work that the IAG-A does is defined in two categories, Fund-level work and Project-level work.<sup>123</sup>

- **Fund level:** At the Fund level, the IAG-A acts as technical support to the Fund Coordinator team, which includes learning support initiatives to the Fund partners the Fund’s Disability Community of Practice. At this level, the work is centered around promotion of disability-inclusive best practice, including encouraging the partners to engage directly with people with disabilities and their representative organisations (OPDs). The work at this level includes:

<sup>117</sup> <https://www.waterforwomenfund.org/en/who-we-are/partnership.aspx>

<sup>118</sup> Ibid.

<sup>119</sup> Prior to Water for Women, CBM Australia had substantial contracts with WaterAid Australia and World Vision Australia on the previous 4-year fund (CS WASH Fund), and continue to be engaged in Water for Women. Through the IAG-A’s demonstrated experience in the sector during CS WASH, the IAG-A were contacted to be engaged at the Fund Level for Water for Women.

<sup>120</sup> WaterAid. (2018). Engaging with DPOs to implement disability inclusive WASH programming - learning from the Australian Aid- funded Civil Society WASH Fund. 1–8.

<sup>121</sup> WaterAid. (2018).

<sup>122</sup> MSC12.

<sup>123</sup> Interview with IAG-A staff member.

- involvement in developing the Gender and Social Inclusion (GESI) strategy and GSI self-assessment tool
- advising the Fund Coordinator team and Fund partners about best practice in disability measurement and monitoring
- writing external learning briefs that discuss the disability work and learning from across the Fund
- annual syntheses of annual reports on disability inclusion that partners have submitted to the Fund and presenting the analysis with recommendations in workshops with the Fund Coordinator team and Fund Partners
- facilitating a disability-focused M&E workshop for the partners<sup>124</sup>
- facilitating a disability-focused Community of Practice (CoP), including regular workshops on key disability inclusive WASH themes
- being a sounding board on disability for the Fund Coordinator team
- providing technical inputs into key initiatives of the Fund's learning agenda
- **Project level:** In addition to the fund level work, the IAG provides further project-level work to World Vision, WaterAid, SNV and UTS Institute for Sustainable Futures<sup>125</sup>. These organisations directly reached out to the IAG-A for more consistent technical assistance and more practical project tasks, including:
  - mentoring GESI officers
  - providing advice on disability inclusion at each stage of the project cycle
  - reviewing design documents and M&E frameworks for disability inclusion<sup>126</sup>

## What happened?

The inclusion of IAG-A in WfW signals a profound shift in the sector in which the standard is to have a disability-inclusion advisor, and the needs of people with disabilities are prioritised. The role of the IAG-A was to provide a bridge between institutions and upskill the CSOs to better enable disability-inclusion in their WASH programs and organisation operations.

At the Fund level, the IAG-A provide partners the information they need to then strengthen their practice on their own in more practical terms, relating best practice to what is being seen across the Fund. By raising awareness of what is being done well, what isn't being done so well, and what next steps should be, the achievements and changes occur from the ground-up in a more tangible manner.

*"Helping giving guidance, encouragement and coaching has been what people said they have valued the most."<sup>127</sup>*

<sup>124</sup> Interview with IAG-A staff member.

<sup>125</sup> Although the work with UTS Institute for Sustainable Futures is considered 'minor' for IAG-A's size of the contract, the smaller inputs are contributing to significant resources for the sector, including the Development of Guidance on Inclusive WASH Workplaces and conducting research to inform the Guidance on partnerships between WASH organisations and Rights holder organisations.

<sup>126</sup> Ibid.

<sup>127</sup> Ibid.

In addition, through the CoP at the Fund level, partners can share and learn about disability inclusion within the sector, creating a space for projects to hear from one another and engage in a collaborative learning process<sup>128</sup>. This ensures partners gain a deeper understanding of disability, leading to more critical and transformative work for people with disabilities and using best practice<sup>129</sup>.

At the project level, the key achievement goes beyond a mentoring role to a capacity-building role in which the IAG-A trains project staff to understand and implement disability inclusive practices beyond accessibility, including working with OPDs. IAG-A's more intimate engagement with some of the fund organisations was key for the project teams at an individual and organisational level to change their practices and understanding of disability and how to operate with disability-inclusion at the forefront<sup>130</sup>.

