Updated in July 2014 on receipt of that data.

The results that this investment is expected to deliver are:

**What are the expected results?**

- To support the UN Convention on the Rights of Persons with Disabilities (UNCPRD) in all 193 countries, which new work with potential to impact upon 40 million disabled people.
- To raise the UN Convention on the Rights of the Child.
- People's awareness is increased through education, training, and dissemination.
- To ensure disability is included in poverty reduction strategies and national development.
- To support ADP Implementation Partnerships to take up training, monitoring, and other support.
- To support ADP Implementation Partnerships to take up training, monitoring, and other support.
- Most marginalized and vulnerable groups, including disabled people, have access to education and skills.
- To provide support to disabled people's organizations (DPOs) in Africa and Asia individually.
- To provide support to disabled people's organizations (DPOs) in Africa and Asia individually.

**Why is support from DFID required?**

The PPA is one of DFID's main support mechanisms to GOs in the region. What is committed by the Secretary of State to support another round of PPA and following a robust selection process and the PPA is one of DFID's main support mechanisms to GOs. What is committed by the Secretary of State to support another round of PPA and following a robust selection process. The aim of PPA is to support another round of PPA to deliver a more effective and better-targeted response.

To achieve DFID's priorities, set out in its Business Plan (Strategic Reform Plan 2012-2015), a multi-sectoral approach to delivering programmes in the sub-Saharan African region is required. GOs, along with governments and the private sector, are central to delivering successful and sustainable changes to poverty in their own development and 

**What Support will the UK Provide?**

Intervention Summary

And evaluation mechanisms have been designed to ensure that successful changes will be measured and assessed through robust monitoring and evaluation. Success indicators are performance-based and assessed through robust monitoring and evaluation. The UK's funding will support improvements to CDI's (DFID) 2012-2015, 2011 and 2014. An initial investment of £133.85 for 2011-2012 has been approved, with enhancements to improve their lives. DFID will invest in a 3-year period.
well-established, whilst others are small and informal with limited capacity. NGOs, faith and ethnic groups, community based organisations and others. Some are large and formalised, whilst others are small and informal.

Civil society includes a wide range of non-state actors such as non-governmental organisations.

To achieve its objectives, DfID has a broad and flexible range of funding mechanisms for CSOs.

Benefits of a Strategic Funding

(1) Build and maintain capacity and space for activist civil society:
(2) Improve civil society’s ability to influence national, regional and international institutions including account and to encourage individuals and organisations to be more effective in holding governments to deliver goods and services efficiently and effectively:
(3) Empower citizens in developing countries to be more effective in holding governments to deliver goods and services efficiently and effectively.

DFID Objectives for Work with CSOs:

1. Demonstrate immediate and sustained shift towards achieving the MDGs.
2. Support the new role of civil society as an important contributor to poverty reduction and can demonstrate impact towards achieving the MDGs.
3. Reduce the proportion of DFID’s support to civil society and other non-state actors provide additional evidence that DfID is no longer required.

For example, DfID has no programme for the promotion of human rights, but many of the organisations that DfID supports are involved in promoting human rights. Similarly, DfID has no programme for HIV/AIDS, but many of the organisations that DfID supports are involved in HIV/AIDS work.

Civil society plays a vital role in supporting citizens to improve their lives. CSOs are central to the delivery of aid and development.

Strategic Case

International Business Case for Programme Partnership Arrangement with ADD

A. Context and need for DFID intervention
The Programme Partnership Arrangement (PPA) is one of DFID's main support mechanisms to CSOs. The PPA is strategic level agreements between the organisations and the CSOs, with joint development frameworks for long term funding and support. The frameworks are developed by the organisations and the CSOs, providing a clear statement of the objectives and results that the organisations aim to achieve. The frameworks are subject to the same scrutiny as the CSOs' bids and are reviewed by DFID and the European Commission.

In particular, PPA contributions to the delivery of the MDGs are critical to improving their delivery services to specific groups such as women, particularly MDGs 1, 2, 3 & 8. The PPA contributions are designed to ensure that these groups benefit from the benefits, including a significant increase in the target populations who are benefiting from the MDGs, particularly those in the most vulnerable groups.

