UNITED NATIONS DISABILITY INCLUSION STRATEGY

SUMMARY

The United Nations Disability Inclusion Strategy provides the foundation for sustainable and transformative progress on disability inclusion through all pillars of the work of the United Nations.

Through the Strategy, the organizations of the United Nations system reaffirm that the full and complete realization of the human rights of all persons with disabilities is an inalienable, integral and indivisible part of all human rights and fundamental freedoms.

The Strategy is the result of a process launched by the Secretary-General in April 2018 to strengthen system-wide accessibility for persons with disabilities and the mainstreaming of their rights. Its development was informed by an extensive institutional review led by the Special Rapporteur on the rights of persons with disabilities.

The Strategy includes a system-wide policy, an accountability framework and other implementation modalities.

The policy establishes the highest levels of commitment and a vision for the United Nations system on disability inclusion for the next decade and is aimed at creating an institutional framework for the implementation of the Convention on the Rights of Persons with Disabilities and the 2030 Agenda for Sustainable Development, among other international human rights instruments, as well as for development and humanitarian commitments.

The accountability framework includes two aligned components: (a) an entity accountability framework, with 15 common-system indicators, focused on four areas: leadership, strategic planning and management; inclusiveness; programming; and organizational culture; and (b) a United Nations country team accountability scorecard on disability inclusion, which is currently under development and is expected to be finalized in the second half of 2019. Timetables and technical guidance, as well as the allocation of the responsibilities required for the full implementation of the policy, are also included in the framework.

Through the Strategy, the United Nations system will systematically embed the rights of persons with disabilities into its work, both externally, through programming, and internally, and will build trust and confidence among persons with disabilities to ensure that they are valued and their dignity and rights are respected and that, in the workplace, they find an enabling environment in which to fully and effectively participate on an equal basis with others.

Mainstreaming a human rights-based approach to disability, in combination with targeted measures, will make the concerns and experiences of persons with disabilities an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that persons with disabilities benefit equally. The ultimate goal is to achieve equality of outcomes and foster an inclusive culture within the United Nations system.

I.

INTRODUCTION

A. Background

1. In April 2018, the Executive Committee established by the Secretary-General highlighted the urgent need for the United Nations system to improve its performance with regard to disability inclusion[1] in the context of supporting Member States to achieve the 2030 Agenda for Sustainable Development, leave no one behind and reach the furthest behind first in all United Nations pillars.

2. In this regard, through its decision 2018/20, the Executive Committee outlined the following tasks:

(a) The Executive Office of the Secretary-General should coordinate an institutional review of the United Nations system's current approach to mainstreaming disability into the Organization's operations;

(b) Building on existing work and the above-mentioned review, the sub working group of the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities and the Department for General Assembly and Conference Management should develop a policy, action plan and accountability framework to strengthen system-wide accessibility and the mainstreaming of the rights of persons with disabilities across the Organization's operations.

3. Under the leadership of the Executive Office of the Secretary-General, the institutional review was conducted in July 2018 with the support of the Special Rapporteur on the rights of persons with disabilities. The key findings, which were considered fully when developing the United Nations Disability Inclusion Strategy, included the following:

(a) The United Nations system evidences good practices in mainstreaming disability inclusion, which demonstrates that the system has the capacity to improve its performance; however, the good practices are not systematic;

(b) Gaps clearly exist in mainstreaming disability inclusion into all pillars of the United Nations system at all levels, demonstrating a lack of coherent and comprehensive approaches;

1 The term "disability inclusion" refers to the meaningful participation of persons with disabilities in all their diversity, the promotion and mainstreaming of their rights into the work of the Organization, the development of disability-specific programmes and the consideration of disability-related perspectives, in compliance with the Convention on the Rights of Persons with Disabilities. This requires the development and implementation of a consistent and systematic approach to disability inclusion in all areas of operations and programming, internally and externally. See annex I for definitions of key terms.

(c) While several United Nations entities have relevant and specific responsibilities for mainstreaming disability inclusion, no single entity has the dedicated capacity and authority to actively coordinate, support and track progress.

4. At the meeting of the Senior Management Group of the Secretary-General of 6 December 2018, the outcomes of the institutional review were considered, and it was concluded that there was wide consensus on:

(a) the need of the United Nations pillars to mainstream disability inclusion into everything that they do; and

(b) the need to thoroughly address the review's findings through the system-wide approach to the policy, action plan and accountability framework.

5. The Secretary-General requested the United Nations Department of Management Strategy, Policy and Compliance, jointly with the High-level Committee on Management, to look into the internal tools needed to mainstream the recommendations resulting from the review.