An example of how the IAG-A's role has had direct impact on people with disabilities is through SNV's achievements in Nepal, Bhutan, and Lao People's Democratic Republic (PDR). SNV is one of four fund partners that engaged with the IAG-A for project-level guidance. In both countries, progress has been made in establishing inclusive WASH local governance processes by strengthening their relationships with local governments and changing their perceptions of disability. SNV Lao PDR's most recent annual monitoring report found that after their government representatives formally promoted the opportunity for people with disabilities to participate in community meetings, there has been a significant increase.<sup>131</sup> In Nepal the local governments have established "disability helpdesks" in most rural municipalities in the projects target locations with focal government staff responsible for their operations.<sup>132</sup> These helpdesks are a dedicated place for people with disabilities to visit and access information or services in the area and to assist them with accessing WASH.<sup>133</sup> Additionally, In Lao PDR, SNV provided training to project staff on disability-inclusion, which helped to develop their understanding of disability issues and WASH experiences for people with disabilities, which was facilitated through the process of designing tools and the approach of the formative research, household visits conducted with people with disabilities during project implementation, and tools used during the MTR performance data collection.<sup>134</sup>

*"Now our organisation is quite "noisy" in terms of disability- inclusive practices. Our organisation is embedding disability inclusive practices into the work that we do, including our own organisational ways of working."<sup>135</sup>*

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<sup>128</sup> MSC13.

<sup>129</sup> Ibid.

<sup>130</sup> MSC12.

<sup>131</sup> Ibid.

<sup>132</sup> SNV Nepal. (2021). Progress toward disability inclusion - A learning topic summary report from the Midterm review.

<sup>133</sup> Ibid.

<sup>134</sup> SNV Lao PDR. (2021).