Following NAO recommendations, DFID has strengthened areas such as operational development and development frameworks. An independent national evaluation manager is contracted to oversee the operation of the development frameworks. An independent national evaluator is appointed to ensure that the frameworks are effectively implemented and that the outcomes are achieved.

In line with the NAO recommendations, DFID has increased the budget for PPA support. The budget has increased from £360m for 2011-14 to £400m for 2014-17. This increase will enable DFID to continue to support the implementation of the PPA frameworks, ensuring that the outcomes are achieved.
Emphasis will be placed on ADD International’s work with DPOs and governments in the
South and International actors. ADD International’s work with DPOs and governments in the
South and International actors. ADD International’s work with DPOs and governments in the
under the governance theme. ADD International will promote initiatives that encourage
DPOs, citizens and governments to work with each other to promote the rights of disabled people.
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Evidence base for the selected option (PPA with ADD International):

**Benefits:**

- **Earning and learning**
- **Participation (learning and reach)**
- **Value for money**
- **Results delivery (commissioned output)**
- **Transparency & Accountability**
- **Vision and impact (will be delivered)**
- **Strategic fit with DfID objectives and priorities and complementarity**
- **Niche, expertise, leadership**

2011-14 Key criteria for selection included:

To show greater efficiency, results and value for money.

The new PPA rounds 2011-14 and for which ADD International has been selected, challenged COS

PPA Round 2011-14

2013/14 £ 1.33825 (provisional)
2012/13 £ 1.33825 (provisional)

Subsequent performance-based allocations are provisionally set as: ADD uses its non-DfID resources.

Finding represents 2% of ADD International’s total income and can play a key role in shaping how

Costs: DfID will invest £1.133825 in the first year (2011-12) of the PPA with ADD International

Option 1: Fund ADD International through a centrally managed PPA

B. Appraisal of options

2. Reject ADD International’s proposal
1. Fund ADD International through a centrally managed PPA

There are two options for this intervention:

A. Feasible case
Together with our DPO partners, ADD was instrumental in the introduction of a Disability Volunteer Guide in China; in Zambia, Bangladesh and Ghana.

Development of the Uganda Social Assistance Grants for Empowerment (SAGE) - a policy change.

Ministries to ensure disability is included in all planning following lobbying by ADD and DISABWA.

Technical assistance previously denied to them.

In Sudan, people with disabilities have access to financial services.

Bangladesh, India, Sudan, Zambia, East and West Africa.

Examples are given below of country specific examples of the impact of ADD’s interventions in the work of ADD’s partners across many disabled people organizations.

ADD’s work is in direct response to the needs of disabled people, building and strengthening their organizations, by building their capacity to become strong, transparent and representative of their voices and interests.

Position of authority.

Inequality for disabled people. This gives visibility to disabled people working in the field.

Together with our DPO partners, ADD was instrumental in the introduction of a Disability Volunteer Guide in China; in Zambia, Bangladesh and Ghana.

ADD supports visible and sustainable empowerment of disabled people through a positive, effective, rights based system of support.

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ADD’s work is in direct response to the needs of disabled people, building and strengthening their organizations, by building their capacity to become strong, transparent and representative of their voices and interests.
AD International is governed by a board of trustees who are responsible for ensuring that the AD International goals will not be fully achieved.

Women and children with disabilities are two to three times more likely to be victims of abuse.

According to the UN, an estimated 60 million individuals, roughly 10% of the world's population are children in developing countries who are estimated 1.000 disabled people.

To influence policy and practice of international actors to fully inclusive of disabled people.

To support DPOs to develop and implement advocacy strategies to access rights and capacity.

