United Nations system-wide accountability framework on disability inclusion

Facilitated by the Inter-agency Support Group for the Rights of Persons with Disabilities’ sub-working group on system wide action

First draft: 6 February 2019

Contents

[A. Introduction 3](#_Toc357289)

[B. Background 3](#_Toc357290)

[C. Overview of the accountability framework 4](#_Toc357291)

[Guiding principles 4](#_Toc357292)

[Key concepts and definitions 5](#_Toc357293)

[Structure 6](#_Toc357294)

[D. Implementation 6](#_Toc357295)

[E. Reporting process 7](#_Toc357296)

[F. Indicators 8](#_Toc357297)

[Indicator 1 Leadership on disability inclusion 8](#_Toc357298)

[Indicator 2 Policy/strategy on mainstreaming disability inclusion 11](#_Toc357299)

[Indicator 3 Disability-inclusive strategic planning 14](#_Toc357300)

[Indicator 4 Disability inclusion in projects/programmes 16](#_Toc357301)

[Indicator 5 Disability-inclusive country-specific programming 18](#_Toc357302)

[Indicator 6 Consultation with and active involvement of organizations of persons with disabilities (OPDs) 21](#_Toc357303)

[Indicator 7 Evaluation of disability inclusion 24](#_Toc357304)

[Indicator 8 Disability-inclusive workplace 26](#_Toc357305)

[Indicator 9 Capacity assessment and development for staff on disability inclusion 31](#_Toc357306)

[Indicator 10 Disability inclusion architecture 33](#_Toc357307)

[Indicator 11 Coherence and joint initiatives 35](#_Toc357308)

[Indicator 12 Consistent and respectful communications 37](#_Toc357309)

[Indicator 13 Universal design & accessibility 39](#_Toc357310)

[Indicator 14 Disability-inclusive procurement 45](#_Toc357311)

[Indicator 15 Reasonable accommodation 46](#_Toc357312)

# Introduction

This system-wide accountability framework is the implementation mechanism for the system-wide policy on disability inclusion, to be presented to the UN Chief Executives Board for Coordination (CEB), the highest internal decision making body in the UN, in May 2019. All UN entities are expected to report against this framework, including Funds and Programmes, the Secretariat, Specialized Agencies, technical entities, and training and research institutes.

The term ‘disability inclusion’ in this context refers to the meaningful participation of persons with disabilities, the promotion of their rights, and the consideration of disability-related perspectives in compliance with the Convention on the Rights of Persons with Disabilities (CRPD). While disability inclusion is the objective of the system-wide policy and accountability framework, the approach to achieve it is mainstreaming disability inclusion across the work of the UN. This means the development and implementation of a consistent and systematic approach to disability inclusion in all areas of operations and programming.

The system-wide policy and accountability framework, along with the system-wide action plan will play a crucial role in supporting the UN system to mainstream disability inclusion through its commitments across the three pillars of development, human rights, and peace and security. These will be key elements of support provided by the UN system to Member States in implementation of the Convention on the Rights of Persons with Disabilities (CRPD), the 2030 Agenda for Sustainable Development, the Agenda for Humanity, and the Sendai Framework for Disaster Risk Reduction, with a particular focus on leaving no one behind and reaching the furthest behind first.

In the context of UN reforms, the successful implementation of the system-wide policy, accountability framework and action plan will provide a foundation for lasting and transformative change on mainstreaming disability inclusion in the work of the UN system.

# Background

In April 2018, the Executive Committee of the Secretary-General highlighted that the UN system can and must do more on disability inclusion. In this regard, through Decision 2018/20, the Executive Committee outlined the following key tasks:

* The Executive Office of the Secretary-General (EOSG) should coordinate an institutional review of the UN system’s current approach to disability mainstreaming across the Organization’s operations;
* Building on existing work and the above-mentioned review, the Inter-Agency Support Group for the Convention on the Rights of Persons with Disabilities (IASG-CRPD), as well as the Department of General Assembly and Conference Management (DGACM), should develop a policy, action plan and accountability framework to strengthen system-wide disability mainstreaming.

Under the leadership of EOSG, the institutional review was conducted by the Special Rapporteur on the Rights of Persons with Disabilities. Key findings of the review include the following:

* While the UN system evidences some good practices on mainstreaming disability inclusion, these are not systematic, but demonstrate that the UN system has the capacity to improve performance;
* Clear gaps in mainstreaming disability inclusion exist across all pillars of the UN system’s work at all levels and in different regions, showing a lack of coherent and comprehensive approaches;
* While multiple UN entities have relevant and specific responsibilities for mainstreaming disability inclusion, no one entity has the dedicated capacity and authority to actively coordinate, support, and track progress.

This accountability framework aims to address these issues in a system-wide and comprehensive fashion, by setting minimum standards for the UN’s work on disability inclusion.

# Overview of the accountability framework

The accountability framework was built on the UN-System Wide Action Plan (UN-SWAP, henceforth gender SWAP) for implementation of the system-wide Policy on Gender Equality and the Empowerment of Women (CEB/2006/2). The pioneering nature of this first UN-SWAP should be recognized.

This accountability framework was developed through a six month participatory process including input from x entities and piloting by x entities (name entities). This accountability framework was drafted by the sub-working group of the Inter-Agency Support Group for the Convention on the Rights of Persons with Disabilities (IASG-CRPD), under the leadership of its co-chairs, ILO and UNDP.

## Guiding principles

This framework recognises the importance of taking an intersectional approach and the diverse nature of persons with disabilities. Disability may differ by gender, age, ethnic grouping, income group, and other social factors. Unless these differences are taken into account, internal and programming interventions may be inappropriate or misguided.

The framework also recognises the importance of participation of diverse groups of persons with disabilities, including those within the UN system. This is in addition to participation of Organisations of Persons with Disabilities (OPDs), which are representative organizations of persons with disabilities whose decision-making bodies consist of a majority of persons with disabilities. Participation is primarily a right of persons with disabilities, and also, when fostered competently, a means of ensuring that the views of rights holders and duty bearers are fully taken into account.

## **Key concepts and definitions**

| **Persons with disabilities** | Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others (CRPD, Article 1) |
| --- | --- |
| **Impairments** | Problems in body function or body structure, such as a significant deviation or loss. Body functions are the physiological functions of body systems (including psychological functions), and body structures are anatomical parts of the body, such as organs and limbs[[1]](#footnote-2) |
| **Disability inclusion** | The meaningful participation of persons with disabilities, the promotion of their rights, and the consideration of disability-related perspectives in compliance with the Convention on the Rights of Persons with Disabilities (CRPD) |
| **Mainstreaming disability inclusion** | The consistent and systematic approach to disability inclusion in all areas of operations and programming |
| **CRPD compliant** | Policies and practices that follow the general principles and obligations underlined in the Convention on the Rights of Persons with Disabilities (CRPD) as well as standards of the Committee on the Rights of Persons with Disabilities in their interpretation of the CRPD |
| **Accessibility** | Ensuring that persons with disabilities have access, on an equal basis with others, to the physical environment, to transportation, to information and communications, including information and communications technologies and systems, and to other facilities and services open or provided to the public, both in urban and in rural areas (CRPD, Article 9) |
| **Discrimination on the basis of disability** | Any distinction, exclusion or restriction on the basis of disability which has the purpose or effect of impairing or nullifying the recognition, enjoyment or exercise, on an equal basis with others, of all human rights and fundamental freedoms in the political, economic, social, cultural, civil or any other field. It includes all forms of discrimination, including denial of reasonable accommodation (CRPD, Article 2) |
| **Reasonable accommodation** | Necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure to persons with disabilities the enjoyment or exercise on an equal basis with others of all human rights and fundamental freedoms (CRPD, Article 2) |
| **Organization of persons with disabilities (OPD)** | Organizations comprising a majority of persons with disabilities − at least half their membership − and governed, led and directed by persons with disabilities (CRPD/C/11/2, Annex II, para 3). Organizations of persons with disabilities should be rooted, committed to and fully respect the principles and rights recognized in the Convention (CRPD General comment No. 7, para 11) |

## Structure

The accountability framework addresses the main functions including the organizational functions of strategic planning; capacity development; hiring practices; reasonable accommodation; and programming. As such, it covers all the main functions of UN entities at the corporate level. A complementary accountability framework for UNCTs with a focus on joint programming will also be developed.

These indicators clarify for the UN as a whole and individual departments and units core responsibilities in relation to mainstreaming disability inclusion. The accountability framework sets out 15 Performance Indicators which will be rated against a gradated scale, supporting progressive improvement in the UN system’s institutional mainstreaming and achievement of results. This will facilitate:

1. system-wide planning to determine the UN’s and individual entities’ comparative advantage, and promote synergies and reduce duplication between them;   
   and
2. assessment of progress and gaps at all levels of the Organization’s work on mainstreaming disability inclusion.

While the entire UN system is expected to report against the accountability framework, not every indicator in the framework is applicable to every UN entity, given the variety of entity functions. The accountability framework has been designed to ensure that progress can be promoted and tracked across the Organization in an appropriate manner.

The indicators in this framework will be final, however the guidance supporting implementation will be updated on a regular basis in line with UN reform and good practice.

# Implementation

This framework is based on a decentralized model where accountability for meeting and exceeding requirements for specific indicators lies with individual staff, units and departments (e.g. the strategic planning unit for the strategic planning indicator). The reason for this is that disability is the responsibility of all UN staff, and not only disability units or focal points. Disability units and focal points will play a catalytic and coordinating role in relation to meeting and exceeding requirements, but cannot be expected to make the UN fit for purpose without the full support of the entire Organization.

Entities are therefore requested to designate custodians who will take responsibility for specific indicators. Custodians will take the lead in ensuring that entities meet and exceed requirements for their particular area of expertise.