<sup>135</sup> MSC07

Ripple diagram demonstrating IAG-A's work leading towards changes

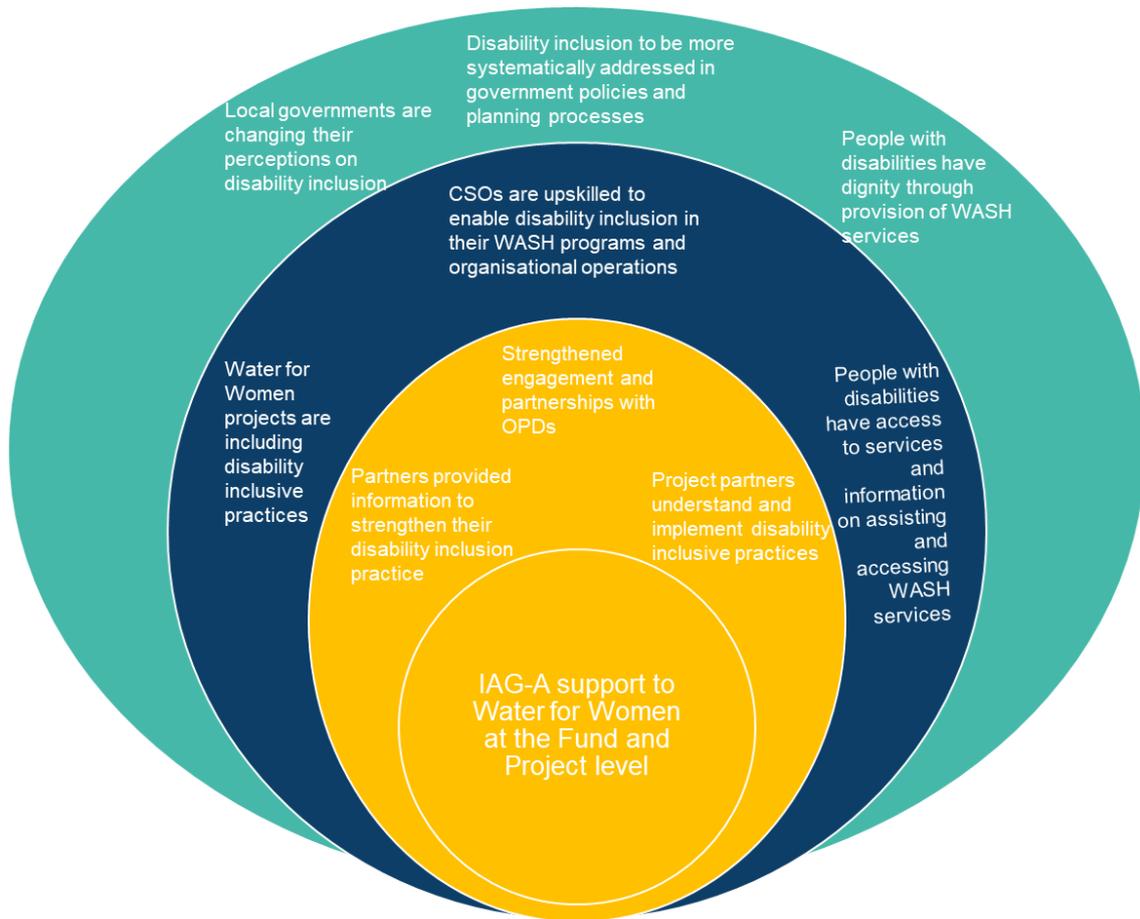


Figure 30. Water for Women ripple diagram

## Annex 6: Value for Money rubric

The evaluation undertook a principles-based approach to determining value for money for KEQ3. This approach uses rubrics to make a judgement based on the evidence collected from key evaluation stakeholders. Below Table 7 demonstrates the descriptions of the ratings to answer the value for money sub-questions.

**Table 7 Value for Money ranking description**

Rating	Description
<b>Excellent</b>	<ul style="list-style-type: none"><li>• Strong achievement across the implementation of this principle.</li></ul>
<b>Good</b>	<ul style="list-style-type: none"><li>• Good achievement in most areas related to the implementation of this principle, but partial achievement in others.</li></ul>
<b>Satisfactory</b>	<ul style="list-style-type: none"><li>• Achievement mixed related to the implementation of this principle but generally meets minimum expectations.</li><li>• An area where the program is generally delivering value for money but could do better.</li></ul>
<b>Unsatisfactory</b>	<ul style="list-style-type: none"><li>• Poor achievement in the implementation of this principle, with urgent remedial action required in some areas.</li><li>• An area where the program is clearly failing to deliver value for money.</li></ul>

Below Table 8 demonstrates the rubric against each of the value for money questions, including a description of the category to effectively answer the question.

**Table 8 Value for Money Rubric**

Description	Excellent	Good	Satisfactory	Unsatisfactory
<p>KEQ 3.1: IAG’s approach to clients and partners was cost-effective in terms of:</p> <ul style="list-style-type: none"> <li>• being fit-for-purpose</li> <li>• being provided in a timely manner</li> <li>• involving the right stakeholders</li> <li>• being valuable and made an impact on their work</li> </ul>	Advice was practical and fit-for-purpose	Advice was fit-for-purpose as mostly practical – there were something things difficult to implement	Advice was slightly aspirational, but still fit-for-purpose for the client/partner’s needs – further work may have been required from the client to implement	Advice was too aspirational and theory-driven, difficult to implement
	Advice provided under the required timeframes	Advice met the required timeframes	Advice may not have met required timeframes but there were acceptable reasons	Advice was not delivered on time
	Advice provided engaged the most relevant stakeholders and key decision makers	Advice provided engaged stakeholders, but only some key decision makers	Advice engaged stakeholders, but no key decision makers – follow up work was required	Advice did not engage stakeholders
	Advice had a significant impact on the client/partner	Advice had some impact on the client/partner	Advice increased awareness and capacity in the organisation	Advice did not have any impact on client/partner
	Client/partner was able to implement the advice provided effectively	Client/partner was mostly able to implement the advice provided	Client/partner required further work to implement the advice provided	Client/partner was not able to implement the advice provided
<p>KEQ 3.2 IAG’s modality was able to deliver on CBM’s organisational expectations:</p> <ul style="list-style-type: none"> <li>• By using approaches that are considered “fit for purpose” in terms</li> </ul>	Approaches used are fit-for-purpose of being catalysts for change	Approaches are fit-for-purpose and can create some change	Approaches used are fit-for-purpose, but require further work to be catalysts for change	Approaches are not fit-for-purpose and are difficult to create change
	IAG contributes to significant positive change for relevant stakeholders	IAG contributes to some positive change for relevant stakeholders	IAG contributes to a little change for stakeholders but less than expected	No discernible change