6. The United Nations Disability Inclusion Strategy will play a key role in enabling the United Nations system to support Member States in their achievement of the Sustainable Development Goals and the implementation of the Convention on the Rights of Persons with Disabilities, the Agenda for Humanity and the Sendai Framework for Disaster Risk Reduction 2015–2030, among other international human rights instruments, as well as development and humanitarian commitments.

B. Objectives of the United Nations Disability Inclusion Strategy

7. The United Nations Disability Inclusion Strategy, through its policy and accountability framework, is a comprehensive strategy for ensuring that the United Nations system is fit for purpose in relation to disability inclusion. It provides a foundation for sustainable and transformative change towards disability inclusion throughout all pillars of the Organization's work. The current Strategy will be implemented for five years, after which it will be reviewed and updated as necessary.

C. Policy and accountability framework

8. The policy embodies the United Nations vision for disability inclusion and is a reaffirmation of a common commitment at the highest levels of the Organization. It sets out the areas and functions on which the United Nations will focus to realize the objective of achieving disability inclusion.

9. The accountability framework, which will track the implementation of the policy, will contain two aligned components, as set out below:

(a) An entity accountability framework with 15 common-system indicators, which are included in the present document, against which all United Nations entities will report annually. It focuses on the following four areas: leadership, strategic planning and management; inclusiveness; programming; and organizational culture;

(b) A United Nations country team accountability scorecard on disability inclusion, with a focus on delivery at the country level and on joint programmes and processes, is currently under development and will undergo a validation process, to be carried out by a representative sample of United Nations country teams in the second half of 2019.

10. The present document also includes implementation modalities for the policy at the system-wide, inter-agency and individual entity levels. Annual system-wide reporting against the indicators in the framework will detail progress and facilitate reflection and remedial action plans at the system-wide and individual entity levels, as needed.

D. Process of development

11. The development of the Strategy was led by the sub-working group on system-wide action of the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities between October 2018 and March 2019.

12. The Strategy was developed through the intensive participation of nearly 60 United Nations entities, inter-agency networks and civil society organizations, as well as in consultation with Member States. The Strategy was validated through piloting/validation with 21 entities (see annex II for details).

13. The Strategy was modelled on the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women, which has been recognized by Member States as a pioneering accountability framework.

II.

UNITED NATIONS SYSTEM-WIDE POLICY ON DISABILITY INCLUSION

A. Preamble

14. The organizations of the United Nations system commit, through the policy, to accelerating efforts to support the achievement of the inclusion of persons with disabilities and their human rights through the practical implementation of the globally agreed commitments contained in the United Nations treaties, conferences and summits and their follow-up, in particular the 2030 Agenda; the Sendai Framework; the Addis Ababa Action Agenda of the Third International Conference on Financing for Development; the United Nations Conference on Housing and Sustainable Urban Development (Habitat III); the multiple resolutions adopted by the General Assembly and the Human Rights Council; and the World Humanitarian Summit; as well as other agreements that may be adopted in the future.

15. The organizations of the United Nations system reaffirm that the full and complete realization of the human rights of all persons with disabilities is an inalienable, integral and indivisible part of all human rights and fundamental freedoms. This is consistent with the principles enshrined in the Charter of the United Nations, the Universal Declaration of Human Rights and other international human rights instruments, in particular the Convention on the Rights of Persons with Disabilities; the International Covenant on Economic, Social and Cultural Rights; the International Covenant on Civil and Political Rights; the Convention on the Rights of the Child; the Convention on the Elimination of All Forms of Discrimination against Women; and the International Convention on the Elimination of All Forms of Racial Discrimination, as well as applicable International Labour Organization conventions, and is essential for the advancement of development, human rights and peace and security.

16. The organizations recognize that human rights, peace and security and sustainable development for all can be enjoyed only if persons with disabilities in all their diversity are included in society on an equal basis with others and as both agents of change and beneficiaries of the outcomes of the work of the United Nations system. It is therefore imperative that disability inclusion be mainstreamed systematically into the work of all United Nations entities.

B. Policy statement

17. The organizations of the United Nations system, individually and collectively, state their intention of and commitment to continuing to pursue the goals of inclusion and empowerment of persons with disabilities and their human rights, well-being and perspectives. The organizations will systematically embed the rights of persons with disabilities in the work of the United Nations both externally, through

programming, and internally, and they will build trust and confidence among persons with disabilities to ensure that they are valued and their dignity and rights are respected and that, in the workplace, they find the workplace an enabling environment in which to fully and effectively participate on an equal basis with others.

18. Pursuant to the United Nations system leadership framework (CEB/2017/1, annex), the organizations commit to providing strong leadership in order to ensure that the human rights-based approach to disability is reflected in all organizational policies, programmes, practices and results.