Common with other UN accountability frameworks, this framework uses a gradated aspirational five-point rating system:

* **Exceeds requirements**
* **Meets requirements**
* **Approaches requirements**
* **Missing**
* **Not applicable**

The technical notes below set out clearly how to rate entity performance against each indicator. “Meets requirements” is the minimum to which all UN entities should aspire, and all UN entities should commit to exceeding requirements over time. A “Missing” rating should be given where entities are not carrying out any work in relation to the indicator, and “Not applicable” when the requirements of the indicator are not relevant.

**Remedial plans of action.** Where entities do not meet requirements, they will develop a remedial plan of action setting out their plans for improving performance. The remedial plans of action will include:

* **Timeline for improvement**. Timelines should be realistic and clearly set out when the entity will meet/exceed requirements.
* **Responsibility for follow up**. This will primarily rest with the custodian and their department/unit, and this should be outlined in the remedial plan.
* **Resources required**. Where resources are required for improvement this should be clearly noted. Indicating resource requirements does not commit UN entities to the allocation of the funds, rather this provides a notional guide to estimated resource requirement. Entities should provide details of funds required that are additional to staffing costs, e.g. costs for training, reasonable accommodation, and programming.
* **Action points for improvement**. Entities should include planned activities to improve performance, for example the process for developing a disability mainstreaming policy, and conducting training.

# Reporting process

Entities will report against the framework on an annual basis, in June of each year. Individual entity reports will be aggregated for the UN system as a whole and its five constituent parts: Funds and Programmes, Secretariat, Specialized Agencies, technical entities, and training and research institutes. The performance of the UN system against this framework will be reported on an annual basis by the Secretary-General in a report on disability mainstreaming to the Economic and Social Council (ESOSOC).

Entities are encouraged to report on their performance to their respective governing body and to make their reports public, however entities will determine whether their reports will be confidential or public.

Entities should establish internal mechanisms to ensure rigorous and accurate reporting. Once the system-wide architecture for implementing this framework is determined, a system-wide quality control process will be set up.

For further information, (contact person TBC).

# Indicators

| Indicator 1 Leadership on disability inclusion | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Senior managers demonstrate their personal commitment to disability inclusion | Senior managers demonstrate their personal commitment to disability inclusion  and  Implementation of entity disability policy/strategy is reviewed by senior management annually with remedial action taken as needed | Senior managers demonstrate their personal commitment to disability inclusion  and  Implementation of entity disability policy/strategy is reviewed by senior management annually with remedial action taken as needed  and  Specific senior-level mechanism in place for ensuring accountability for disability inclusion |

#### Background and rationale

There is general agreement that top-level commitment is a key driver of organizational change. In accordance with CEB leadership framework, [[2]](#footnote-3) UN senior management should demonstrate personal commitment to key thematic areas, and evidence leadership which is:

* **Principled**, “defending its norms and standards and their application without discrimination, fear, or favour even – especially – in the face of pressure and push-back from powerful actors;”
* **Transformational**, “of ourselves and those we serve… The United Nations system needs to invest in strong transformational leadership. Transformational leadership is heavily reinforced by attitudinal and behavioural adjustments, by development of leadership capabilities, and by strong vision and leadership for change;”
* **Self-applied**, “A United Nations leader is expected not just to preach United Nations principles and norms to others, but to live them…This means that, in interactions within offices, teams, agencies, and across the system, the United Nations leader is fully respectful of all colleagues at all levels, is gender-sensitive, promotes and celebrates diversity as a strength, fosters teamwork, empowers staff, recognizes and rewards merit, and operate with integrity, transparency and fairness.”

*‘Senior managers’* are defined as personnel of grade D1 and above or equivalent, with a particular focus on the Head and Deputy Head of entity or equivalent. To champion disability inclusion senior leaders should focus on both the entity and programming levels.

#### How to implement the indicator

##### Approaches requirements

To **approach requirements**, the Head and Deputy Head(s) of entity should at a minimum do the following:

1. Articulate a vision of the ways in which the entity will support the rights of persons with disabilities, and ensure that organizational goals reflect this vision. The evidence base will include, for example: discussions in town hall meetings or equivalent; internal memos and instructions; and disability issues being included on a regular basis on the agenda of the senior management team meeting or equivalent.
2. Make at least one keynote speech per year, in addition to a speech on the International Day of Persons with Disabilities, which articulates a clear vision of how the entity disability mandate will be achieved.

##### Meets requirements

In addition to the above, to **meet requirements,** the senior management team or equivalent should annually review implementation of the entity disability policy against its action plan. This review can take place either during regular senior management team meetings or during a dedicated meeting on the disability policy/strategy. Implementation should be reviewed against the policy/strategy action plan, and remedial action taken as required.

##### Exceeds requirements

To **exceed requirements**, in addition to the criteria for meeting requirements, there should either be a separate senior management accountability framework on mainstreaming disability inclusion, and/or disability should be included in performance assessment/review for senior managers. Addressing mainstreaming disability inclusion in current entity accountability mechanisms such as compacts or 360 reviews is also acceptable.

#### Current indicative practices

* UNAIDS Executive Director, Michel Sidibé, publically commented on the launch of [WHO’s World Report on Disability](http://www.unaids.org/en/resources/presscentre/featurestories/2011/june/20110609disabilityreport), calling for “an end to all discrimination and inequity faced by people living the disabilities, which not only rob people of their dignity, but block their access to HIV prevention, treatment, care and support.”
* OHCHR High Commissioner and the Deputy High Commissioner deliver public statements on the rights of persons with disabilities. Their statements usually centre on the human rights-based approach to disability and call for action on its implementation. Examples include the Human Rights Council’s annual [debate](https://www.ohchr.org/EN/HRBodies/HRC/Pages/NewsDetail.aspx?NewsID=22775&LangID=E) on the rights of persons with disabilities, [major events](https://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=20004&LangID=E), on [missions](https://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=21607&LangID=E), [press releases](https://www.ohchr.org/EN/NewsEvents/Pages/DisplayNews.aspx?NewsID=18531&LangID=E) and [side events](https://ohchr.org/en/NewsEvents/Pages/DisplayNews.aspx?NewsID=22717&LangID=E).
* ILO Disability Inclusion [Strategy and Action Plan](http://www.ilo.org/skills/pubs/WCMS_370772/lang--en/index.htm) 2014-17 endorsed by Senior Management Team. ILO Director-General, makes public statements on the International Day of Persons with Disabilities, [2014](https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/ilo-director-general/statements-and-speeches/WCMS_324809/lang--en/index.htm), [2015,](https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/ilo-director-general/statements-and-speeches/WCMS_432312/lang--en/index.htm) [2016](https://www.ilo.org/global/about-the-ilo/newsroom/statements-and-speeches/WCMS_536749/lang--en/index.htm) & [2017](https://www.ilo.org/global/about-the-ilo/how-the-ilo-works/ilo-director-general/statements-and-speeches/WCMS_608271/lang--en/index.htm).
* UNHCR provide regular updates on Age, Gender and Diversity (including disability) at UNHCR Standing and Executive Committee Meetings, including special side events, and communicate annual messages to all staff and [external communications](https://www.youtube.com/watch?v=zq6QaxFqx1s) on the International Day of Persons with Disabilities.

| Indicator 2 Policy/strategy on mainstreaming disability inclusion | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Policy/strategy on mainstreaming disability inclusion in place | Policy/strategy on mainstreaming disability inclusion in place and implemented as planned | Policy/strategy on mainstreaming disability inclusion in place and implemented as planned  and  Entity reports at least every two years to Governing Body or equivalent on implementation of policy/strategy, and implements remedial action as needed |

#### Background and rationale

Policies/strategies are key drivers of institutional change and a primary means through which entities commit to meeting targets. Having in place individual entity policies aligned to the system-wide policy and accountability framework means that the UN system will work towards common indicators, increasing coherence and synergies. Having dedicated individual entity policies will also allow individual entities to adapt the system-wide accountability framework to their own requirements.

#### How to implement the indicator

##### Approaches requirements

To **approach requirements** for this indicator agencies should have in place a current entity policy/strategy or equivalent on mainstreaming disability inclusion.

Terminology differs across the UN system in relation to policies/strategies. For the purposes of the disability accountability framework, a *policy/strategy* is a document which commits entities to meeting/exceeding requirements in the system-wide disability policy and accountability framework, and any additional internal entity mandates related to disability mainstreaming.

Entities which include adequate attention to both internal and programming related disability inclusion in other policies, such as diversity and inclusion policies, will also meet requirements, as long as the points below are met. In other words there does not need to be a dedicated disability inclusion policy in place to meet requirements.

The disability inclusion policy/strategy should include the following:

* how it aligns with the Convention on the Rights of Persons with Disabilities (CRPD) and takes a rights-based approach, including in relation to persons with disabilities from diverse backgrounds;
* how it aligns with the system-wide policy and accountability framework, in particular which indicators in the accountability framework are included; and if indicators are not included, a rationale for their exclusion;
* how persons with disabilities in all their diversity and Organizations of Persons with Disabilities (OPDs) have been consulted during development of the policy;
* the main goals and objectives of the entity vis-à-vis mainstreaming disability inclusion;
* how the policy links to the entity’s main strategic planning document;
* implementation/action plan including time frame and resources required for implementation;
* accountability of different levels of staff, including senior managers, for the promotion of specific areas of the policy. Accountability measures should include assessment in performance appraisal and/or senior manager compacts that specify their accountabilities;
* resources required for implementation of the policy;
* a monitoring and evaluation framework for the policy and action plan; and
* an outline of how creation or renewal of the policy is based on lessons learned from previous experience of mainstreaming disability inclusion.

To be current, policies or equivalent should have been developed in the last five years or align with the entity’s strategic planning cycle.

##### Meets requirements

To **meet requirements**, in addition to the criteria listed above, entities should conduct an assessment of the implementation of the action plan which addresses its process and results against stated targets, and take remedial action as required.

