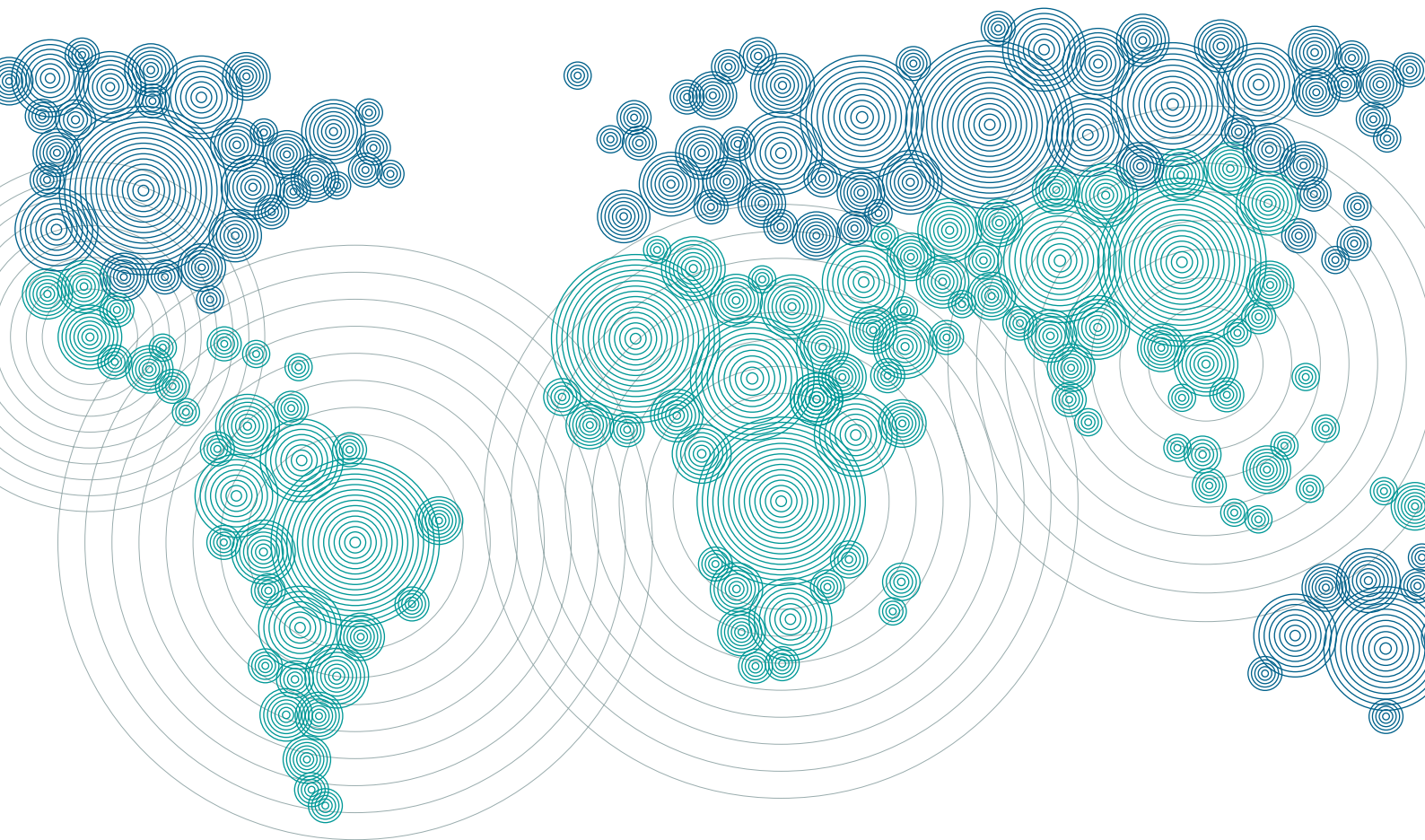


IDDC Strategic Framework 2023+

Our vision for an inclusive future



Contents

List of abbreviations	1
Foreword	2
Introduction	3
IDDC objectives	4
Principles and values	5
A new strategic framework for IDDC	7
Context review	9
Theory of change	14
IDDC strategic priorities 2023+	15
Ways of working	20
Pivotal role of the Task Groups and inter-Task Group collaboration	21
Encouraging programme collaboration among members	21
Importance of alliances	22
Broader engagement of IDDC members into IDDC activities	22
Financial considerations	22
Environmental footprint	22
Monitoring	23