19. The organizations are committed to using the complementary and comparative advantages of each United Nations entity, including through appropriate coordination mechanisms and joint programmes, to create an enabling environment, empower persons with disabilities and address exclusion and discrimination on the basis of disability in any form, including multiple and intersecting discrimination and discrimination by association, including against staff who have dependants with disabilities.

20. The organizations will accelerate efforts to achieve the goal of the empowered, progressive and substantially increased representation of persons with disabilities in all their diversity among all categories of United Nations employees, in particular at the decision-making levels.

21. The organizations will employ, share and learn from the diversity of experiences, expertise and cultures within the United Nations system as a source of inspiration and creativity in order to achieve a strong partnership among organizations in a collective endeavour to advance the common objective of promoting and ensuring the inclusion and empowerment of persons with disabilities and their human rights in their work.

C. Strategy

22. Mainstreaming, in combination with targeted measures, is the key strategy for achieving the inclusion and empowerment of persons with disabilities and their human rights. Mainstreaming a human rights-based approach to disability is the process of ensuring that the rights of persons with disabilities are embedded into the Organization's work, ensuring their meaningful participation and assessing the implications for persons with disabilities of any policies or programmes. It is also a way to make the concerns and experiences of persons with disabilities an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that persons with disabilities benefit equally and inequality is not perpetuated. The ultimate goal is to achieve equality of outcomes and foster an inclusive culture within the United Nations system.

23. The organizations will take an intersectional approach to addressing the structural and dynamic consequences of the interaction between multiple and intersecting forms of discrimination, including by taking into consideration all conditions that can create a substantively distinct life experience for persons with disabilities, based on factors such as sex, age, gender identity, religion, race, ethnicity, class and other grounds.

24. A United Nations system-wide accountability framework for the implementation of the policy, on which the entire system will report, is essential to make operational the strategy of inclusion of persons with disabilities and their human rights. The system-wide accountability framework will include the indicators, timetables, technical guidance and allocation of responsibilities required for the full implementation of the policy. This will facilitate system-wide planning to determine the comparative advantages of

the United Nations and individual entities and reduce duplication; the assessment of progress and gaps at all levels of the Organization's work on the inclusion and empowerment of persons with disabilities and their human rights, well-being and perspectives, in policy areas and at the international, regional and country levels; and the tracking of individual entity and system-wide results. Through the accountability framework, all United Nations staff will have a full understanding of their role in promoting and facilitating the inclusion of persons with disabilities and their human rights, well-being and perspectives across the Organization and be empowered to fulfil that role. Individual United Nations entities will retain their ability to add or enhance their internal approaches to accountability and will retain their ability to take into account their specific mandates and roles.

25. United Nations inter-agency networks, and the internal networks of the various entities, such as those of disability and accessibility focal points, interdepartmental task forces and staff unions and federations, will proactively support the implementation of the policy.

26. The main elements of the strategy include:

Strategic planning and management

(a) ***Strategic planning regarding the inclusion and empowerment of persons with disabilities and their human rights.*** Such planning, and inclusive programming, will be further strengthened throughout the United Nations system, in close consultation with and actively involving representative organizations of persons with disabilities. At the system-wide level, the United Nations system will plan, implement and report on its contributions to the inclusion of persons with disabilities and their human rights in relation to the full implementation of the Sustainable Development Goals, including at the country level. United Nations entities will include reflection on the inclusion of persons with disabilities and their human rights as it relates to the Goals and other international commitments, in their main strategic planning documents, with regard to their mandates. The results-based focus will be on organizational processes, how the processes lead to desired results and, once the mainstreaming elements of the accountability framework have been institutionalized, accountability for normative and development results;

(b) ***Coherence, coordination and knowledge and information management.*** The coherence and coordination of efforts to implement a strategy for the inclusion of persons with disabilities and their human rights are essential if there are to be meaningful results towards the achievement of the agreed goals reflected in the accountability framework. Humanitarian coordination mechanisms at the global and country levels are of significant relevance to persons with disabilities in crisis and emergency contexts. Notwithstanding the specific mandates of United Nations entities, the overall system must reinforce common goals and consistent working methods in promoting the inclusion of persons with disabilities and their human rights. This is especially important at the country level in order to allow Member States to interact with a coherent United Nations team. Given the multisectoral nature of disability-inclusive policies, effective platforms for joint programming will be critical for coordination and to leveraging the comparative advantages of individual United Nations entities. Knowledge management will be improved to include the experiences, expertise and practices of various United Nations entities with regard to mainstreaming disability inclusion, which will be established for use by the entities themselves, country teams, Member States and other partners;