##### Exceeds requirements

To **exceed requirements**, entities should report to their governing body or equivalent on implementation of the policy at least every two years. The report should be on progress in implementation. To rate exceed requirements entities need to demonstrate how they plan or are taking remedial action in response to comments from governing bodies.

#### Current indicative practices

* The [WHO Global Disability Action Plan 2014-2021](http://www.who.int/disabilities/actionplan/en/) includes: linkages from the Action Plan to the CRPD, including the Articles of the CRPD covered, and how WHO views disability as a rights issue; the vision, goal, objectives and guiding principles for the agency on disability issues; three objectives; how disability issues will be mainstreamed in WHO; and a plan for monitoring progress for achievement of the objectives of the action plan. On disability as a rights issue the Action Plan notes (p.1): “Disability is also a human rights issue because adults, adolescents and children with disability experience stigmatization, discrimination and inequalities; they are subject to multiple violations of their rights including their dignity, for instance through acts of violence, abuse, prejudice and disrespect because of their disability, and they are denied autonomy.” The WHO Action Plan is geared towards Member States, but also covers mainstreaming within WHO.
* The [ILO Disability Inclusion Strategy and Action Plan 2014-2017](mailto:http://www.ilo.org/skills/pubs/WCMS_370772/lang--en/index.htm) frames disability as a rights issue, in relation to the CRPD: “As a human rights as well as a development issue, disability inclusion requires a cross-cutting approach throughout all ILO activities and means of action.” The Action Plan makes clear links to the main ILO strategic plan, and promotes a twin track approach of mainstreaming and targeted actions, with disability mainstreaming to become standard practice throughout all programmes and projects. The Action Plan requires high level commitment including from the ILO Director General and Senior Management Team, adequate allocation of both human and financial resources, formation of a network of disability champions, targets, and monitoring and evaluation processes. It builds on learning from reviews and assessments, as well as consultations carried out with a wide range of staff.

| Indicator 3 Disability-inclusive strategic planning | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Adequate reference to mainstreaming disability inclusion in main strategic plan or equivalent, including a gender perspective and systematic use of disaggregated data in strategic plan reporting | Adequate reference to mainstreaming disability inclusion in main strategic plan or equivalent, including a gender perspective and systematic use of disaggregated data in strategic plan reporting  and  Disability inclusion is a cross-cutting theme in results statements in main strategic plan or equivalent | Adequate reference to mainstreaming disability inclusion in main strategic plan or equivalent, including a gender perspective and systematic use of disaggregated data in strategic plan reporting  and  Disability inclusion is a cross-cutting theme in results statements in main strategic plan or equivalent  and  Main strategic planning document includes at least one high-level result that refers to disability inclusion |

#### Background and rationale

*‘Strategic plans or equivalent’* refer to the highest-level planning and governing documents for entities. Strategic plans or equivalent outline the direction of the entity including corporate priorities and leadership, and policy and planning objectives to include a vision of how entities will service clients, beneficiaries, and partners, including governments, civil society and the private sector. They contain the strategic priorities of the entity for the period in question and are usually agreed for periods of approximately four years. Disability inclusion in strategic plans or equivalent governing documents indicates disability is a corporate priority for the entity.

In the Secretariat the strategic plan is the strategic framework. For some entities in the Secretariat this indicator may be covered by intra-Secretariat functions. Entities which do not have one central strategic plan should mainstream disability inclusion throughout their strategic planning documents as appropriate.

#### How to implement the indicator

##### Approaches requirements

To **approach requirements,** an entity should have an adequate reference to mainstreaming disability inclusion in the main strategic plan or equivalent. This requires:

* an **explicit reference to disability inclusion** as appropriate to the subject matter. A tangential reference to disability along with other excluded or marginalized groups is not adequate;
* a **specific reference to gender and disability**, given to the considerable intersectionality between women and girls and disability;
* a **systematic use of disaggregated data** means disaggregation by disability of any data related to population groups where there are implications related to disability for these population groups. The default should be to disaggregate by disability unless: disability-disaggregated data is not available, which should be duly noted along with any initiatives to facilitate use of disability-disaggregated data in the future.

##### Meets requirements

To **meet requirements**, in addition to the above, disability inclusion must be included as a cross-cutting theme in a strategic plan or equivalent. This requires that the entity promotes disability as a relevant issue across the objectives of the strategic plan or equivalent – not only in relation to one sector or area of work. Specific indicators in the strategic plan or equivalent should explicitly reference disability, as relevant.

##### Exceeds requirements

To **exceed requirements**, in addition to the above, the strategic plan or equivalent should include at least one high level result that refers to disability inclusion. A high-level result means an outcome or objective.

#### Current indicative practices

* ITU’s [Strategic Plan 2016-2019](https://www.itu.int/en/connect2020/PublishingImages/Pages/default/Strategic%20Plan%20for%20the%20Union%202016-2019.pdf) includes a specific reference to enhance access to telecommunications/ICTs for PwD and specific needs. This inter-sectoral objective has a specific budget allocation in the ITU financial plan.
* OHCHR [Management Plan](https://www2.ohchr.org/english/OHCHRReport2018_2021/OHCHRManagementPlan2018-2021.pdf) 2018-2021 and incorporates persons with disabilities as a “spotlight population” to increase OHCHR’s work on the rights of PwD.
* UNDP has disability-related indicators in the [Integrated Results and Resources Framework](http://www.undp.org/content/dam/undp/library/corporate/Executive%20Board/2018/Annual-session/dp2018-10_Annex%205.docx) (IRRF) and includes the requirement to mainstream the needs of persons with disabilities in UNDP Country Programme Documents

| Indicator 4 Disability inclusion in projects/programmes | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Guidance note or equivalent adopted on mainstreaming disability inclusion at all stages of the project/programme cycle | Entities determine the appropriate level of mainstreaming of disability inclusion in projects/programmes  and  Mainstreaming takes place as planned | Entities determine the appropriate level of mainstreaming of disability inclusion in projects/programmes  and  Mainstreaming takes place as planned  and  System implemented to track resource allocation to disability inclusion in projects/programs |

#### Background and rationale

Much of the UN system’s work is carried out through projects, programmes and technical cooperation in support of Member States, so mainstreaming of disability inclusion through the project/programme cycle is key to ensuring that the UN plays its most effective and appropriate role in supporting Member States in implementation of the SDGs and the CRPD.

For entities which do not implement projects/programmes this indicator should be rated as “missing”.

#### How to implement the indicator

##### Approaches requirements

To **approach requirements**, entities should have adopted a guidance note or equivalent on mainstreaming disability inclusion throughout the project/programme cycle. This can be through a dedicated guidance note, or through sufficient detail included in entity guidance such as entity-wide project/programme handbooks. Most entities which run programmes/projects have a quality control mechanism such as a project/programme review body which screen quality against set criteria; ensuring adequate attention to disability inclusion through these mechanisms would also approach requirements.

To **approach requirements**, entities should demonstrate that the guidance note or equivalent is adequate for ensuring that the entity meets its mandate on disability inclusion.

##### Meets requirements

To **meet requirements**, entities need to convene meetings of relevant staff (programme, evaluation, strategic planning etc) to discuss an appropriate level of mainstreaming of disability inclusion in projects/programmes. Determining an appropriate level of mainstreaming should be based on: a) the entities disability inclusion mandate under the SDGs and CRPD; and b) the entities disability inclusion commitments in its main strategic plan and disability inclusion policy.

Once the appropriate level of mainstreaming is reached entities should ensure that programme/project documents adequately reflect disability inclusion. This should be tracked through the entity quality control mechanism or other review mechanism.

To **meet requirements,** entities should demonstrate in reporting against this framework that an appropriate level of mainstreaming disability has been reached. Following the CRPD, entities should ensure that the focusing of programming is on both targeted and mainstreamed interventions, and provide a rationale for the balance between these two approaches.

Note: no system-wide targets are being established for this indicator as to the level of required mainstreaming. This is because the mandate for disability inclusion differs throughout the UN system, so it is not possible to determine a fixed level of mainstreaming for the whole system.

##### Exceeds requirements

In addition to the criterion for **meeting requirements**, entities should be implementing a resource tracking mechanism to assess financial allocations to mainstreaming disability inclusion at the project/programme level. This can be in the form of a disability marker or equivalent. This marker can be similar to, adapted from, or combined with, entity gender markers which are in wide use across the UN system.

*Note*: the resource tracking system should primarily track allocations, however disbursement can also be tracked, to ensure that planning is translated into practice.

#### Current indicative practices

* IOM integrates disability inclusion efforts within the framework of protection mainstreaming in crisis response.
* OHCHR has a Standard Operating Procedure on support to persons with disabilities in field missions. 49 field presences identified directly or indirectly through broader pillars persons with disabilities as part of their work in 2018-2019, primarily around the ratification of the CRPD, and supporting implementation of recommendations addressing rights of persons with disabilities deriving from the Universal Periodic Review, treaty bodies and special procedures.
* UNDP has developed a guide for disability-inclusive development.
* As part of its protection delivery functions, UNHCR refers to the specific needs of PwD in their following guidance and tools: Protection Checklist in Emergencies on Persons with Disabilities, Operational Guidance: Mental Health & Psychosocial Support Programming for Refugee Operations, Need to Know Guidance on Working with Persons with Disabilities and Resettlement Assessment Tool for Persons with Disabilities.

| Indicator 5 Disability-inclusive country-specific programming | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Disability inclusion is mainstreamed into guidance on country-specific programming | Disability inclusion is mainstreamed into guidance on country-specific programming  and  All country programme documents include analysis and appropriate programming recommendations on disability inclusion, including systematic disaggregation of data by disability | Disability inclusion is mainstreamed into guidance on country-specific programming  and  All country programme documents include analysis and appropriate programming recommendations on disability inclusion, including systematic disaggregation of data by disability  and  Community of practice promotes improved mainstreaming of disability inclusion in country programme documents |

#### Background and rationale

Country programme documents are the main strategic planning documents for entities operating at country level. They define entity objectives through country-level analysis and priority setting, and as such are important vehicles for ensuring that disability inclusion is mainstreamed into programming at the country level.