List of abbreviations

Abbreviation	Definition
CSO	Civil Society Organisation
GLAD Network	Global Action on Disability Network
Global South	In IDDC this refers to economically poor communities in lower and middle-income countries
IASC	Inter-Agency Standing Committee
IDDC	International Disability and Development Consortium
NGO(s)	Non-Governmental Organisation
OECD-DAC	Organisation for Economic Cooperation and Development's Development Assistance Committee
OPD(s)	Organisation(s) of Persons with a Disability
UNCRPD	United Nations Convention on the Rights of Persons with Disabilities
SDGs	Sustainable Development Goals

Foreword

All strategy development processes should be thought-provoking and exciting. They demand reflection, wide engagement and a balance between pragmatism and idealism. This is particularly true when developing a strategy for a network, even more so for one as diverse, committed and engaged as the IDDC.

Bringing more than 30 organisations together to share their thinking, their aspirations and approaches to come to a conclusion that all can commit to, is a critical moment not only for the member organisations, or the network, but for the sector as a whole.

Together, IDDC members represent a potentially hugely significant force not only in the specific disability inclusive development focus we all share, but in the wider international development sector. We connect millions of supporters, bring a wealth of learning, technical and financial resources and partnerships across the world, and the belief and passion to effect lasting change.

This new strategy comes at an important moment. The gains made in recent years – the ratification of the UNCRPD, the inclusion of disability and the call to Leave No One Behind within the Sustainable Development Goals and the instigation of structures such as the Global Disability Summit, the GLAD network and the UN Disability Inclusion Strategy, promised much. And yet the clear evidence of discrimination in responses to the Covid-19 pandemic, the exclusion apparent in humanitarian responses and the continued invisibility of people with disabilities in the global climate crisis all demonstrate clearly that these gains are not yet permanent, nor secure.

So our work as IDDC, as NGO allies and Organisations of Persons with Disabilities, is as relevant now as it has ever been. The resources we bring are significant, but not without limit. By coming together, we increase the effectiveness of those resources, and the impact and reach we can have. Always bearing in mind that we are here to amplify and support the voice and action of the disability movement and not to replace it.

I am delighted that over the last few years, our range of work together, the breadth of our membership and the acknowledgement of the relevance of IDDC as a network have grown. This strategy will help to shape and guide that collaboration, but remains open to change and must be flexible and adaptable to the changing global, national and local contexts we work in. I very much look forward to seeing the progress we make and all we achieve, together.



Dom Haslam
Chair, IDDC

Introduction



Introduction

IDDC is a global network of civil society organisations gathering around a common vision: a world that leaves no persons with disabilities behind. For the past 25 years, this vision has driven our action, and our mission is to promote disability-inclusive international development and humanitarian action in the Global South.

As a network, IDDC is fully committed to the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) and applies its principles in our actions.

Being a member-led network, our members are at the heart of our activities. IDDC's membership includes a broad range of organisations, giving the network its distinctive feature and strength. IDDC unites NGOs specialising in disability inclusion, mainstream humanitarian and development NGOs, organisations of people with disabilities (OPDs), and national and international networks.

Given this breadth of membership, IDDC is the broadest global civil society network advocating for disability-inclusive development and humanitarian action and promoting disability-inclusive programming.

To achieve this goal, we recognise the importance of working in alliance and multi-disciplinary ways with key partners, including other disability-focused organisations, networks, donors, and experts. Persons with disabilities and their representative organisations are experts on their own rights-fulfilment and must be at the front and centre of change as leaders and equal partners.

IDDC objectives

In pursuit of our vision, our network focuses on three objectives:

1 Promoting disability inclusion and appropriate disability-specific approaches in all development or humanitarian policies and practices



2 Collaborating and sharing experiences about policy and practice among members



3 Disseminating information and knowledge about inclusive development and humanitarian action



Introduction

Principles and values

The principles proclaimed in the UNCRPD and the 2030 Agenda for Sustainable Development shape our four core values:

1 Human rights for all



2 Diversity and inclusion



3 Sustainable development and social justice



4 Partnership, participation and collaboration



As such, IDDC and its members are committed to the following principles and practices:

- To work in partnership with persons with disabilities and their representative organisations and networks, as well as with families, communities and strategic stakeholders to promote respect for the human rights of persons with disabilities, following the lead of OPDs wherever possible and creating new advocacy spaces for persons with disabilities and their representative organisations.
- Ensure that all of our activities are implemented using a human rights-based approach ensuring participation, autonomy, accountability, non-discrimination, and empowerment, as well as meaningful engagement of persons with disabilities and their representative organisations in line with Article 3 of the UNCRPD and General Comment No. 7.
- Leave no group behind by acknowledging and responding to diversity and intersectionality in communities and within the disability community, including working for gender equality.
- Strive to be a model of inclusion, transparency, social justice and respect for the full enjoyment of human rights.