(c) ***Oversight through monitoring, evaluation and audit.*** Enhancing oversight through improved monitoring, evaluation and audit procedures is critical to ensuring that United Nations entities are accountable for their performance in the inclusion of persons with disabilities and their human rights;

Inclusiveness

The elements of the present section are cross-cutting and should be considered as facilitators for the implementation of the policy:

(d) ***Participation.*** The United Nations, in the development and implementation of normative frameworks and policies, and in other decision-making processes concerning issues relating to persons with disabilities, will closely consult and actively involve all persons with disabilities, including women and children with disabilities and those most marginalized, through their representative organizations. Staff members with disabilities and those who have dependants with disabilities will, themselves and through staff unions and federations, also be consulted and involved, in particular on matters involving their career development, well-being, social benefits and health coverage;

(e) ***Data.*** The lack of disability-related data, including qualitative and disaggregated data, is one of the major barriers to the accurate assessment of disability inclusion in the development and humanitarian contexts. The policy and accompanying accountability framework will address that gap. Entities commit to abiding by the personal data protection and privacy principles of the United Nations System Chief Executives Board for Coordination[2] or by other instruments that meet equal or higher standards, and will ensure the confidentiality of personal data;

(f) ***Universal design, accessibility and reasonable accommodation.*** The United Nations will implement and apply the principles of universal design in all of its policies and programmes. Barriers to accessibility should be properly identified, addressed and removed. Persons with disabilities engaging with the United Nations in any capacity and staff who have dependants with disabilities have the right to reasonable accommodation;

Organizational culture

(g) ***Capacity development.*** Developing and/or strengthening staff capacity and competence with regard to disability inclusion is essential for the successful mainstreaming of a disability perspective into policies and programmes. Staff members who are responsible for programme design and implementation, as well as those responsible for technical advisory services, require capacity development to ensure that a human rights-based approach to disability is reflected in their work at all times. Capacity gaps will be addressed comprehensively and systematically, including through awareness-raising campaigns and training, at the individual, entity and system-wide levels;

(h) ***Awareness-raising and trust building.*** The United Nations system will ensure that internal and external communication are inclusive and respectful of persons with disabilities and their rights, with the purpose, inter alia, of reducing and ultimately eliminating stigma and discrimination. Furthermore, the system will ensure an organizational culture that recognizes and values persons with disabilities;

(i) ***Human and financial resources.*** Adequate human and financial resources will be allocated for disability inclusion. This will entail better utilization, the alignment of current resources with expected outcomes and the assignment of additional resources, as required.

D. Policy review

27. The policy will be subject to an external review after five years.

2 Available at www.unsystem.org/personal-data-protection-and-privacy-principles

III.

ENTITY ACCOUNTABILITY FRAMEWORK

A. Overview

28. The entity accountability framework covers the main organizational functions at the corporate level, including: strategic planning; programming; capacity development; hiring practices and human resource management; accessibility; and reasonable accommodation.

29. The framework includes indicators that specify the core areas of responsibility of the United Nations as a whole and of individual departments and units in relation to the mainstreaming of disability inclusion. The 15 performance indicators will be rated according to a gradated scale and will support progressive improvement in institutional mainstreaming in the United Nations system. The aggregation of reporting at the United Nations system level will facilitate:

(a) System-wide planning to determine the comparative advantage of the United Nations and individual entities, promote synergies and reduce duplication;

(b) Assessment of progress and gaps in the Organization's work on mainstreaming disability inclusion.

30. While the entire United Nations system is expected to report against the framework, not every indicator in the framework is applicable to every United Nations entity, given the variety of entity functions. The framework has been designed to ensure that progress can be promoted and tracked across organizations in a clear and impactful manner to ensure that all entities are monitoring progress and embedding disability inclusion.

31. The framework is based on a decentralized model, according to which accountability for meeting and exceeding requirements for specific indicators lies with individual staff, units and departments. This is because disability inclusion is the responsibility of all United Nations staff. 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 United Nations fit for purpose without the full support of the entire Organization.

32. Synergies with other United Nations accountability mechanisms, in particular the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations country team performance indicators on gender equality and the empowerment of women, were built into the Strategy during development and will be further strengthened during its roll-out, taking into account feedback and input, as appropriate, from the High-level Committee on Management, the High-level Committee on Programmes and the United Nations Sustainable Development Group.