For entities that do not have a presence in country or who do not produce country programme documents this indicator should be rated as “missing”.

#### How to implement the indicator

##### Approaches requirements

Entities with country programmes usually have in place guidance material for developing country programme documents. To **approach requirements** this guidance should contain adequate reflection of mainstreaming of disability inclusion, providing authors of the country programme documents with guidance relating to disability inclusion during the period covered by the country programme document in relation to: overall country context, trends over time, and how disability programming will support implementation of the SDGs; reporting status on the CRPD and any other relevant Conventions; Member State capacity in mainstreaming of disability inclusion; data sources and how to analyse these, including through data disaggregation; how to determine the main barriers to disability inclusion; and inter-agency work on disability inclusion.

##### Meets requirements

To **meet requirements**, in addition to the criterion for approaching requirements, entities should demonstrate how country programme documents have followed entity guidance in producing documents that are disability-inclusive, including in particular through disaggregation of data on disability.

In addition, to **meet requirements** country programme documents should translate contextual analysis into appropriate programming to support Member States in implementing the CRPD and overcome barriers to disability inclusion. This should be through reflection of disability inclusion in country level results statements and indicators.

Entities should carry out an annual quality assurance check of country programme documents against the criteria in this indicator. Where entities have 20 or less country programme documents on average per year all documents should be assessed. If entities produce more than 20 country programme documents a representative additional 20 per cent sample of documents should be taken (i.e. if there are 40 documents then the total documents to review would be 24).

**Systematic disaggregation of data** means disaggregation by disability of any data related to population groups where there are implications related to disability for these population groups. The default should be to disaggregate by disability unless: disability-disaggregated data is not available, which should be duly noted along with any initiatives to facilitate use of disability-disaggregated data in the future.

##### Exceeds requirements

To **exceed requirements**, in addition to the criteria for meeting requirements, entities should establish a community of practice among country offices to exchange good practice on mainstreaming disability inclusion into country programme documents. Entities should demonstrate in reporting against this framework that the community of practice is coordinated, active, and has made a substantive difference to the quality of country programme documents vis-à-vis disability inclusion.

#### Current indicative practices

* IOM promotes the inclusion of persons with disabilities in its projects and initiatives, by setting country specific criteria to assess and prioritize people with high vulnerabilities including persons with disabilities throughout all migration health programmes, in particular humanitarian programmes that have service delivery components.
* UNHCR and UNICEF share a Senior Disability Advisor role, whose role is to strengthen collection and use of data on persons with disabilities in humanitarian action and supporting internal and external sharing of knowledge and experience on persons with disabilities in humanitarian action.
* In collaboration with the Washington Group (WG), ESCWA developed the first Regional Guidebook to Improve Disability Data Collection and Analysis in the Arab Countries: Implementing the Washington Group Questions on Functioning, which aims to improve the collection, analysis and availability of data on persons with disabilities by providing guidance on how to standardize implementation of the WG questions and related indicators.
* UNDP has developed a guide for disability-inclusive development.

| Indicator 6 Consultation with and active involvement of organizations of persons with disabilities (OPDs) | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Close consultation with and active involvement of OPDs is systematically conducted on all disability-specific issues | Close consultation with and active involvement of OPDs is systematically conducted on all disability-specific issues  and  Entity has established a permanent mechanism for consultation with OPDs | Close consultation with and active involvement of OPDs is systematically conducted on all disability-specific issues  and  Entity has established a permanent mechanism for consultation with OPDs  and  Entity has a partnership with OPDs at headquarter level to develop planning, implementation, monitoring and evaluation of their strategic plans and programmes and develops guidelines for engagement at all levels |

#### Background and rationale

Participation is one of the key elements of the human rights-based approach to disability and a fundamental requirement for the implementation of the strategy under the CEB policy. Entities are required to ‘consult and actively involve’[[3]](#footnote-4) persons with disabilities, through their representative organizations, at global, regional and national levels.[[4]](#footnote-5)

***Organizations of persons with disabilities are “those that are led, directed and governed by persons with disabilities [and a] clear majority of their membership should be recruited among persons with disabilities themselves.” [[5]](#footnote-6)***

In order to capture the views from the diversity of persons with disabilities, including the multiple and intersecting identities as well as their experience of living with various impairments, entities are required to verify that ‘consultation with and active involvement of’ OPDs includes women and girls with disabilities, children and older persons with disabilities, migrants and refugees with disabilities, persons with disabilities that identify within the spectrum of gender diversity, persons with albinism, persons with intellectual and psychosocial disabilities, intersex people, autistic persons, people with HIV/AIDS. Organizations including family members and/or relatives of persons with disabilities, when persons with disabilities want to be supported by their families as united networks or organizations, should also be consulted.[[6]](#footnote-7)

Entities will consult their staff with disabilities and staff with family members with disabilities in the implementation of this monitoring framework, particularly on matters involving their career advancement, well-being, social benefits, and health coverage.

Should organisations of persons with disabilities not be available in a given situation, entities should do their outmost to consult with persons with disabilities themselves in their diversity.

Entities are encouraged to avoid engaging in an exercise of consultation that would not aim at giving ‘due consideration and priority to the opinions and views of organizations of persons with disabilities.’[[7]](#footnote-8) Such meaningful consultation implies providing for accessibility and reasonable accommodation to participate in these consultations (see technical notes under indicators 13 and 15 for further detail), and, in cases, support to facilitate the decision-making process.[[8]](#footnote-9)

#### How to implement the indicator

##### Approaches requirements

Entities will **approach requirements** when they implement a systemic consultation mechanism to (i) regularly consult and actively involve persons with disabilities in disability-specific issues and (ii) ensure that the due consideration and priority to the opinions and views of organizations of persons with disabilities is reflected in the outcomes of the consultation.

“Systematic” consultation and active involvement means that it takes place regularly and it is not an isolated case.

##### Meets requirements

In order to meet requirements, entities should expand consultation and active involvement to all issues, and not only to disability-specific issues.

This expansion on the scope of consultations should be conducted through permanent consultation mechanisms with organizations of persons with disabilities, which may include among others, roundtable discussions, participatory dialogues, public hearings, surveys and online consultations, respecting their diversity and autonomy.[[9]](#footnote-10) The permanent consultation mechanism will have to meet at least once a year.

##### Exceeds requirements

“Partnerships” are the highest level of engagement under this indicator. Entities could enter into partnerships with OPDs through informal or formal agreements such as memorandums of understanding where both parties commit to allocate resources to succeed on the objectives to achieve. Partnerships could be limited to certain areas, such as strategic planning or be more comprehensive such as joint programming between the entity and an OPD in a given country. Partnerships are highly recommended, particularly in contexts where the voice of persons with disabilities is substituted by third parties or non-representative organisations.

#### Current indicative practices

* IOM promotes the inclusion of persons with disabilities in its projects and initiatives, by ensuring that the needs and situation of persons with disabilities are assessed, recorded, accounted for and addressed/considered in service provision. See example: IOM South Sudan & Humanity and Inclusion’s report “Access to Humanitarian Services for People with Disabilities”
* ITU consulted with the International Disability Alliance (IDA), OHCHR and the Committee on the Rights of Persons with Disabilities, to develop the ITU Accessibility Policy.
* UNAIDS disability focal point interfaces with disability focused NGOs and DPO that encourages global programming on HIV and disability.
* UNHCR engaged the International Disability Alliance (IDA) as a focal point for the rights of persons with disabilities in the development of the Global Compact on Refugees, and engaged Inclusion International on a specific project on mitigating the risk of financial exploitation for persons with intellectual disabilities in the context of cash-based programming.
* DESA has a Stakeholder Group on Disabilities that activities participates in the Major Groups and Other Stakeholder Coordination Mechanism for the UN High Level Political Forum (HLPF). The group is consulted and is invited to participate in open calls for participation at the HLPF, as well as in specific capacity building activities related to the SDGs as and when they take place.
* ESCAP has a Working Group on the Asian and Pacific Decade of Persons with Disabilities (2013-2022) half of whose 15 members are representatives of DPOs. The Group meets annually to provide advice to member States to improve on the implementation of the Incheon Strategy and the Beijing Declaration.

| Indicator 7 Evaluation of disability inclusion | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirements |
| Evaluation guidelines have disability inclusion as evaluation area | Evaluation guidelines have disability inclusion as evaluation area  and  Disability inclusion is effectively mainstreamed through the evaluation cycle | Evaluation guidelines have disability inclusion as evaluation area  and  Disability inclusion is effectively mainstreamed through the evaluation cycle  and  Meta-analysis of evaluation findings address disability inclusion |

#### Background and rationale

Currently the UN system is not taking full advantage of the potential of evaluation to promote mainstreaming of disability inclusion. Strengthening evaluations in a coherent manner will help ensure that the UN system makes full use of this key source of data in both promoting institutional accountability and lesson learning.

For the Secretariat external evaluation is mainly covered by the Office of Internal Oversight Services. This indicator also refers to self-evaluation carried out by individual Secretariat Departments and Offices.

If no evaluations are carried out by entities this indicator should be rated as “not applicable”.

#### How to implement the indicator

##### Approaches requirements

Most entities have guidelines to ensure quality control and appropriate conduct of evaluations. To **approach requirements** these guidelines should mainstream disability inclusion in the following: the scoping exercise for the evaluation carried out by the evaluation office should assess the most appropriate ways of ensuring that disability inclusion is covered through the evaluation cycle; terms of reference should pay adequate attention to disability inclusion; there should be adequate expertise on the evaluation team; Organizations of Persons with Disabilities and persons with disabilities should participate fully in the evaluation process; evaluation findings, conclusions and recommendations should fully reflect findings on disability inclusion; and the evaluation management response should respond to recommendations related to disability inclusion.