Focus on:

Inclusive development and humanitarian action

Nearly 80% of the 1.3 billion persons with disabilities live in low-income and middle-income countries of the world. To ensure the full and effective enjoyment of human rights by all people with disabilities, we believe that international development and humanitarian action must be inclusive and accessible, as enshrined in Articles 11 and 32 of the UNCRPD.

In practice, any policy, programme or activities related to international development and humanitarian action must include all the following features to be deemed inclusive:

- A human-rights-based approach: policy and practice ensure non-discrimination and meaningful participation, and marginalised groups, including women and girls, are not left behind. A human-rights-based approach requires the human rights principles of universality, indivisibility, equality and non-discrimination, participation, and accountability to guide development cooperation and focus on developing the capacities of both 'duty-bearers' to meet their obligations and 'rights-holders' to claim their rights.
- Equity and equality: reasonable accommodations, adequate budgeting and targeted measures are in place to ensure equity for persons with disabilities in inclusion and equal participation and realisation of rights for all, including those at risk of intersecting forms of discrimination or disadvantage due to gender, age, socio-economic status or other characteristics.
- Empowerment of persons with disabilities: persons with disabilities and their representative organisations are the best placed to share their experiences and needs and can contribute positively to policy and practice and wider society.
- Awareness raising and capacity building: authorities, civil society, and the population understand the ins and outs of disability inclusion to end discrimination.
- Technical cooperation: experiences, expertise and good practices should be shared between implementers and between donors and implementers.
- Stakeholder coordination: governments, partners, OPDs, civil society, and the private sector work together to ensure aid does not create undue barriers or finance inaccessible or discriminatory projects and policies are implemented effectively.

A new strategic framework for IDDC



A new strategic framework for IDDC

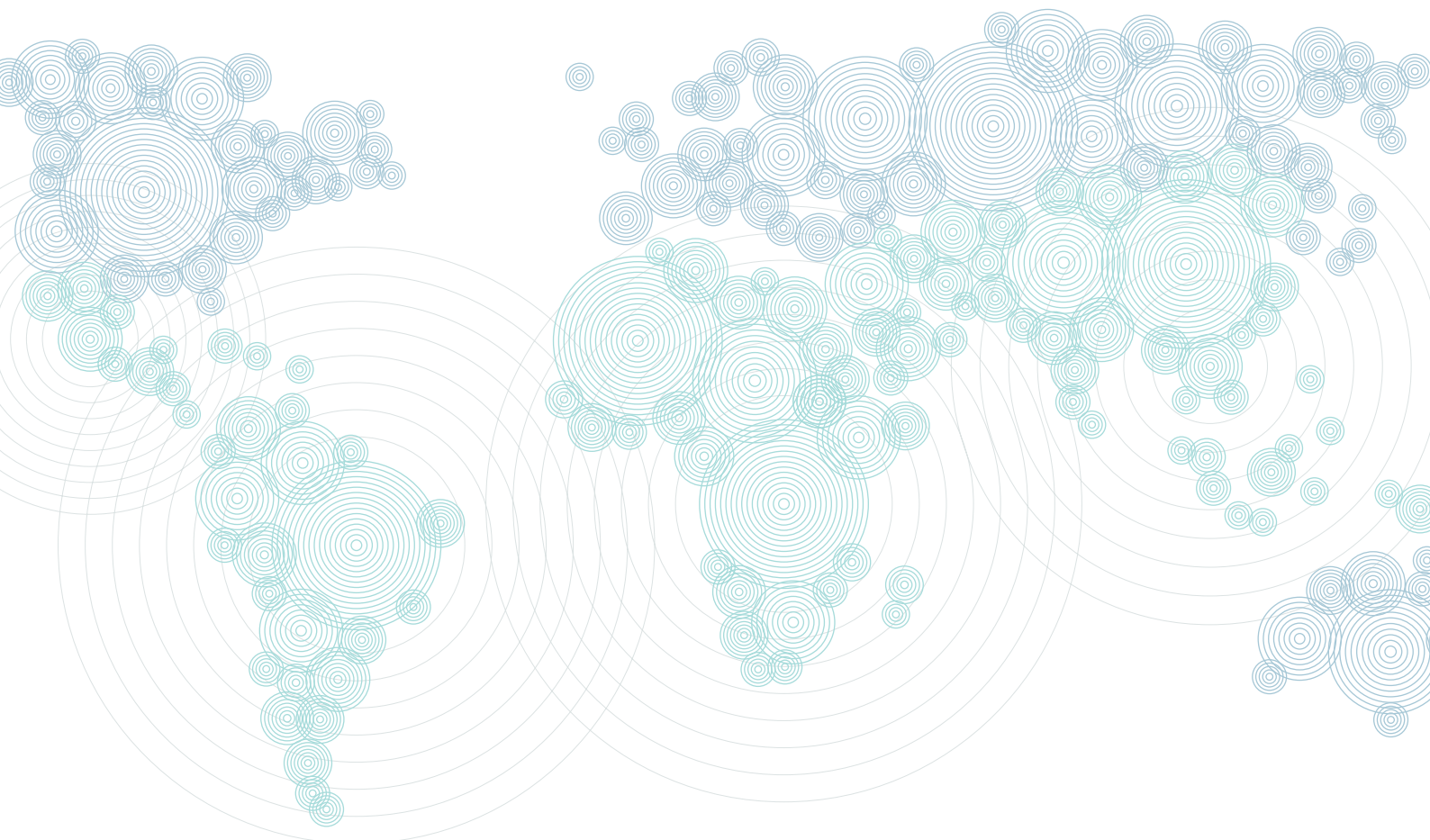
In 2022, work started on developing a new strategic framework that would identify the network in priorities beyond 2023.