Description	Excellent	Good	Satisfactory	Unsatisfactory
<p>of being catalysts for change (efficiency)</p> <ul style="list-style-type: none"> <li>By contributing to positive impact for relevant stakeholders (impact)</li> <li>By sourcing appropriately skilled and experienced personnel to provide advisory services (reputation)</li> <li>By developing and nurturing influential and lasting relationships with changemakers (relationships)</li> </ul>	<p>IAG consistently sources appropriate and highly skilled personnel provide advisory services</p>	<p>IAG mostly sources appropriate and highly skilled personnel provide advisory services</p>	<p>IAG occasionally has difficulty sourcing appropriate and highly skilled personnel provide advisory services</p>	<p>Personnel providing advisory services are not appropriate and do not have the skills required</p>
	<p>IAG consistently develops and nurtures sustainable relationships with key changemakers for ongoing work</p>	<p>IAG often develops good relationships with changemakers for the required time of engagement</p>	<p>IAG develops effective operational relationships but sometimes struggles to connect with or influence changemakers</p>	<p>IAG is not focused on developing relationships</p>

## Annex 7: Reference list and glossary of terms

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## Glossary of terms

Term	Description
<b>Boundary Partner</b>	In Outcome Mapping, The Boundary Partner label reflects how a stakeholder is seen by the intervention. It refers to stakeholders that operate both within and outside the boundaries of the intervention's sphere of influence. Categorisation as 'boundary partner' says that resources and effort will be invested in influencing and supporting that stakeholder at some time during the intervention. Support and influence from intervention ideally shows up in the way the boundary partner fulfills its ongoing societal roles and responsibilities after participating. In this way what goes on within the intervention's sphere of influence shows up beyond and independent of the limited timing and reach of the intervention (Outcome Mapping Learning Community, n.d)
<b>Conceptual change</b>	The aim is to change people's knowledge, understanding and attitudes by informing problem-framing, agenda setting and policy development (Carden, 2009) (Davies, Nutley, & Walter, 2005). It is about gradually influencing the way in which problems are understood and addressed (Head, 2015).
<b>Dimensions of policy change</b>	Keck and Sikkink (1999) identify five key dimensions of policy changes: (1) Framing debates; (2) Discursive commitments; (3) Procedural change; (4) Policy content; (5) Behaviour change
<b>Duty-Bearer</b>	Duty-bearers are those who are responsible for fulfilling the rights enshrined in the UNCRPD in a particular context
<b>Instrumental change</b>	Aimed at influencing policy, practice, social behaviour and public discourse through increasing capacity (Carden, 2009) (Davies, Nutley, & Walter, 2005)
<b>Knowledge generation and translation</b>	Concerned with helping make sense of and applying information and engage in disseminating, translating and communicating knowledge and ideas
<b>Knowledge Broker</b>	Concerned with improving knowledge use in decision-making and engaged in bridging, matching, connecting, convening, linking, boundary spanning, networking and facilitating. For example, providing technical assistance to decision-makers through synthesis and distilling of long technical documents into short and easy to understand formats (The Impact Initiative 2017)
<b>Knowledge to Policy; K2P; K*</b>	"K* -the collective term for the set of functions and processes at the various interfaces between knowledge, practice, and policy. K* improves the ways in which knowledge is shared and applied; improving processes already in place to bring about more effective and sustainable change" (Shaxson et al, 2012)
<b>Relational change</b>	In systems thinking, relational change refers to semi-explicit changes in relationships and power dynamics
<b>Rights-holder</b>	All individuals who have a disability are rights-holders, as codified in the UNCRPD

Term	Description
<b>Strategic partner</b>	Strategic partners are those individuals or groups that work with you, or the work is a complement to yours, as the implementing organisation to affect change in Boundary Partners (Outcome Mapping Learning Community, n.d)
<b>Structural change</b>	In systems thinking, structural change refers to explicit changes in policies, practices and resource flows
<b>Transformative change</b>	In systems thinking, transformative change refers to implicit changes that occur in the mental models of individuals and collectives