##### Meets requirements

To **meet requirements**, in addition to the criterion for approaching requirements, entities should ensure that guidelines related to disability inclusion are fully applied. The evidence base will be a meta-evaluation of evaluation quality, based on standard meta-evaluation procedures as determined by the United Nations Evaluation Group (UNEG).

##### Exceeds requirements

To **exceed requirements**, in addition to the criteria for meeting requirements, entities should undertake a meta-analysis of evaluation findings to delineate a. the main areas on disability inclusion on which the entity is working; b. the results of disability inclusion programming; and c. any remedial action in programming that needs to be undertaken. The meta-analysis should be based on standard procedures, as determined by UNEG.

#### Current indicative practices

[To be included.]

| Indicator 8 Disability-inclusive workplace | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Employment policy/strategy includes provisions to recruit, retain and advance careers of employees with disabilities | Employment policy/strategy includes provisions to recruit, retain and advance careers of employees with disabilities  and  Targets established and met for newly recruited employees with disabilities | Employment policy/strategy includes provisions to recruit, retain and advance careers of employees with disabilities  and  Targets established and met for newly recruited employees with disabilities  and  Employees with disabilities report satisfaction and well-being at a similar level to that of the general staff body |

#### Background and rationale

The UN system needs to lead by example in terms of being a disability-inclusive and disability-confident employer.

Definition of persons with disabilities for anti-discrimination purposes

Employment policies establishing an anti-discrimination clause should adopt a broad definition of persons with disabilities to be as comprehensive as possible. The Convention on the Rights of Persons with Disabilities (CRPD) defines the members of this group as ‘those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others’ (CRPD, Article 1).

Data collection through self-identification

For the purposes of this monitoring framework, data collection will be performed for statistical purposes only. All data collected will be stored securely and identification questions will be disassociated from the personal information of the respondents to the surveys. Surveys will be undertaken anonymously to ensure confidentiality.

Data collection of persons with disabilities should be considered a fair and legitimate process, as it operates in the best interest of the data subject, consistent with the mandates of the United Nations System Organization concerned and based on the policy governing this monitoring framework. Nevertheless, UN entities should whenever possible, obtain the consent of the data subject to administer their personal data, and comply with the Chief Executives Board on Coordination’s Principles on Personal Data Protection and Privacy,[[10]](#footnote-11) including the proportionality and necessity of the use of data, the specific purpose of the data collection, and manage the data with confidentiality, among others.

Through self-identification, the UN system can determine the diversity of its workforce and ensure individuals with disabilities are supported and represented throughout the Organization. There are multiple ways of establishing self-identification, with some more accurate than others. Nevertheless, entities should try to agree in a unified methodology to be able to compare their performance.

ILO and UNICEF, currently use “Do you consider yourself being a person with a disability,” as a self-identification question. ILO, in addition, combines this question with the Short-Set of Questions developed by the Washington Group on Disability Statistics.[[11]](#footnote-12) Small organizations are encouraged to use the first question only, as the second set of questions may allow identification of the person in the survey, given the reduce number of employees with disabilities. Large organizations may use one or the other or both combined, being the latter a more accurate methodology.

Self-identification questions in inclusive entities tend to have higher prevalence than in less inclusive entities. Entities that never included identification modules in their surveys may present increased number of persons with disabilities as it gets more inclusive and staff feel more confident to self-identity. The indicators in this framework aim at measuring progress in new incorporations, hence the proposed way forward in the ‘meet requirements’ indicator. Notwithstanding this, entities should still establish a baseline to measure their improvement.

#### How to implement the indicator

##### Approaches requirements

To **approach requirements**, the employment policy/strategy or equivalent can be disability-specific (only targeting persons with disabilities), integrated into diversity policies (targeting persons with disabilities together with other constituencies) or mainstream (including the human rights-based approach to disability in general human resources policies). Integrating a disability-inclusive perspective in general human resources policies is recommended.

Whatever the scope, the employment policy/strategy should include at least the following elements:

* A clear statement that persons with disabilities are protected from any type of discrimination during any stage of employment, including the recruitment phase;
* A reasonable accommodation policy/component that ensures that reasonable accommodation is to be provided to staff with disabilities, interns and candidates with disabilities who so require. Confidentiality of the persons’ information needs to be guaranteed, and to this end the CEB Principles on Personal Data Protection and Privacy should be followed;[[12]](#footnote-13)
* Outreach measures that will encourage candidates with disabilities to apply for jobs in the entity, including through references in the job advertisement and outreach to organizations of persons with disabilities, and disability-inclusive internship/trainee programmes;
* Measures to ensure that staff who acquire an impairment, including a mental health condition, are provided with adequate support to be able to stay in the entity, including through the provision of reasonable accommodation;
* Capacity building on the new policy for human resources staff and senior management, including the development of guidelines for hiring managers;
* If the entity has a staff mobility policy, this needs to take into account the situation of persons with disabilities through the relevant changes to the policy;
* Staff with disabilities should be involved in the implementation as well as regular monitoring and evaluation of the policy/strategy.

If there is no policy/strategy in place it is recommended entities undertake an audit of all human resource related issues to inform the drafting of the policy/strategy. It is also recommended to involve staff with disabilities in the drafting of the policy/strategy.

##### Meets requirements

To **meet requirements**, each UN entity should establish a target for recruitment of persons with disabilities among its newly recruited staff. This target can either be an absolute number or a percentage of all new staff. The target would be established based on the experience of recent years.

To measure progress towards the set target/percentage, entities should include one or more disability self-identification questions in their regular staff survey, which would usually also include a question on length of stay in the organization. An alternative option is a survey only among staff recruited in the previous twelve months.

“*Targets*” are aspirational and voluntary goals that can be expressed as an absolute number (*X* new staff with disabilities) or a percentage (*X*% of the new staff is staff with disabilities). Targets differ from quotas, as quotas are mandatory floors and not voluntary objectives.

Entities should explore the possibility of establishing an “advocate” for inclusion of persons with disabilities in their human resources departments. The advocate would be responsible for the necessary tasks to prepare an enabling environment for the person with disabilities under recruitment or recruited, reducing accessibility and attitudinal barriers.

##### Exceeds requirements

To **exceed requirements** entities should include disability self-identification question(s) in their regular staff satisfaction survey. This will allow comparison of how persons with disabilities respond in the different areas covered by the survey compared to other colleagues. In particular, it should allow assessment of whether persons with disabilities are treated equally with their colleagues in terms of respect and dignity, adequate career advancement opportunities, protection against harassment.

#### Current indicative practices

* UNV has a programme for persons with disabilities that does not require disclosing immediately if the person identifies themselves as a person with disability. Instead, it asks “Should applicants need reasonable arrangements to facilitate their interview and assessment during the recruitment and selection process, please submit your request in your application.” This way they can track persons with disabilities on the basis of their support requirements.
* OHCHR has an employment policy called “Dignity@Work” refers to the Secretary General’s Bulletin on Employment and accessibility for staff members with disabilities in the UN Secretariat, and that disability is an integral part of the policy. A task force that included persons with disabilities, contributed to the design and development of the policy. Persons with Disabilities participated in a survey that provided a data source for the Task Force’s report and recommendations. Through the Dignity@Work program, a diversity and inclusion dashboard was developed in 2018 with data by sex/level/geography/disability/age/sexual orientation/gender identity/other identities for all types of contracts, at all levels and in all locations (with due regard to confidentiality). Advancement with regard to persons with disabilities will be measured against the indicator “Extent to which OHCHR policies and programmes promote respect for diversity, gender equality, and women’s rights,” – the target is “100% of the recommendations of the Task Force on Diversity and other recommendations endorsed by the [Senior Management Team] have been implemented.”
* ILO has an Employment of persons with disabilities policy that seeks to actively promote equal access to employment opportunities for persons with disabilities. In 2013, the ILO undertook a Staff Survey on disability inclusion. ILO used a combination of questions that cover identity and functional limitations by asking: (i) do you identify as a person with disability; and (ii) the six Washington Group on Disability Statistics Short-Set of Questions.
* UNDP has a [Talent Programme for Young Professionals with Disabilities](https://www.unv.org/publications/unv-and-undp-engaging-young-talent-disabilities-sdgs) to increase the inclusion of persons with disabilities into the workforce of the development sector. UNDP in its 2016 Global Staff Survey (GSS) invited staff to voluntarily disclose whether they identify themselves as a Persons with Disabilities (result=1.48% employees who identify as Persons with Disabilities). These questions are based on the Washington Group Short Set of Disability Questions. The GSS is an internal tool, which data is used in confidentiality to measure employee engagement, alignment and agility as key elements of organizational success
* FAO has a policy for non-discrimination of persons with disability with regard to recruitment and retention in service, which is implemented with the support of Health and Infrastructure services.
* UNOPS has a dedicated Diversity and Inclusion Specialist (new) role in the People and Change Group, with a dual reporting line to the heads of the Talent Management and Policy streams. Among other deliverables, the role will be responsible for advance, within the HR framework, the inclusion and rights of persons with disabilities.
* UNICEF: has an Executive Directive on Employment of Persons with Disabilities. The directive outlines ways on how to identify and address barriers to non-discriminatory employment practices for staff members and candidates with disabilities through the following efforts: Recruitment and selection; training and advancement; and retention. UNICEF also has Reasonable accommodation for employment.
* UNICEF in 2011 for the first time included in a Global Staff Survey a “self-declaring” question on Disability and more than 3% of staff indicated that they had a disability, which had a bearing on their work. UNICEF’s Global Staff Survey of 2014 also gave opportunity to staff members to self-declare if they had any disability. This survey was issued in accessible formats to staff with disabilities and also gathered additional inputs on whether any staff felt they could benefit from reasonable accommodation and whether they believed they faced discrimination in the workplace because of their disability. As a follow-up to the UNICEF 2017 Global Staff Survey (GSS), the Division of Human Resources (DHR) in collaboration with the Programme Division (PD) gathered additional in-depth information from all staff concerning disability inclusion. As a result, the first ever UNICEF Staff Survey on Disability Inclusion (SSDI) was conducted online in English, Arabic, French, Russian and Spanish from 30 October – 13 November 2017. A total of 7,205 out of 13,754 staff members responded to the survey resulting in a 52% response rate globally.
* UNHCR has a policy on the employment of persons with disabilities - referenced in the UNHCR Recruitment and Assignments Administrative Instruction and sits within the overall UNHCR People Strategy ‘Enabling work environment and culture’ strategic priority. It has a dedicated role - Senior Advisor on Inclusion, Diversity and Gender Equity – which provides strategic guidance, oversight and expertise to shape organizational wide initiatives aimed at sustaining and improving a diverse and inclusive workforce. It conducted an Inclusion Survey in 2016 to understand the experiences of different groups in the workforce, and results provided some feedback from staff with disabilities. It also has Medical Section software tracks those who require specific workplace and those who retired because of a disability.