The consultative process, led by the Executive Board, included:

- 1 Exchanges with Task Group Coordinators on the lessons learned from the Strategic Framework 2018-2023 and priorities going forward.
- 2 Member consultation on the priorities and discussion at the General Assembly 2022.
- 3 Invitation to IDDC members and Task Groups to review and submit revisions to the draft 2023+ framework before its finalisation.

IDDC is an agile and responsive network, and the strategic framework supports this. We have identified three priorities that we must act on to move forward as a network and have set an open-ended timeframe that will encourage us to be adaptive as the context changes.

The strategic approach entrusts the development of activities, outputs and outcomes through the annual working plans of our working structures.



Context review



IDDC is committed to promoting the rights and inclusion of people with disabilities through sustainable development. However, implementing this commitment in the current global context presents several challenges for IDDC and its member organisations. This context analysis reviews the main challenges facing IDDC and its members.

Disability inclusion

National governments, whether in the global South or amongst donor countries, often do not prioritise disability inclusion and realisation of the rights of persons with disabilities in their policies and legislation. They may not collect accurate data on the incidence and status of disabilities. This lack of government commitment and action, sometimes exacerbated by fiscal constraints, can make it difficult for CSOs to promote the rights and inclusion of people with disabilities. At the same time, we have seen emerging momentum for discussing disability rights and inclusion on the global stage, as highlighted by the strengthening of the Global Action on Disability Network, the introduction of the Inter-Agency Standing Committee (IASC) guidelines on the inclusion of persons with disabilities in humanitarian action or even the organisation of the Global Disability Summit 2022 which provided a shared space for policy debates and increasing awareness and commitments to disability-inclusive development cooperation and humanitarian action among donors, governments and grant-making foundations for which accountability can be claimed.

Reduced civic space

Governments worldwide increasingly restrict civil society organisations' activities (CSOs), including international and local organisations. This reduction in civic space limits the ability of CSOs to advocate for and implement sustainable development goals and the Leave No One Behind agenda and undermines the legitimacy of CSOs. Further, authoritarianism increases risks and danger to CSO members conducting activities.

Intersectionality

The importance of adopting and applying an intersectional approach has become more prominent in the international development and humanitarian sectors in recent years, but there is still some work to be done to ensure a common understanding of what intersectionality means in practice and what is required to ensure that an intersectional approach is inclusive of persons with disabilities in all their diversity.

Changing donor priorities

Development agency funding for CSOs is becoming more restricted, with traditional donors and some national governments reducing support for international development or shifting away from the grants mechanism. This has led to larger grants being delivered through consortia and the concentration on a smaller number of regions. The humanitarian needs in Ukraine also engendered the redirection of aid at the expense of other countries. Private philanthropy is increasing as a source of funding for low and middle-income countries, but information about philanthropic funding and priorities is relatively scarce. High levels of debt servicing are significantly reducing the fiscal space for development in many countries. In terms of programming, innovation, digitalisation, and more support to national and local responders or NGOs are key priorities.