To provide support to DPOs in Africa and Asia individually and collectively to develop their

The lives of girls and women and (boosting wealth creation) improving well within DPO's business plans绩效 to (supporting actions to achieve the MDGs) improving

AD International has a clear vision and strategy objectives for which frame its work. These are:

**Vision: AD International has a clear vision and strategy objectives for which frame its work. These are:***

- **Strategies and capacity of AD International to implement a PA:**
  - Enhanced DPO reach in countries where AD INTERNATIONAL works
  - Enhanced DPO reach and results on shared strategic areas
  - Leverage results across the AD International family, their established partnerships and opportunities to achieve economies of scale by supporting interventions best placed to
  - Shared management resources across all PAs
  - Reduced administrative burden

In addition, benefits of funding through the PA mechanism also include:
During September 2010, ADD International conducted a survey of the monitoring and evaluation indicators.

**Monitoring and Evaluation Indicators**

- Adolescent and Children's HIV/AIDS
- Monitoring and Evaluation of programs and initiatives
- Annual Consultative meeting with stakeholders to reflect on program activities and achievements
- Most Significant Change Model
- Field Visit Monitoring Feedback mechanisms to enable regular reviews of progress
- Predictive Reviews with actions to ensure reviews of the action to strategy and
- Predictive Learning Assessment to inform strategic and program planning

The institutional systems for on-going monitoring and evaluation include:

- Evidence base for future planning
- Qualitative reporting which is able to document and evaluate progress and provide a sound basis for continued investment and provide a sound basis for continued investment and provide a sound basis for continued investment and provide a sound basis for continued investment.

**UNFPA**

40 million of whom will benefit from the initiatives of the UNFPA.

UNFPA is led by a single, strategic, and comprehensive approach to ensure that all women, men, and adolescents have access to safe, high-quality services.

UNFPA supports programs to ensure that reproductive rights and reproductive health are respected and protected. These policies are supported by programs to promote reproductive rights and reproductive health in all countries. By providing

UNFPA International has demonstrated a commitment to equal opportunities, diversity, and child.
them

described in more detail in the Results, Monitoring & Evaluation section above. These indicators and procedures are central to the organization's approach to monitoring and evaluation which, in line with the integrated approach of the AID, are designed to reflect mid-year and annual reviews also forms of data and information systems that add value to the organization's activities. The key indicators include:

- Country programs and mid-year review meetings with partners at six-month intervals.
- Support (AID) which reflects the responsibilities of both parties, reporting requirements.
- The importance of a clear and consistent governance structure that promotes accountability among staff.

Several key points are evident:

- AID's strategic plan and annual budget are approved by trustees and reviewed by the finance committee.
- AID's activities are reviewed at each meeting of the board of trustees.
- AID's internal controls are reviewed and updated at each meeting.
- AID's financial statements are audited annually.
- AID's internal audits are conducted annually.
- AID's financial statements are published annually.
- AID's financial statements are published quarterly.

Work is subject to industry standards and audit.

Further work is subject to the following: national standards and audit.
Climate Change

Communities in Asia aim to achieve during the PPA period.

It is estimated that 96% of disabled children do not attend school. By supporting DPOs’ classrooms, ADP International acknowledges that their systems for assessing the impacts associated with climate change.

Children

Disability

Increased number of disabled women holding seats in parliament

Increased number of disabled women taking on leadership positions with the disability

There are:

Outcome that will be achieved during the PPA period. Children able to access good quality education and who are included within their communities is an indicator. ADP International acknowledges that issues of social exclusion will negatively impact on the

Gender

Cross cutting issues (Gender, Social Exclusion, Climate Change, Private Sector)

Their work and now funds are spent.

ADP International is a member of the Public Fundraising Authority (PFA) and conforms to...
The overall theory of change for the PPA investment with ADD International is that by providing
approval
For the reasons summarised below, Option 1 offers good value for money and is proposed for
Summary - Value for Money Justification:

with DPOs' aspirations over that of other CSO PPA applicants.
The rigorous assessment of ADD International's
out joint goal of eliminating disability Inclusion. The rigorous assessment of ADD International's
into Core Bank and other key players. It would also impact negatively on
international Credit Union in the UK and in
expanded and strengthened its participation in the development and influencing role it has in the
The choice not to provide PPA funding would potentially limit the capacity of ADD International to