| Indicator 9 Capacity assessment and development for staff on disability inclusion | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Entity-wide assessment of capacity of staff at HQ, regional and country levels in disability inclusion carried out | Entity-wide assessment of capacity of staff at HQ, regional and country levels in disability inclusion carried out  and  Target established and met of staff having successfully completed training on disability inclusion | Entity-wide assessment of capacity of staff at HQ, regional and country levels in disability inclusion carried out  and  Target established and met of staff having successfully completed training on disability inclusion  and  Tailored training on disability inclusion for senior managers |

#### Background and rationale

One of the main findings of the institutional assessment referenced in the introduction is that there is a need for an ambitious capacity development initiative for UN staff on disability inclusion, to ensure that the UN is fit for purpose on disability inclusion.

#### How to implement the indicator

##### Approaches requirements

To **approach requirements**, the entity must undertake an entity-wide staff assessment on disability inclusion at least every five years. The assessment should provide detailed information on capacities for disability inclusion in relation to operations and programming. It will be a first step in raising awareness within the entity on the need to improve the capacity on disability inclusion. The survey could be exclusively focused on disability inclusion or questions on disability could be included as part of a broader staff survey. The objective of the survey would be to assess how familiar the entity staff is with a human rights based approach to disability (see below suggested topics for the course)

##### Meets requirements

To **meet requirements**, the entity must establish a target of staff that should successfully complete the training. Training should be tailored to ensure that all relevant staff can support meeting and exceeding requirements in this accountability framework.

Entities should determine themselves which staff should be trained, what constitutes adequate and appropriate training, and how the results of training will be measured.

The content of the course would include:

* the Convention on the Rights of Persons with Disabilities (CRPD);
* disability inclusion in the context of the 2030 Agenda for Sustainable Development;
* agreed disability terminology; disability data and statistics; accessibility and reasonable accommodation;
* relevance for different entity departments;
* the UN system-wide policy and accountability framework.

##### Exceeds requirements

To **exceed requirements**, the entity must also have a tailored training on disability inclusion for senior managers. The training can either be the same as the one targeting the rest of the staff or it can be specific training, including face to face, for senior managers.

#### Current indicative practices

* ILO Disability Equality Training (DET) – is a facilitated face to face workshop which builds the understanding of staff (and other stakeholders) on the importance of mainstreaming disability and the barriers faced by persons with disabilities.
* UNECA’s HR Training team developed an on-line disability training course for staff, and plan to make it mandatory for all staff (currently optional).
* UNDP: on-line courses “Promoting diversity and inclusiveness” and “Persons with Disability, Ability, Capability, and Employability” that address disability inclusion.
* UNHCR provides e-learning to train staff on the topic of disability inclusion.
* UNRWA developed [Disability Inclusion Guidelines](https://www.unrwa.org/sites/default/files/content/resources/disability_inclusion_guidelines.pdf) and training to ensure that all staff have a better understanding of disability, front line staff have the necessary technical skills to mainstream disability in all the Agency’s services and staff involved in project planning, implementation, monitoring and evaluation to identify entry points for disability mainstreaming at all stages of the project cycle. So far, 33 staff have been trained as trainers, and 250 staff in the field have received subsequent trainings.
* ESCWA produced a set of disability language guidelines to provide staff appropriate disability language and terminology for use in publications, presentations, meetings and other outputs. ESCWA held a capacity building workshop, with the ILO, which raised awareness on the gaps and barriers hindering accessibility of persons with disabilities to an open labour market and revealed ways to improve national policies while respecting the principle of “leaving no one behind”.
* UNITAR has developed a training on the human rights based approach to disability which combines online and face to face.

| Indicator 10 Disability inclusion architecture | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Entity has unit with substantive expertise on a human rights-based approach to disability | Entity has unit with substantive expertise on human rights based approach to disability  and  Entity coordinates a focal point network on disability including all relevant departments and country offices | Entity has unit with substantive expertise on human rights-based approach to disability  and  Entity coordinates a focal point network on disability including all relevant departments and country offices  and  Entity holds an in-person focal point network meeting at least once a year |

#### Background and rationale

It is crucial for entities to have both a dedicated technical unit on disability as well ensure that staff with sufficient knowledge are in place in various departments/offices/locations.

Depending on the size of the entity and whether or not it has a field presence, the focal point network can either be custodians of specific indicators, already referred to in the introduction, or it can include the custodians as part of a larger network.

#### How to implement the indicator

##### Approaches requirements

The entity should have a unit that will provide technical expertise to the whole entity. The size of the unit will depend on the size and mandate of the entity.

The head of the unit would usually also be the person representing the entity in inter-agency mechanisms on disability, in particular the IASG-CRPD.

The unit needs to be fully aware of the CRPD and of the human rights based approach to disability.

##### Meets requirements

The entity should have a network of focal points on disability in all relevant departments and field offices. These focal points should have disability inclusion as part of their job description and performance appraisal, should have at least 20% of their time devoted to disability inclusion and be at P3 level or above. Some of these focal points would have a role in reporting to the accountability framework on the area in which their department is the relevant business owner/custodian.

The disability unit will ensure good coordination among focal points and provide technical assistance and capacity building, when so required. In reporting against the accountability framework entities should demonstrate how they have coordinated the network, e.g. through network meetings and products.

##### Exceeds requirements

The entity will organize an in-person two-day meeting at least once a year for focal points, organized by the disability unit. A part of the meeting will be devoted to discussing the results of the accountability framework and measures to be undertaken to improve next year’s results.

#### Current indicative practices

[To be included.]

| Indicator 11 Coherence and joint initiatives | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Participates actively in inter-agency coordination mechanism(s) on disability inclusion | Participates actively in inter-agency coordination mechanism(s) on disability inclusion  and  Coordination mechanism in place that promotes joint action on disability inclusion  and  At least one joint programme/initiative in place | Participates actively in inter-agency coordination mechanism(s) on disability inclusion  and  Coordination mechanism in place that promotes joint action on disability inclusion  and  More than one joint programme/initiative in place |

#### Background and rationale

A central objective of the system-wide policy on disability inclusion, and this accountability framework, is to promote greater coherence and synergies in the UN system’s work, and reduce duplication and overlaps. Inter-agency coordination and joint programming is key to achieving this objective.

#### How to implement the indicator

##### Approaches requirements

To **approach requirements** entities should actively participate in inter-agency coordination mechanisms, such as the Inter-Agency Support Group on the Convention on the Rights of Person with Disabilities. Active participation means regularly contributing at coordination mechanism meetings, and attendance at annual gatherings.

##### Meets requirements

To **meet requirements**, in addition to the approaching requirement criterion, entities should both have an institutional mechanism in place to coordinate joint programming on disability inclusion, and have at least one joint programme or initiative in place. An institutional mechanism means that coordination promoting joint action on disability inclusion is included in relevant policies and programming guidance, and in staffing as appropriate. A joint programme means an initiative undertaken by at least two entities where entities have agreed on the details of a programming partnership. The joint programme can be carried out with Member States, other UN entities, civil society, and/or the private sector.

##### Exceeds requirements

To **exceed requirements** entities should meet requirements and have more than one joint/programme in place.

#### Current indicative practices

[To be included.]

| Indicator 12 Consistent and respectful communications | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Mechanisms in place to ensure all internal and external facing communications are disability inclusive | Mechanisms in place to ensure all internal and external facing communications are disability inclusive  and  Persons with disabilities in all their diversity are consistently and respectfully represented in all entity communications | Mechanisms in place to ensure all internal and external facing communications are disability inclusive  and  Persons with disabilities in all their diversity are consistently and respectfully represented in all entity communications  and  Communication campaign on disability inclusion undertaken |

#### Background and rationale

Internal communication is an important way in which entities establish the norms of their organizational cultures, and external communication represents entities’ public face to the world. Both of these forms of communication need to send out correct messages about the entities’ commitment to mainstreaming of disability inclusion.

#### How to implement the indicator

##### Approaches requirements

To **approach requirements** entities should have in place policies and procedures in place to ensure that all communication is disability inclusive. These policies and procedures will normally be developed by, and be the responsibility of, communications departments and staff. To approach requirements entities should demonstrate that these mechanisms are both in place and appropriate.

##### Meets requirements

To **meet requirements**, in addition to the criterion for approaching requirements, entities should demonstrate that their internal and external facing communications appropriately represent persons with disabilities. This should be through an assessment of a representative sample of communications including internal websites and memos; and external publications, websites, other social media, and any other important communication mechanisms.

##### Exceeds requirements

To **exceed requirements**, in addition to the criteria for meetings requirements, entities should undertake a substantive communication campaign with a dedicated focus on disability inclusion. “Substantive” means that the campaign should run for at least several weeks and provide consistent messages about the importance of mainstreaming of disability inclusion.