33. Like other United Nations accountability frameworks, the entity accountability framework uses a gradated aspirational five-point rating system:

- Exceeds requirements
- Meets requirements
- Approaches requirements
- Missing
- Not applicable

34. The indicator framework will be accompanied by guidance and examples of good practices to support implementation. The guidance will be updated as required, and will set out clearly how to rate entity performance. The rating "meets requirements" is the minimum to which all United Nations entities should aspire, and entities should also commit themselves to exceeding requirements over time. A "missing" rating should be given in cases where entities are not carrying out activities relating to the indicator, and "not applicable" should be given when the requirements of the indicator are not relevant.

B. Implementation

Overall coordination

35. The Secretary-General's Senior Adviser on Policy has been designated to provide initial high-level leadership, guidance and coordination support with regard to the implementation of the Strategy. Broader institutional arrangements will be reviewed in the light of this decision.

Entity actions

36. Entities are encouraged to report against the framework annually, provide an update on their performance to their respective governing bodies and make their reports public.

37. Entities should appoint custodians, who will have primary responsibility for meeting or exceeding requirements for specific indicators in their area of expertise (e.g., strategic planning, evaluation, human resources) and establish internal mechanisms to ensure rigorous and accurate reporting.

Remedial plans of action

38. If entities do not meet or exceed requirements, they will develop a remedial plan of action setting out their plans for improving their performance. The plans will include:

(a) A list of areas for improvement, which will outline all the areas in which requirements have not been met;

(b) A timeline for improvement: timelines should be realistic and clearly set out when the entity will meet or exceed requirements;

(c) Who is responsible for follow-up: as indicated above, the responsibility will rest primarily with custodians and their department or unit;

(d) The resources required: if resources are required for improvement, it should be noted clearly. Indicating resource requirements does not commit United Nations entities to the allocation of the

funds but rather provides a notional guide to the estimated resource requirement. Entities should provide details of the funds required for costs in addition to staffing costs, for example costs for training, reasonable accommodation and programming;

(e) The action points for improvement: entities should include planned activities to improve performance, such as developing a disability mainstreaming policy or conducting training.

Inter-agency actions

39. Inter-agency networks and mechanisms will play an important role in the implementation of the Strategy:

(a) The Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities will strengthen its communication and coordination capacities and pay particular attention to supporting the adequate implementation of the entity accountability framework. All United Nations entities will be encouraged to become members of the Group;

(b) Collaboration with the United Nations Partnership to Promote the Rights of Persons with Disabilities is envisaged, in particular in the context of joint United Nations programming and the capacity development of United Nations staff;

(c) The Development Coordination Office will, in collaboration with United Nations regional offices, support effective disability inclusion at the regional and United Nations country team levels through, inter alia, United Nations Development Assistance Framework guidance and accompanying documents and the Management and Accountability Framework;

(d) Results groups of the United Nations Sustainable Development Group will maintain disability inclusion as a standing agenda item;

(e) The Inter-Agency Standing Committee will finalize its guidelines on the inclusion of persons with disabilities and will support efforts to implement the guidelines at the country level. In addition, the Committee will ensure that humanitarian programme cycle tools, including the humanitarian needs overview and humanitarian response plans, are inclusive of people with disabilities.

40. The High-level Committee on Management, the High-level Committee on Programmes and the United Nations Sustainable Development Group will review, in the context of their respective mandates, progress towards the implementation of the policy, including follow-up actions, as required, at least every second year, on the basis of a progress report prepared by the Senior Adviser.

C. Indicators

LEADERSHIP, STRATEGIC PLANNING AND MANAGEMENT	INCLUSIVENESS	PROGRAMMING	ORGANIZATIONAL CULTURE
1. Leadership	5. Consultation with persons with disabilities	9. Programmes and projects	13. Employment
2. Strategic planning	6. Accessibility	10. Evaluation	14. Capacity development for staff
3. Disability-specific policy/ strategy	6.1. Conferences and events	11. Country programme documents	15. Communication
4. Institutional set-up	7. Reasonable accommodation	12. Joint initiatives	
	8. Procurement		

INDICATOR 1: **LEADERSHIP**		
APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Senior managers internally and publicly champion disability inclusion	Senior managers internally and publicly champion disability inclusion Implementation of entity disability policy/strategy is reviewed by senior management annually, with remedial action taken as needed	Senior managers internally and publicly champion disability inclusion Implementation of entity disability policy/strategy is reviewed by senior management annually, with remedial action taken as needed A specific senior-level mechanism is in place for ensuring accountability for disability inclusion