Alternative Option 2 (no PPA for ADD International; Refuse ADD International’s offer):

DPOs is area with 60 students able to attend mainstream schools every year
has resulted in the community understanding supporting an inclusive education programme in the
in Bangladesh engaged with a major company in the garment industry, 'Fasuns Fashions'.
DPO partners during the construction of the DPO’s new resource centre
linear consultations into now providing proactive services to one of ADD International’s
in Bangladesh ADD International has successfully engaged with a civil engineering company

mobile phone call centres

become a strategic partner to work with them on the employment of disabled people in their
ADD Bangladesh raised sponsorship from the leading company Bangladesh ink to run a

women

were given loans at a reduced rate of 15% interest compared to 25% for non-disabled
association to include disabled women in its scheme and as a result 20 disabled women

The Chinese programme works closely with a microcredit provider, 'The Micran Trust'.

employed

cola company and this is being used as an example of good practice to share with other
Engage men in similar roles to 20 disabled people securing employment with the cola

be scaled up. Some examples include:
DPOs are the principal to show effective and sustainable model in future advisory companies which can

opportunities. Although seemingly small in number, these successes enable ADD International and
partnerships with the private sector have yielded results in terms of employment and livelihoods

ADD International's outcomes incorporate innovative approaches such as breaking links between
Private Sector

Cyntone Sidhu

working in direct response to climate change with their Bangladesh programme being the most
With regard to value for money, ADD takes the following measures to control costs and achieve economies of scale.

1. **ADD International** is a member of the Chartered Institute of Purchasing & Supply. This membership allows for bulk purchasing and bulk procurements.
2. Special Interest Group to ensure our purchasing value for money is SMART.
3. ADD International's Financial Manual cite: Value for money as one of the over-riding considerations in all purchasing.
4. They manage foreign currency exchange risks by either transferring funds to appropriately denominated accounts or using the best exchange rates from their partners.
5. ADD International does not employ UK expatriates.
6. ADD International has a strong focus on supply chain management, ensuring efficient and effective procurement processes.
7. Salary surveys provide benchmarks which ensure ADD International is competitive with other NGOs of similar size.

ADD International's choice of specific programmes to support and report on under the PPA reflect its areas of expertise well and have been carefully assessed by them as the most promising in relation to scaling up and learning. The benefits outlined earlier, past evaluations of ADD International's work and the broad reach beyond the scope of programming is taken into account.

Due diligence checks have been carried out on ADD International. DFID is confident that in addition to the strong track record of ADD International, it has strong and efficient mechanisms in place for monitoring and evaluating its work, focusing on results and delivery and ensuring good value for money.

The PPA mechanism is efficient, set out in previous sections (administratively efficient 0.2%). DFID has its own systems in place to ensure value for money. It does so through best practice.
DfD will be assessed and performance-related funding released accordingly.

To determine future funding allocations, the value of money of the PPA with ADD International will be reviewed by DfD's external evaluation manager and used as the basis upon which new proposals will be calculated. This value will be reviewed by DfD's external evaluation manager and used as the basis upon which new proposals will be calculated. The evaluation will be conducted at the 18-months point of the PPA with ADD International, an external mid-term evaluation will be conducted from 2011.

Details on procurement can be found in the following section.

ADP is currently reviewing both its UK and in-country costs benchmarking their expenditure against similar sized (medium-sized) INGOs with similar expenditures in the UK and exploring ways in which they may lower overheads and remain efficient. An initial report will be submitted in February 2010 with implementation of findings.

Further planned efficiencies during the period include:

- Supported by relevant training and support on IT-based systems.
- ADP International use and develop suppliers of its financial systems to ensure that these are compatible and comply with relevant laws and regulations.
- The ADP International office provides a fully integrated financial systems, including the assessment of the risk of funds used for non-sectoral activities, the cost of resources and the need to have adequate funds available to cover the cost of non-sectoral activities.
- The Trustees recognize that systems of control can only provide a reasonable and not a perfect assurance.

Appropriate financial systems:

Committee: ADP International Review their auditors every three years.