#### Current indicative practices

[To be included.]

| Indicator 13 Universal design & accessibility | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Accessibility policy/strategy under development | Accessibility policy/strategy adopted and implemented as planned | Accessibility policy/strategy adopted and implemented as planned  and  Dedicated independent evaluation of the accessibility policy/strategy is undertaken periodically |

#### Background and rationale

Accessibility is a precondition for persons with disabilities to live independently and participate fully and equally. Accessibility applies in different contexts which includes the physical environment, transportation, information and communication, including information and communications technologies and systems, and to other goods, facilities and services open or provided to the public. Accessibility should be provided to all persons with disabilities, regardless of the type of impairment, without distinction of any kind, such as race, colour, sex, language, religion, political or other opinion, national or social origin, property, birth or other status, legal or social status, gender or age. Accessibility should especially take into account the gender and age perspectives for persons with disabilities.

***"Universal design" means the design of products, environments, programmes and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. "Universal design" shall not exclude assistive devices for particular groups of persons with disabilities where this is needed.***

Universal design is a tool that provides for a perspective in the onset of design that provides for an accessible environment, goods, services and procedures. This perspective is ruled by principles which enable thinking of facilitating access to a broad population.[[13]](#footnote-14) Accessibility is the practical implementation of such design perspective and includes technical parameters and standards. Many entities operate in countries with good accessibility standards in building and construction while others may not. Information and communication accessibility has also standards. Entities should evaluate the available standards before engaging in design and actively involve persons with disabilities from the design stage.

Entities should develop an accessibility policy identifying the pertinent areas under control of the entity concerned to be developed. An accessibility policy should include an: accessibility targets for different types of it; the use of an inclusive, user-centred design processes; methods to be used to consult and involve persons with disabilities; policy on maintaining accessibility; awareness raising and skills building amongst staff; and policy on dealing with suggestions, comments or complaints regarding the accessibility of your Information and Communication Technology (ICT), communication- and facility-based products and services; and procurement.

The areas that require accessibility development are usually: built environment, products and services, ICT and conferences, events and meetings. The built environment usually involve physical (ramps, automated doors, toilettes, handles, etc.) and communicational accessibility (visual and tactile guidance, audio announcement –e.g. in elevators-, etc.). Products and services can include at work office furniture, equipment, tools, dispensers, or in public spaces elevators, kiosks, rest room fixtures, vehicles, etc. Most of the time products are managed through procurement, please see technical note on procurement under indicator 14. Services should also be accessible, documentation, transportation, food delivery, security, cash transfers, conference services, etc.

Conference, events and meetings is an important area to consider. Entities should explore the areas of improvement in all areas of accessibility. Most commonly the challenges are on how to make events accessible for as many people as possible. For example, international sign interpretation, sign language interpretation (including picture in picture signage in webcasting), closed captioning or subtitling, easy-read documentation, plain language documents, support for plain language interpretation, hearing loops, are some of the services commonly provided. On line services, such as meeting platforms, web seminar, conference call services, should be accessible and support multiple ways of communication (written, audio, video) to facilitate access to a range of people with different impairments.

**Accessibility coordination architecture:** Entities must develop strategies/action plans on implementation. Given the diverse way of organizing responsibilities in the United Nations entities regarding accessibility, the interdependence of these goods and services, and the multiple departments and units involved, entities should establish a focal point person in each area to work for better coordination and a centralised coordination, with authority to track action and to work across departments.

**Accessibility assessment:** Entities should make an assessment of their current stage of development on accessibility. This assessment should categorise accessibility challenges, at least, by cost (no cost, low cost, high cost, structural) and by priority. Priority can be defined with the support of persons with disabilities and safety should built-in as a priority component. For example, step-free exits are accessible to persons with disabilities and facilitate evacuation in case of emergencies. Entities can do a self-assessment, nevertheless, it is most recommended to have an external assessment. The assessment should involve users working in the facilities and external users, as their views may differ.

|  |
| --- |
| **Key questions for consultation on development plans** |
| **Has consideration been given to all sections of the community during the development plan consultation?** |
| **Have adequate measures been used to engage with ‘hard to reach groups’?** |
| **Has contact been made with representative organisations?** |
| **Have public consultation events been organised at accessible locations?** |
| **Is plan documentation available at accessible locations and in accessible formats?** |

**Accessibility plans:** planning for improving for accessibility may not be even and in most cases certain areas will develop faster than others. For example, if vehicles are renewed every 4 years, in a relatively short period the whole fleet maybe renewed while other accessibility features may take longer. Identifying where persons with disabilities are requesting most immediate implementation and what type of implementation can help to be more efficient. Plans should establish timeframes and be open to periodic review. While no cost accessibility challenges can be addressed faster, they may not be a priority for persons with disability, this should be factored in the planning.

**Accessibility targets:** entities should establish targets in the different areas. For example, accessible documentation could be developed following graded targets. Disability-specific documents are accessible, X% of the total amount of documents produced are accessible by 20\_\_, 50% by 20\_\_ and the 100% are accessible by 20\_\_. Equally, this could be applied to conferences, events and meetings. Entities should be both ambitious and realistic when defining targets and strategic in how they apply them. The following table gives examples of how targets can be established for easy reference.

|  |  |  |  |
| --- | --- | --- | --- |
| Area | Approaches requirements | Meets requirements | Exceeds requirements |
| Built environment | Main access autonomously accessible | 50% of accesses autonomously accessible | All access autonomously accessible |
| 1 accessible bathroom in each floor | 1 accessible bathroom in each floor plus 50% of the remaining bathrooms | All bathrooms are accessible |
| Guided itineraries for blind persons are available to access main rooms and braille maps are available | Guided itineraries for blind persons are available to access main rooms and braille maps are available, and 50% of the remaining rooms | Guided itineraries for blind persons are available to access all rooms |
| In camps: Accessible itineraries are built to access main services (food, water, health, education, psychosocial support, workshop) | In camps: Accessible itineraries are built to access 50% of the camp | In camps: Accessible itineraries are built to access all areas in the camp |
| Services and products | All vehicles renewed in a year are accessible or count with accessories to facilitate access to persons with disabilities | All vehicles renewed in 2 years are accessible or count with accessories to facilitate access to persons with disabilities | All vehicles renewed in 4 years are accessible or count with accessories to facilitate access to persons with disabilities |
| ICT | All disability-specific web pages are accessible | All main content of the website is accessible | All content, including archives, are accessible |
| Conferences, events and meetings | Disability-specific conferences, events and meetings are accessible (sign interpretation, closed captioning, hearing loops, accessible webcasting, accessible documentation) | Disability-specific conferences, events and meetings and 50% of the remaining events are accessible | All conferences, events and meetings are accessible |

**Accessibility funding:** entities should establish a budget to improve accessibility. Funding for accessibility can be managed in different ways, it could be factored in the regular improvements and maintenance, for example, if a door needs to be replaced find a model that offers less resistance, with handles that can be used by as many people as possible, etc. Remodelling buildings can contribute to improve accessibility using universal design and consulting before engaging in the construction, usually planned accessibility has no or little impact in a renovation budget. Dedicated funding for accessibility can contribute to advance accessibility at a faster pace. When budgeting on accessibility, is important to look mainly at structural and long-term design and solutions that will provide for most users, reasonable accommodation usually covers the gaps in the accessibility plan and provides for having ad hoc funding to bridge those gaps.

**Knowledge management and community of practices:** experience sharing is very important when dealing with accessibility. Having a centralised source of technical guidelines and resources to address accessibility challenges. Entities should keep record of the solutions they found to accessibility challenges. Accessibility focal points should meet regularly to express the challenges they face and discuss solutions. Budget constrained environments require creative solutions that fit the general requirements of persons with disabilities, and their engagement facilitates and improves the solutions. Realities in headquarters and duty stations tend to be dissimilar, hence, inter-agency networks working in highly secured environments, emergency contexts, isolated areas, among others should be encouraged. Communities of practice should reach out beyond the United Nations to sister organisations that may be engaging in similar practices to improve accessibility. When international standards are lacking or they are insufficient, communities of practices can contribute to improve existing standards.

**Monitoring and evaluation:** an accessibility strategy requiresgood monitoring. Partial accessibility usually fails its purpose to reach to as many people as possible, to this end consultation is fundamental. Accessibility plans require to evaluated periodically both on its implementation and on the quality of the solutions found. Once targets are achieved**,** entities shouldbased on the results of their evaluations to continue improving their accessibility.Self-evaluation of theimplementation of the plan should happen at all stages. Nevertheless, an external and independent evaluation could contribute to better advance the implementation of the plan.

**Accountability:** entities should establish their own accountability mechanisms to inform senior management of the status of the implementation of the plan and to the population concerned, for example, through satisfaction surveys.

#### How to implement the indicators

##### Approaches requirements

Entities should initiate the process of developing its policy/strategy. In order to meet this indicator, entities will report, at least, the focal points contact list. This contact list will also include the contacts of colleagues participating in HLCM inter-agency networks, to facilitate interdepartmental and inter-agency collaboration.

##### Meets requirements

Entities will meet this indicator by presenting its policy/strategy and the state of implementation according to the plan.

##### Exceeds requirements

Entities will meet this requirement by reporting on the results of the independent evaluation and the action to be taken to amend the strategy and improve its implementation.