Economic challenges

The multiple impacts of the Covid-19 pandemic, the war in Ukraine, the new debt crisis, and climate change have significantly deteriorated global economies, with an increased number of individuals facing economic challenges such as rising inflation, increased energy and fuel prices, and increased cost of living generally. For the first time in 25 years, poverty and extreme poverty have increased; nearly a third of the world population is at dangerous levels of food insecurity. This has put pressure on governments, businesses and the not-for-profit sector to find ways to cut costs and maintain financial stability. Furthermore, IDDC members face additional financial pressures due to difficulties in private fundraising and a more competitive institutional donor environment. This makes it harder for organisations to secure funding to continue their operations and achieve their goals.

Sociocultural factors

The pandemic has impacted how IDDC and its members conduct their work, including the well-being of staff. In recent years, and also due to the pandemic, we have observed increased awareness of the intersectionality of disability in terms of gender, race, age, and other factors. This highlights the need for a more inclusive and intersectional approach to disability rights and inclusion.

Funding for disability rights and inclusion

In spite of the multiplication of policy commitments, the level of funding to support disability rights and inclusion is still very limited. The adoption in 2018 of the voluntary disability policy marker by the Organisation for Economic Cooperation and Development's Development Assistance Committee (OECD-DAC) allows the DAC members to track their projects in international cooperation and humanitarian action and assess how they are inclusive of persons with disabilities.

Demand for local engagement and funding

The demand from local civil actors and networks for meaningful engagement and funding of local actors has increased. This highlights the need to rethink how international development cooperation and humanitarian action is practised and prioritise local actors' engagement and empowerment.

Context review

Data

The lack of qualitative, disaggregated and comparable data represents a major challenge for monitoring the equity gaps in many areas, such as access to education, health services, employment, etc. The Washington Group Short Set of Questions and the Washington Group/ UNICEF Child functioning model for SDG data can serve as a basis for data collection. Still, national statistical systems remain to use these tools consistently. Safe technological progress represents an opportunity to support data collection efforts.

Technological challenges

The Covid-19 pandemic has highlighted the significance of internet access and technology for individuals and organisations. However, it has also highlighted inequalities in access and use, particularly for those who cannot afford it and those who have challenges accessing it. This has led to a growing “digital gap” between different groups of people. In addition, the pandemic has also led to an increase in digital approaches to healthcare, education, and livelihoods/employment, including the digitalisation of community services, which have become less personal and more reliant on digital connections. Despite its problematic aspects, social media remains an important tool for communicating information and building consensus. The rise of fake news and social media influencers has also impacted government decision-making. IDDC task groups increasingly organise meetings and events such as advocacy, training, and learning in the virtual space. This highlights the need for IDDC members to adapt to the digital environment and find ways to engage with stakeholders in the virtual space safely and effectively.

Climate change

Climate change is one of the most pressing issues of our time, and its impacts are already being felt worldwide. The effects of rising temperatures, sea levels, and extreme weather events are likely to have a significant impact on our daily lives and the life chances of people everywhere, particularly people with disabilities. People with disabilities may be particularly vulnerable to the impacts of climate change, as they face specific barriers in accessing prevention information and early warnings, emergency services in the aftermath of a disaster (like reaching safe shelters), and suffering more than others unfair distribution of resources and opportunities during the recovery phase (like lack of continuity of care and rehabilitation).

Furthermore, climate change triggers slow onset phenomena that have a negative impact on vital resources like water, food, and energy, as well as an impact on the economy, livelihood, and incomes, affecting, first and foremost, persons with disabilities. Too often, people with disabilities are not considered agents for climate action. We must include the perspectives and needs of people with disabilities and use local knowledge to guide climate action plans of organisations and advocacy initiatives for global and national inclusive policies and plans climate-related. This is important to fulfil the UNCRPD and the human right to a clean, healthy, and sustainable environment.

Legal and administrative

IDDC is legally incorporated in Belgium and is registered as an international non-profit association. Belgium is a federal state with a complex legal and administrative system, which means that NGOs must navigate a variety of regulations and procedures, particularly when it comes to funding, registration, and reporting requirements.



Focus on:

The GLAD Network

The Global Action on Disability (GLAD) Network is a coordination body of bilateral and multilateral donors and agencies, public and private foundations, and key coalitions of the disability movement with a common interest in achieving inclusive international development and humanitarian action. It was launched in London in 2015 to realise the promise to leave no one behind.

GLAD members meet at least once every year and work together, guided by the Network Strategic Plan, which indicates a set of common goals and work priorities.

IDDC joined the GLAD Network as an observer in 2016 and became a full member in 2020.

Intersectionality

Intersectionality is a framework for understanding that people are subject to overlapping (intersectional) forms of oppression, discrimination, and marginalisation based on their co-existing identities.

These overlapping forms of discrimination may well be the reason for a higher prevalence of disability in women and girls with disabilities in all their diversity, having less access to education, health, finances and decision-making. Which is why working around gender equality is pivotal.