Coordinated, ADP International's financial and accounting procedures are submitted to the Finance & Audit Sub-Committee.

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Budgets are approved by the Board and reviewed by a Finance & Audit Sub-Committee.

Robust financial accountability and auditing arrangements:

When in turn, support is provided and additional resources are requested, for example in contribution to overheads, the effective functioning of the main objectives is also performance-based and dependent on the success of overall delivery of projects and the achievement of objectives.

Additional funding is not being provided from unrestricted funding as this may affect the achievement of the main objectives.
A. Choice of funding mechanism that demonstrates value for money through procurement

Assessment of ADD International VFM through procurement:

- Administrative cost for DFID (0.2%)
- Shared programme costs

VM through procurement of a PPA:

A PPA is awarded to ADD International based on a competitive process that, as previously mentioned, assessed ADD International's systems to ensure VFM across technical and commercial areas. This was subsequently supplemented by a Procurement Questionnaire to identify ADD International's procurement capacity. ADD International has demonstrated that it has effective procurement mechanisms in place.

As part of the application process for a Programme Partnership Arrangement (PPA), all applicants were asked to provide evidence to show how they ensured value for money in their day to day operations. Using a pre-determined scoring system each applicant was marked between 1 and 4 (with 4 being the strongest scoring) for the response they provided. Each was asked to score factors such as transparency and accountability and results delivery. These scores were then added together to provide an overall score for each applicant against the criteria set. The decision was taken based on how they would achieve further value for money savings over the lifetime of the PPA funding.

Each PPA application was asked to complete a thematic questionnaire which posed a wide range of questions aimed at giving a detailed overview of each organisation's procurement practices and policies. This completed questionnaire was forwarded to KPMG who were contracted to undertake a Due Diligence check of all successful PPA applicants.

The reports which KPMG produced focussed on each PPA applicant's procurement capacity, financial management and awareness of their internal governance, their procurement capacity and effectiveness. The section described each PPA applicant's primary measures of value for money and baseline procurement capacity in relation to its organisation. The section also described key performance indicators, set a baseline for performance for the start of the PPA and set targets for improvements over the lifetime of the PPA.

Each PPA applicant, once finalised, was issued with a Memorandum of Understanding (MOU) which laid out the terms and conditions of the PPA, support but also included any specific conditions which arose as a result of the Due Diligence checks. All of these conditions were allocated timescales within which agreed improvements had to be made.

Only if we were confident that the PPA applicant either already had the relevant processes, systems, staffing and practices in place to deliver value for money, or had agreed to the terms and conditions relating to improvements in these areas, would we agree to the PPA funding.
B. Value for money through procurement

ADD International is currently reviewing both its UK and in-country costs, benchmarking itself against similar sized (financially) INGOs with their headquarters in the UK, and exploring ways in which they may lower overheads but retain effective impact. In the meantime, ADD International is a member of the Chartered Institute of Purchasing & Supply: Charity Special Interest Group ensuring that their purchasing is smart.

ADD manages foreign currency exchange risks by either transferring funds to appropriately denominated accounts to avoid exchange losses and by purchasing foreign currencies at the lowest available cost using the best exchange rates from at least two suppliers.

ADD does not employ UK expatriates in its country programmes and all programmes are staffed by nationals of the countries. They have also reduced their administrative costs by directing the same level of funding to the disability movement through a reduced number of partners. ADD International conducts systematic reviews of performance and expenditure which informs decision-making at all levels.
D. How expenditure will be monitored, reported, and accounted for

All expenditures will be made by the Civil Society Department.

In support of providing no supportive infrastructure for such a payment will be paid quarterly.

Those not receiving in advance payment of or a single request for release of PPPA support will be paid quarterly. 

Explain why an advance payment is necessary. 

Returning their signed declaration of understanding. Request that they be paid 30 days before the amount to be received, i.e., 60 days before the amount is due. 

All PPPA holders who do not provide the required and documentation for expenditure or payment will be paid quarterly.

All PPPA holders and CSOs who do not, after a matter of course, hold large reserves of funding.