#### Current indicative practices

* **UNECA** established an [Accessibility Task Force](https://www.uneca.org/stories/executive-secretary-leads-eca-marking-international-day-persons-disabilities) in 2016 that focuses on accessibility improvements and increasing the awareness of accessibility.
* **UNOPS** has mandatory requirements to address disability considerations for buildings through their Design Planning Manual for Buildings. It defines the mandatory minimum requirements for building design and refers to the egress needs and other specific considerations for people with disabilities. The following is an extract from the manual:
  + *Persons with disabilities: A significant barrier facing persons with disabilities is inadequate access to buildings, transportation and information. These barriers contribute to poorer health outcomes, lower educational achievements, less economic participation, higher rates of poverty, increased dependency and reduced societal participation. One method of reducing or eliminating these barriers is by ensuring that building projects and information and communication technology products include adequate access for persons with disabilities.*
* **UNIDO’s** Buildings Management Service commissioned an external contractor to analyse the accessibility for people with disabilities in all buildings of the Vienna International Centre (VIC), related to construction. The results have been analysed by the host government (owner of the building) and the Vienna-based organisations. Required renovations/updates/repairs are included in the Major Repair and Renovations Fund budget for the VIC.
* **UN Secretariat** developed guidelines for web accessibility n order to make information on the United Nations and its activities available to the widest range of audiences, and in keeping with resolutions of the General Assembly. The Department of Global Communications (formerly Department of Public Information (DPI)) is actively pursuing accessibility of the United Nations website by persons with disabilities.
* **ITU:** Following the instructions of Resolution 175, ITU has been engaged in efforts to ensure the accessibility of the organization to persons with disabilities, including, staff, delegates and the general public. Therefore, undertakes to progressively address the barriers that limit the full participation of persons with disabilities in ITU activities and to apply the principle of “universal design” whenever a service is reviewed or introduced in ITU.

| Indicator 14 Disability-inclusive procurement | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Procurement policy includes accessibility in procurement/tenders for equipment, technology and services | Procurement policy includes accessibility in procurement/tenders for equipment, technology and services  and  A target is established and met for number/percentage of tenders that have accessibility as a mandatory requirement | Procurement policy includes accessibility in procurement/tenders for equipment, technology and services  and  A target is established and met for number/percentage of tenders that have accessibility as a mandatory requirement  and  Procurement policy promotes purchasing from disability-inclusive suppliers |

#### Background and rationale

[Under development]

#### How to implement the indicator

##### Approaches requirements

[Under development]

##### Meets requirements

[Under development]

##### Exceeds requirements

[Under development]

#### Current indicative practices

[To be included.]

| Indicator 15 Reasonable accommodation | | |
| --- | --- | --- |
| Approaches requirements | Meets requirements | Exceeds requirement |
| Reasonable accommodation policy/strategy under development | Reasonable accommodation policy/strategy in place and implemented, including adequately funded reserve | Reasonable accommodation policy/strategy in place and implemented, including adequately funded reserve  and  Entity keeps record of number of reasonable accommodations provided and rejected, and the level of satisfaction on the provision of reasonable accommodation |

#### Background and rationale

Reasonable accommodation is referred to in GA Res. A/RES/61/106, A/RES/66/229, A/RES/72/162, and the Secretary General’s Bulletin on accessibility and employment of Staff with disabilities in the UN Secretariat (ST/SGB/2014/3). Individual UN entities have reasonable accommodation policies such as ILO, UNICEF or OHCHR.

Reasonable accommodation is an anti-discrimination measure that aims at ensuring a right for an individual in a specific context on an immediate basis, while other general measures are in the process of being in place or when even having an inclusive and accessible environment certain specific accommodations were not considered. The more accessible and inclusive an entity is, the less reasonable accommodations will be required. For example, if procurement considers a standardised design for desks that is flexible to the different ways that people may use them, including persons with disabilities, accommodation can be avoided.

#### How to implement the indicator

##### Approaches requirements

To **approach requirements,** entities must start to develop a policy/strategy on the provision of reasonable accommodation to any person with disability who may require it. Reasonable accommodation is usually associated with employment, nevertheless, it applies in all contexts, such as capacity building, travel, meetings and events, camp management, transportation, among others.

Policies/strategies under development should be guided by the standard set on reasonable accommodation by the Committee on the Rights of Persons with Disabilities in its General Comment No. 6.[[14]](#footnote-15) In addition, further guidance can be obtained on the practicalities of its implementation following the ILO’s practical guide “*Promoting diversity and inclusion through workplace adjustments*.”[[15]](#footnote-16)

While detailed guidance can be obtained from the abovementioned documents, reasonable accommodation policies/strategies should include:

1. clear guidance and procedures to request reasonable accommodation that are publicly available;
2. respect of the person concerning privacy, should the person decide not to disclose their impairment, where the person and the entity in charge can engage in a dialogue to determine what would be the best accommodation;
3. clear instructions on the objective criteria to be met to deny reasonable accommodation without incurring discrimination;
4. a senior management led mechanism to monitor the implementation of the policy;
5. a reasonable accommodation reserve;[[16]](#footnote-17)
6. a privacy clause that prevents personal data from being unnecessarily shared;[[17]](#footnote-18)
7. a capacity building component to clarify the process and responsibilities; and
8. a registration mechanism where the entity keeps record of the accommodations provided or rejected.

Implementing reasonable accommodation policies/strategies bridges the gap between general measures such as the use of the principles of universal design and accessibility standards, and individual cases. Equally, entities can improve their accessibility plans, their procedures and their processes to become more inclusive based on the gained experience when implementing reasonable accommodation.

Keeping records of how accommodations are provided is not only a good practice that improves clarity of the provision of accommodation, but is fundamental to facilitate knowledge management and availability of information to all other parts of the entity that may have to provide the same accommodation in the future.

##### Meets requirements

In addition to the abovementioned, UN entities will need to implement their policies/strategies allocating resources to cover reasonable accommodation. Most requests of reasonable accommodation can be provided at zero cost, reassigning functions or finding available solutions. Other accommodations may require investment (see below under current indicative practice for figures from ILO). In order to avoid burdening a unit or a section with the provision of reasonable accommodation, a centralised fund to which all units of the entity can access with a simplified process.

##### Exceeds requirements

Typically, an entity would register what kind of accommodation was requested, what the cost was, who was responsible to provide the accommodation (e.g. IT department, procurement, etc.) and how the process was concluded. Such a record will operate as a source of information, and if the accommodation is rejected, the record serves as proof that the decision was not arbitrary and that the entity did not discriminate. In addition to these quantitative and procedural aspects, entities should keep abreast of the delivery of quality accommodation.

The information collected in these processes should serve as input to the review of the accessibility action plan in its many dimensions as well as reviewing the efficacy and efficiency of the provision of reasonable accommodation improving the well-being of the person concerned.

Quality of reasonable accommodation should focus on specific areas, such as:

1. was the person concerned offered a safe space to present their request for reasonable accommodation with appropriate reassurance that no negative impact would come out of it and privacy was preserved?
2. was the request treated fairly and appropriate consideration given, particularly if rejected?
3. was the decision to reject the accommodation based on objective criteria?
4. did the person concerned express satisfaction and consider that the provision of accommodation was appropriate to the end (performing a job, attending a meeting, participating in camp life in a similar way to everybody else, etc.)?

#### Current indicative practices

* OHCHR - UN Human Rights Reasonable Accommodation Policy – provides reasonable accommodation to persons with disabilities acting in any capacity under the financial or operational responsibility and control of OHCHR. The policy assigns responsibilities to management and establishes a monitoring mechanism to track its implementation through its Senior Management via the Programme and Budget Review Board.
* ILO has a Reasonable Accommodation reserve under its reasonable accommodation policy (2009), to provide reasonable accommodation necessary to enable a person with disability to enter into, and remain, in employment with the ILO. There is no established amount and requests are considered on ad hoc basis. Average cost is, approximately, USD 30,000 per biennium.
* In 2018, UNDP developed an internal guidance note on reasonable accommodations that is currently being reviewed by management. The proposal is to include a fund which would cover the costs for any reasonable accommodation request, which require financial resources.
* The UN Secretariat provides reasonable accommodation for travel of persons with disabilities, for example, granting higher standard of travel for them and their personal assistants, when required.

1. World Health Organization, International Classification of Functioning, Disability and Health. Available from www.who.int/classifications/icf/en/. [↑](#footnote-ref-2)
2. https://www.unsceb.org/content/united-nations-system-leadership-framework-0 [↑](#footnote-ref-3)
3. CRPD/C/GC/7, paras 21-23. [↑](#footnote-ref-4)
4. CRPD, article 4(3). [↑](#footnote-ref-5)
5. CRPD/C/GC/7, para 11. [↑](#footnote-ref-6)
6. CRPD/C/GC/7, para 12(d). [↑](#footnote-ref-7)
7. CRPD/C/GC/7, para 23. [↑](#footnote-ref-8)
8. CRPD/C/GC/7, paras 22-23. [↑](#footnote-ref-9)
9. CRPD/C/GC/7, para 94(f). [↑](#footnote-ref-10)
10. The Chief Executives Board on Coordination Principles on Personal Data Protection and Privacy <https://www.unsceb.org/principles-personal-data-protection-and-privacy> [↑](#footnote-ref-11)
11. See questions here: <http://www.washingtongroup-disability.com/wp-content/uploads/2016/01/The-Washington-Group-Short-Set-of-Questions-on-Disability.pdf> [↑](#footnote-ref-12)
12. The Chief Executives Board on Coordination Principles on Personal Data Protection and Privacy <https://www.unsceb.org/principles-personal-data-protection-and-privacy> [↑](#footnote-ref-13)
13. “Accessibility Design Guide: Universal design principles for Australia’s aid program; A companion volume to Development for All: Towards a disability-inclusive Australian aid program 2009–2014,” page 8, (available at https://dfat.gov.au/about-us/publications/Documents/accessibility-design-guide.pdf) [↑](#footnote-ref-14)
14. CRPD/C/GC/6: https://tbinternet.ohchr.org/\_layouts/treatybodyexternal/Download.aspx?symbolno=CRPD/C/GC/6&Lang=en . [↑](#footnote-ref-15)
15. https://www.ilo.org/global/topics/equality-and-discrimination/WCMS\_536630/lang--en/index.htm [↑](#footnote-ref-16)
16. Studies show that the majority of reasonable accommodation request have little or no cost. [↑](#footnote-ref-17)
17. The Chief Executives Board on Coordination has Principles on Personal Data Protection and Privacy that UN entities can follow to this end (https://www.unsceb.org/principles-personal-data-protection-and-privacy) [↑](#footnote-ref-18)