INDICATOR 2: **STRATEGIC PLANNING**		
APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Entity commitment to disability inclusion is in the overview/preamble of the main strategic planning document	Entity commitment to disability inclusion is in the overview/preamble of the main strategic planning document Entity commitment to targeted and mainstream disability inclusion is reflected in results statements and/or indicators of the main strategic planning document Disaggregation of data by disability and sex in the main strategic planning document, as relevant	Entity commitment to disability inclusion is in the overview/preamble of the main strategic planning document Entity commitment to targeted and mainstream disability inclusion is reflected in results statements and/or indicators of the main strategic planning document Disaggregation of data by disability and sex in the main strategic planning document, as relevant System implemented to track resource allocation to disability inclusion across the entity

INDICATOR 3: **DISABILITY-SPECIFIC POLICY/STRATEGY**		
APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Policy/strategy on mainstreaming disability inclusion is in place	Policy/strategy on mainstreaming disability inclusion is in place and implemented	Policy/strategy on mainstreaming disability inclusion is in place and implemented Entity provides an update at least every two years to the governing body or equivalent on the implementation of policy/strategy and implements remedial action as needed

INDICATOR 4: INSTITUTIONAL SET-UP

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Entity has a unit/individual with substantive expertise on a human rights-based approach to disability	Entity has a unit/individual with substantive expertise on a human rights-based approach to disability Entity coordinates a focal point network on disability including all relevant departments and country offices	Entity has a unit/individual with substantive expertise on a human rights-based approach to disability Entity coordinates a focal point network on disability including all relevant departments and country offices Entity holds a focal point network meeting at least once a year

INDICATOR 5: CONSULTATION WITH PERSONS WITH DISABILITIES

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Systematic close consultation with and active involvement of, organizations of persons with disabilities on all disability-specific issues Guidelines for consultation are in place	Systematic close consultation with and active involvement of, organizations of persons with disabilities on all disability-specific issues and broader issues Guidelines for consultation are in place	Systematic close consultation with and active involvement of, organizations of persons with disabilities on all disability-specific issues and broader issues Guidelines for consultation are in place Entity has a partnership with organizations of persons with disabilities at the headquarters level and guidance on engagement with a diversity of organizations of persons with disabilities at the regional/country level

INDICATOR 6: ACCESSIBILITY

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Baseline assessment on accessibility is complete	Accessibility policy/ strategy is in place and has been implemented	Accessibility policy/ strategy is in place and has been implemented Review/assessment of the policy/strategy is undertaken at least every five years

INDICATOR 6.1: CONFERENCES AND EVENTS

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Baseline assessment of accessibility and reasonable accommodation for conferences and events has been completed	Baseline assessment of accessibility and reasonable accommodation for conferences and events has been completed Policies and guidelines on accessibility of conference services and facilities are in place and accessibility targets are established and met	Baseline assessment of accessibility and reasonable accommodation for conferences and events has been completed Policies and guidelines on accessibility of conference services and facilities are in place and accessibility targets are established and met Accessibility action plan for conference services and events is assessed every year and revised, as appropriate

INDICATOR 7: REASONABLE ACCOMMODATION

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Reasonable accommodation policy/strategy is under development	Reasonable accommodation policy/strategy has been implemented, including adequately funded mechanism	Reasonable accommodation policy/strategy has been implemented, including adequately funded mechanism Entity keeps a record of reasonable accommodations requested and provided and of the level of satisfaction with the provision of reasonable accommodation

INDICATOR 8: PROCUREMENT

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Procurement policies ensure that relevant goods and services acquired are accessible or do not create new barriers Procurement policies ensure that the procurement process is accessible	Procurement policies ensure that relevant goods and services acquired are accessible or do not create new barriers Procurement policies ensure that the procurement process is accessible Target is established and met for number/ percentage of relevant procurement documents that have accessibility as a mandatory requirement	Procurement policies ensure that relevant goods and services acquired are accessible or do not create new barriers Procurement policies ensure that the procurement process is accessible Target is established and met for number/ percentage of relevant procurement documents that have accessibility as a mandatory requirement Procurement policy promotes purchasing from disability-inclusive suppliers, and guidelines have been developed for this purpose

INDICATOR 9: PROGRAMMES AND PROJECTS

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Guidance note or equivalent adopted on mainstreaming disability inclusion at all stages of the programme/project cycle	Guidance note or equivalent adopted on mainstreaming disability inclusion at all stages of the programme/ project cycle Entity establishes and meets the minimum level of programmes and projects that mainstream disability inclusion	Guidance note or equivalent adopted on mainstreaming disability inclusion at all stages of the programme/ project cycle Entity establishes and exceeds the minimum level of programmes and projects that mainstream disability inclusion