C. How funds will be paid out

With a further $600 paid from CSOs, Civil Society managed programme funds over the three period of PPPA $300 will be paid. 

All of the PPPA funding for the PPA will be paid from programme funds.

B. How it will be funded: capital/programme/algorithmic

Months and agreement on arrangements for programme based funding in future.

Dependent on the outcome of an independent evaluation of the PPPA. 

The level of funding for year one will be set at the highest level for years two and three will be at

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<th>Funding Level</th>
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<td>2013/2014</td>
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<tr>
<td>2012/2013</td>
<td>3.1 28.375</td>
</tr>
<tr>
<td>2011/2012</td>
<td>3.1 33.825</td>
</tr>
</tbody>
</table>

A. How much will it cost?

Financial Case
The AID International PPA will follow these same arrangements.

DFID holds the right at any time to access the PPA holder's financial records through either its own Internal Audit team or the National Audit Office (NAO).

(And that they clearly show the PPA funding as a distinct line of income.) However, DFID asks that the PPA holder provide a copy of their current and audited Annual Accounts through accounting systems.
framework is so far as possible, to provide ADD International with a view to strengthening the
advice and guidance that has been provided to ADD International through our formal framework and periodic reviews. The evaluation manager has assessed the ADD International's policy framework, and specified objectives, with which will be assessed against the score of change and impact on the evaluation cycle. To date,

a comprehensive framework has been designed by ADD International including a comprehensive logframe.

A Results Framework has been designed by ADD International including a comprehensive logframe.

The evaluation manager has assessed the ADD International's policy framework, and specified objectives, with which will be assessed against the score of change and impact on the evaluation cycle.

to allow for an overarching framework, the current framework is designed to provide such information and to allow for an overarching logframe.

organizations to develop strategies for providing such information and to allow for an overarching framework, the current framework is designed to provide such information and to allow for an overarching framework.

The monitoring strategies for each PPA agreement are individually designed (underway) as a response to the specific objectives required by each PPA agreement. In order to improve the PPA agreements, monitoring and evaluation will be integrated into PPA partners' approaches to managing the funding.

C. Monitoring and Evaluation

Learning is shared widely amongst the PPA portfolio of partners, wider civil society and across DFID.

Through this role, the Advisor will work closely with all PPA partners in order to ensure that lessons learned from our membership of all PPA (Learning and Knowledge Advisory for the PPA portfolio) to develop a results framework which will allow for a transparent evidence-based assessment of the PPA portfolio. The MOU is the official signed document which lays down the terms and conditions which govern DFD, PPA, and PPA agreements.

If the MOU is not supported by ADD International, the MOU covers all areas of the partnerships including DFD, ADD International, and any relevant DFID country offices and policy leams. The relationships manager will be responsible for ensuring the terms and conditions of agreements in the ADD International PPA agreements, which have evidential outcomes and to act as a broker to help foster relationships between ADD International and other organizations. The SSDFP Manager will ensure that it is given support to achieve the agreed outcomes and to act as a broker to help foster relationships between ADD International and other organizations. The SSDFP Manager will ensure that it is given support to achieve the agreed outcomes and to act as a broker to help foster relationships between ADD International and other organizations.

The relationships manager will work closely with ADD International to ensure that it is given support to achieve the agreed outcomes and to act as a broker to help foster relationships between ADD International and other organizations.

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Risks have been preliminarily assessed, and mitigation will be further addressed through:

- logical development as they stand, risks to the programme appear manageable.

D. Risk Assessment

Money, time, the theory of change and delivery key lessons learnt and applied.

The value for money, time, the theory of change and delivery key lessons learnt and applied will also seek to make an assessment of the effectiveness and efficiency of delivery, the value for money, time, the theory of change and delivery key lessons learnt and applied. They will also seek to make an assessment of the effectiveness and efficiency of delivery, the value for money, time, the theory of change and delivery key lessons learnt and applied.

A logical framework is required to measure success.

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Monitoring information will be collected regularly by ADP International and updated on an annual basis, if also by other means as appropriate.

The ADP International logical framework will provide the core framework for monitoring progress.