Theory of change

The flowchart below illustrates how the changes we will make in three main areas will all lead to the same end purpose.



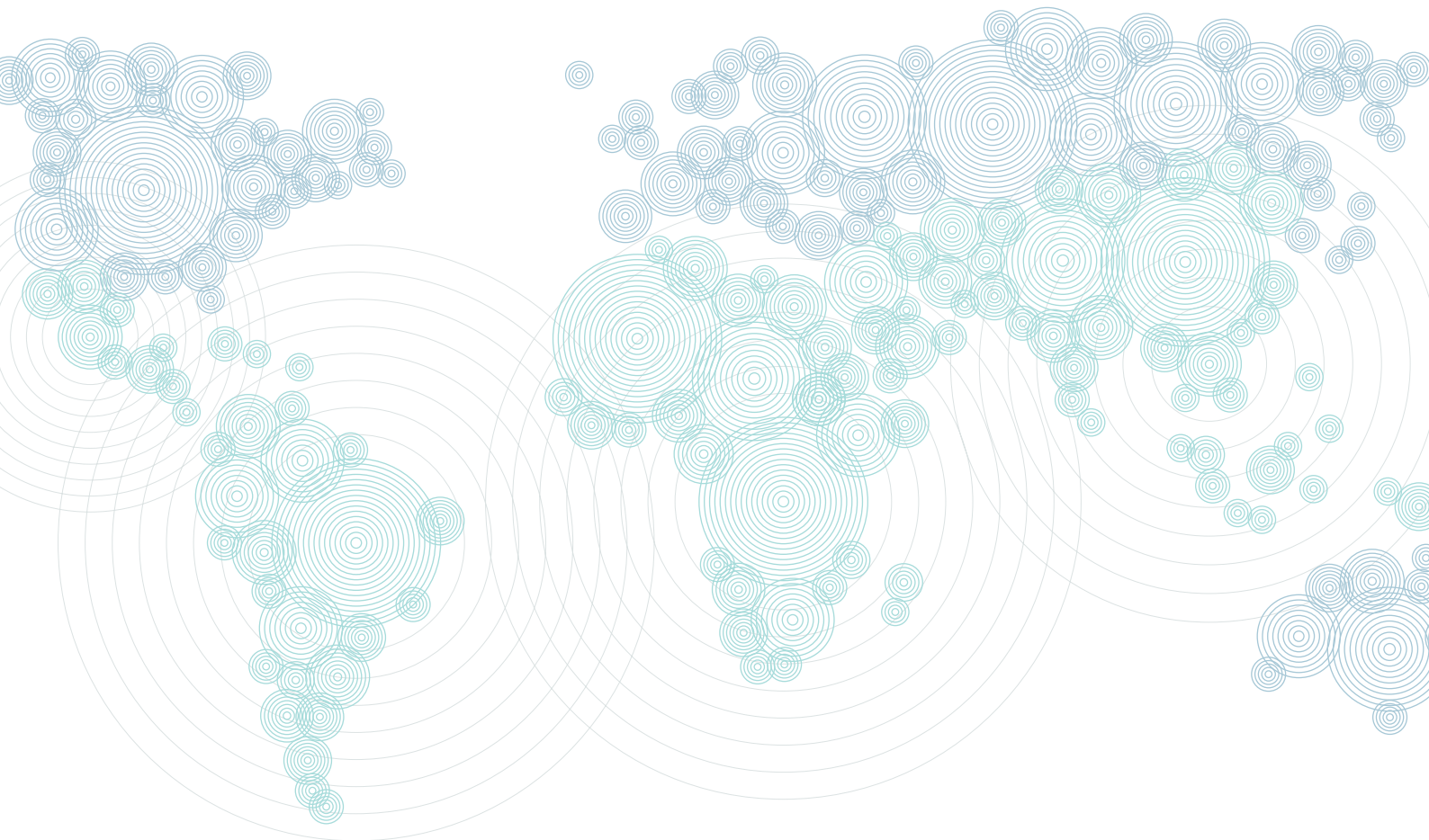
IDDC strategic priorities 2023+



IDDC has identified three priorities to inform our work going forward.

The first recognises the importance of the Agenda 2030 and any future framework as an important vehicle for global development. The second speaks to where we feel we can positively impact disability rights at national, global and international levels and the third sets us on a track

to unpack our relationship with the broader disability rights movement and how IDDC can fully embrace the call for ‘nothing about us without us.’ Underpinning all these priorities is a commitment to the UNCRPD and General Comment 7.