INDICATOR 10: EVALUATION

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Evaluation guidelines contain guidance on how to address disability inclusion	Evaluation guidelines contain guidance on how to address disability inclusion Disability inclusion is mainstreamed effectively throughout the evaluation process and reflected in the terms of reference, inception and evaluation report(s)	Evaluation guidelines contain guidance on how to address disability inclusion Disability inclusion is mainstreamed effectively throughout evaluation process and reflected in the terms of reference, inception and evaluation report(s) Meta-analysis of evaluation findings, conclusions and recommendations relating to disability inclusion is performed at least every five years

INDICATOR 11: COUNTRY PROGRAMME DOCUMENTS

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Guidance on country programme documents mainstreams disability inclusion	Guidance on country programme documents mainstreams disability inclusion All country programme documents include analysis and corresponding programming on disability inclusion	Guidance on country programme documents mainstreams disability inclusion All country programme documents include analysis and corresponding programming on disability inclusion Knowledge management practices and processes promote improved mainstreaming of disability inclusion into country programme documents

INDICATOR 12: **JOINT INITIATIVES**

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Entity participates actively in inter agency coordination mechanism(s) on disability inclusion	Entity participates actively in inter agency coordination mechanism(s) on disability inclusion One joint programme/ initiative is in place	Entity participates actively in inter agency coordination mechanism(s) on disability inclusion More than one joint programme/initiative is in place

INDICATOR 13: **EMPLOYMENT**

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Employment policy/strategy and other human resources-related policies/strategies include provisions to attract, recruit, retain and promote the career development of employees with disabilities	Employment policy/strategy and other human resources-related policies/strategies include provisions to attract, recruit, retain and promote the career development of employees with disabilities Employees with disabilities report satisfaction and well-being at a level similar to that of the general staff body	Employment policy/strategy and other human resources-related policies/strategies include provisions to attract, recruit, retain and promote the career development of employees with disabilities Employees with disabilities report satisfaction and well-being at a level similar to that of the general staff body Number of persons with disabilities entering the organization through targeted or mainstream recruitment practices has increased

INDICATOR 14: CAPACITY DEVELOPMENT FOR STAFF

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Entity-wide learning and/or training opportunities are available to increase the capacity of staff at all levels in disability inclusion	Entity-wide learning and/or training opportunities are available to increase the capacity of staff at all levels in disability inclusion Successful completion of learning activities and use of available learning resources on disability inclusion are mandatory, and completion and use are tracked	Entity-wide learning and/or training opportunities are available to increase the capacity of staff at all levels in disability inclusion Successful completion of learning activities and use of available learning resources on disability inclusion are mandatory, and completion and use are tracked Tailored learning activities and learning resources on disability inclusion are available, in particular for senior managers and staff union representatives

INDICATOR 15: COMMUNICATION

APPROACHES REQUIREMENTS	MEETS REQUIREMENTS	EXCEEDS REQUIREMENTS
Guideline(s)/procedures are in place to ensure that internal and external communication are respectful of persons with disabilities	Guideline(s)/procedures are in place to ensure that internal and external communication are respectful of persons with disabilities Persons with disabilities are reflected in mainstream communications	Guideline(s)/procedures are in place to ensure that internal and external communication are respectful of persons with disabilities Persons with disabilities are reflected in mainstream communications Communication campaign on disability inclusion is undertaken at least every two years

ANNEX I

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 (Convention on the Rights of Persons with Disabilities, art. 1)
DISABILITY INCLUSION	The meaningful participation of persons with disabilities in all their diversity, the promotion of their rights and the consideration of disability-related perspectives, in compliance with the Convention on the Rights of Persons with Disabilities
MAINSTREAMING DISABILITY INCLUSION	A consistent and systematic approach to disability inclusion in all areas of operations and programming
TWIN-TRACK APPROACH	Integrating disability-sensitive measures into the design, implementation, monitoring and evaluation of all policies and programmes and providing disability-specific initiatives to support the empowerment of persons with disabilities. The balance between mainstreaming strategies and targeted support should be tailored to address the needs of specific communities, but the overall goal should always be to integrate and include persons with disabilities in all aspects of society and development (E/CN.5/2012/6, para. 12)
CONVENTION ON THE RIGHTS OF PERSONS WITH DISABILITIES-COMPLIANT	Policies and practices that follow the general principles and obligations underlined in the Convention, as well as the standards of the Committee on the Rights of Persons with Disabilities in their interpretation of the Convention

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 (Convention, art. 9)
UNIVERSAL DESIGN	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 (Convention, art. 2)
DISCRIMINATION ON THE BASIS OF DISABILITY	Any distinction, exclusion or restriction on the basis of disability that 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 (Convention, art. 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 (Convention, art. 2)
ORGANIZATION OF PERSONS WITH DISABILITIES	Organizations comprising a majority of persons with disabilities—at least half of their membership – and governed, led and directed by persons with disabilities (CRPD/C/11/2, annex II, para. 3). Such organizations should be rooted in, committed to and fully respectful of the principles and rights recognized in the Convention (CRPD/C/GC/7, para. 11)

ANNEX II

Participation in the consultation process

Initial consultations were held between October and December 2018 through virtual meetings of the sub-working group of the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities, which comprises disability focal points from 28 United Nations entities and 2 civil society organizations.