1 Be propositional for a fully-disability inclusive global framework beyond Agenda 2030 while continuing to support disability inclusiveness in the current Sustainable Development Goals.

The 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs), adopted by 193 UN member states in 2015, aim to address the three pillars of sustainable development – the environment, society, and economy. While the goals cover a wide range of concerns, only seven of the 169 targets explicitly reference persons with disabilities. However, the principle of universality and the overarching principle of leaving no one behind means that all goals and targets should apply to persons with disabilities and their representative organisations.

As IDDC, we would want to see the continued disability-inclusive implementation and monitoring of the current global framework; a disability-inclusive approach to the review of the current framework as well as strong references to persons with disabilities and the UNCRPD; and to advocate for any future global framework(s) for sustainable development and humanitarian action to be even more inclusive of and accessible to persons with disabilities – and with even stronger references to disability inclusion and stronger UNCRPD compliance.

IDDC will focus on two areas of work that align with partners and allies while also bringing its own distinctiveness to the table.

Firstly, we will continue to advocate in our thematic and geographic priorities to the current SDG Framework and to monitor its implementation in order to ensure that stakeholders maintain commitments to the

current goals and targets specifically in the context of the rights of persons with disabilities. We will particularly focus on the Global Disability Summit mechanism and the GLAD Network to push globally accepted inclusive policies into inclusive practice.

As well as having a critical function, we will also highlight the positive impact that the SDGs have had on the lives of persons with disabilities and where persons with disabilities have positively influenced the SDGs.

Secondly, we seek to influence any future global sustainable development framework and work with our allies to ensure that a disability-inclusive human rights approach is embedded, with clear accountability for disability inclusion and realisation of the rights of persons with disabilities. We want to ensure that disability inclusion is not limited to a narrow range of areas but is cross-cutting across topics such as technology, digitalisation, climate change, data, democratic rights, and civil society space. To achieve this, IDDC will mobilise and coordinate its members to engage in national, regional, and global advocacy efforts in line with the principles of the UNCRPD. For this to be effective within IDDC, it will be necessary to establish an appropriate working structure.

- 2 Better leverage our expertise, profile and access to key political structures and moments and deepen our connections to further support and influence the implementation of disability rights at the national, regional and global levels.**



Together, IDDC members have a huge breadth and depth of expertise, a high collective profile, and access to decision-makers who have the responsibility and power to change the legal and policy frameworks for persons with disabilities at all geographical levels. Using the UNCRPD, and the principle of leaving no one behind, we aim to increase our influence by working more strongly together, including with our partners.

Through our Task Groups, we will continue to champion a range of issues and ensure our voice is heard at the UN and in European Union structures. We will create and share policy positions and sign-on opportunities to enable member organisations to amplify their voice at key moments. Shared resources and connections through IDDC will also provide a strong foundation for national-level advocacy.

By having IDDC representatives from across the membership, in key fora such as the GLAD Network and the Inter-Agency Standing Committee, we will enable key points to be fed in and ensure our experience, insights and work across the world is reflected in relevant guiding documents, plans and concrete actions.

Through partnerships with both organisations of persons of disabilities as well as “mainstream” CSO networks, IDDC expertise can be used to promote the integration of specific messages on disability and systematic disability mainstreaming. We also will join the Global Disability Summits and international campaigns where we can make a distinctive contribution.

In all these approaches, we will ensure meaningful engagement and participation of persons with disabilities and their representative organisations, especially of the International Disability Alliance and its member organisations. We will ensure that advocacy messages being delivered by Task Groups are in line with advocacy messages of OPDs and the larger disability movement. Further, we will amplify OPD voices in forums that OPDs currently do not have access to.

- 3** Prioritise meaningful participation of persons with disabilities and OPDs in IDDC by addressing power dynamics that hinder such participation and committing to consultation and alignment where possible with OPDs and their networks in advocacy and policy work.



At the heart of the UNCRPD is the effective and meaningful participation of persons with disabilities; the global disability movement calls for ‘nothing about us without us’.

As a network, we seek to champion the meaningful engagement and self-determination of OPDs through a consistent approach ensuring meaningful engagement with the work of IDDC. To fully embrace this commitment, as a network, we commit long-term to ensure that our advocacy and policy work seeks input, collaboration and alignment where possible with a diversity of OPDs in the Global South.

We undertake the journey to achieve this commitment by recognising the diversity of membership in the IDDC network and that as a network we can draw on good practices from our membership to champion this commitment.

As a broad civil society network, we must also address power and other dynamics hindering meaningful engagement of persons with disabilities and their representative organisations in IDDC’s work. To do this, we commit to being open and adaptive to change in our ways of working within the network.

Ways of working



Ways of working

In the context of the specific IDDC objectives set out in this Strategy, we highlight the following elements of our ways of working, where enhanced or new efforts are needed.

Pivotal role of the Task Groups and inter-Task Group collaboration

The Task Groups have a pivotal role in leading IDDC's work. As a member-led network, the work is primarily driven by members, who come together through the Task Groups to exchange ideas, develop common strategies and positions, and carry out activities related to a specific advocacy or programme area.

Our way of working encourages an agile approach, with Task Groups, the Board, and the Secretariat developing annual work plans that align with the IDDC's strategic priorities, values, and principles. These work plans are tailored to the specific area of influence and capacities of each Task Group. These also serve as a starting point to encourage synergy and collaboration between Task Groups, which are further encouraged through mechanisms such as the Task Group Coordinator/Board meetings.

In addition, the Task Groups, Secretariat, and Board provide feedback on the implementation of their work plans and the extent to which strategic priorities are being met at the General Assembly. This helps ensure that IDDC stays true to its mission and goals and that its work is making a meaningful impact.

Encouraging programme collaboration among members

IDDC's advocacy work brings members together, and naturally, this collaboration extends to joint programming.

IDDC members collaborate in joint programming in three ways:

- 1 Through IDDC, where the IDDC entity is a project partner such as the BRIDGE CRPD-SDGs training initiative that IDDC is implementing together with the International Disability Alliance since 2015;
- 2 Through member consortia and,
- 3 Through other collaborative structures, such as CSO platforms, in many countries.

This collaboration among IDDC members is strongly encouraged, and be supported where possible. This could be in programmes countries but also better collaboration in international and regional advocacy fora where IDDC itself is not represented but where IDDC members are present. There are opportunities for members to share their experiences and partnership opportunities through IDDC's communication channels, at the General Assembly and within the Task Groups.

As an IDDC entity, we will continue to respond to programming opportunities that support the implementation of our objectives and bring added value to the network and its members.

Ways of working

Importance of alliances

The strategic framework acknowledges an underlying need for IDDC to focus on working more in alliances. This includes collaborating with organisations of persons with disabilities, such as the International Disability Alliance and its members. This also includes collaborating with other organisations in the development and human rights fields to complement our work and achieve shared goals. We should also consider forming partnerships with a broad range of partners who support our objectives and can bring unique resources and perspectives to the table. By building strong alliances, we can increase the impact and reach of our efforts to promote and protect disability rights while complementing the work of other organisations that support our values and objectives.

Guidance will be provided to Task Groups for building or joining alliances and partnerships so that a common approach is ensured across IDDC activities. Structural mechanisms are put in place to ensure timely consultation of relevant Task Groups for preparing the contributions of IDDC to the networks, alliances and campaigns that IDDC take part in. Members are regularly informed. The quality and impact of the alliances/partnerships are regularly evaluated.

Broader engagement of IDDC members into IDDC activities

Our intention as a network is to grow deeper in our connections and partnerships. To achieve this, we are focusing on increasing the quality of membership for existing members while also welcoming new members to the group.

One key aspect of this is strengthening the engagement of existing members, regardless of their level of activity. This includes working to increase participation in IDDC processes from members' staff and partners in the global south.

In addition, we are committed to further strengthening how our Task Groups operate. This includes building on our progress to date and working to ensure stronger participation and engagement from all members. As we move forward, we are also committed to making IDDC an inclusive and transparent network that is open to change and development and actively works to promote diversity.

Financial considerations

IDDC's primary funding source comes from member contributions, with occasional additional funding from project sources. The budget covers the core costs needed to support the network, including secretariat salaries; rent and office costs; legal and administration and communication costs. Task Group member organisations meet costs attributable to Task Group activities.

Environmental footprint

IDDC will develop an environmental policy with a view to assessing and mitigating the environmental impact of IDDC's ways of working and activities.

Monitoring

This IDDC strategy will be monitored and reviewed regularly, under the leadership of the Board and with the inputs of the Task Groups and members.

The Board will agree on a set of key macro indicators that will allow IDDC to monitor and evaluate progress towards its strategic priorities.

As part of their annual work plan design and evaluation, the Task Groups will monitor their progress throughout the year, and alert the Board when relevant and timely.

A strategy review will be organised after three years of implementation.



International Disability and Development Consortium
Rue de l'Industrie 10, 1000 Brussels, Belgium

www.iddcconsortium.net

☎ +32 2 893 24 90

✉ info@iddcconsortium.net