A zero draft of the documents was circulated in early January 2019, bilateral consultations to collect feedback thereon were undertaken with 11 United Nations entities, and written comments were received from 16 United Nations entities on the zero draft. Furthermore, a workshop held on 24 January 2019 brought together 56 participants representing 22 United Nations entities and 2 civil society organizations to conduct discussions on the documents and provide comments.

As a result of the consultations, a revised draft of the documents was prepared and circulated in early February. The draft formed the basis for briefings, additional consultations and in-depth piloting/validation sessions with 22 United Nations entities held in Geneva, New York and Bangkok, as well as by telephone with United Nations entities in Rome and Amman, between 19 February and 1 March 2019. Written comments on the revised drafts were received from 13 United Nations entities.

In February 2019, the secretariat of the High-level Committee on Management circulated to its members a survey of current initiatives on disability inclusion in support of the development process. Furthermore, six inter-agency networks were engaged, with a dedicated briefing provided to the Human Resources Network and several submissions of written inputs.

On the basis of the outcomes of the consultations/briefings and the piloting/validation sessions, a final draft of the documents was prepared and circulated in early March 2019. Comments on that version were received from eight entities, and the documents were formally endorsed by the Inter-Agency Support Group on the Convention on the Rights of Persons with Disabilities on 14 March for submission, for consideration by the High-level Committee on Management and the High-level Committee on Programmes.

From the outset, persons with disabilities and their representative organizations have played an active role, including through participation in briefings and meetings and contributions to the drafting process. International Disability Alliance, an umbrella organization that comprises organizations of persons with disabilities, has been an active participant. The International Disability and Development Consortium, a civil society organization that works on disability issues, contributed to the drafting.

Furthermore, staff with disabilities have been engaged through the briefings, consultations and piloting/validation workshops.

In total, nearly 300 individuals from some 60 United Nations entities, staff unions and civil society organizations were engaged directly by the facilitation team in the development of tools. An even greater number of individuals provided their comments after being briefed by their colleagues, who had been engaged directly.

TABLE 1

Zero draft (January 2019)

Consultations/meetings	*Global workshop in New York*		*Written comments*	
1. CEB secretariat	**1.** CEB secretariat	**14.** DGACM	**1.** CEB secretariat	**10.** UN-Women
2. ILO	**2.** EOSG	**15.** DMSPC	**2.** Convention secretariat	**11.** DESA
3. IOM	**3.** ESCAP	**16.** DOS	**3.** ESCAP	**12.** DMSPC
4. OCHA	**4.** ESCWA	**17.** RCNYO	**4.** ESCWA	**13.** DOS
5. OHCHR	**5.** IDA[a]	**18.** UNDP	**5.** IDDC[a]	**14.** UNFPA
6. DMSPC	**6.** IDDC[a]	**19.** UNFPA	**6.** IOM	**15.** UNOG
7. DOS	**7.** ILO	**20.** UNHCR	**7.** Special Envoy on Disability and Accessibility	**16.** UNPRPD
8. UNHCR	**8.** IOM	**21.** UNICEF	**8.** Staff Union	**17.** UNRWA
9. UNICEF	**9.** OHCHR	**22.** UNOG	**9.** UN-Habitat	
10. UNOG	**10.** Staff Union	**23.** UNOPS		
11. WHO	**11.** UN-Women	**24.** UNPRPD		
12. WIPO	**12.** DCO	**25.** WFP		
	13. DESA	**26.** World Bank		

[a] Civil society organization.

Note: The following abbreviations are used in the tables above: CEB, United Nations System Chief Executives Board for Coordination; DCO, Development Coordination Office; DESA, Department of Economic and Social Affairs; DGACM, Department for General Assembly and Conference Management; DGC, Department of Global Communications; DMSPC, Department of Management Strategy, Policy and Compliance; DOS, Department of Space; DPO, Department of Peace Operations; DPPA, Department of Political and Peacebuilding Affairs; DSS, Department of Safety and Security; EOSG, Executive Office of the Secretary-General; ESCAP, Economic and Social Commission for Asia and the Pacific; ESCWA, Economic and Social Commission for Western Asia; FAO, Food and Agriculture Organization of the United Nations; ICAO, International Civil Aviation Organization; ICGEB, International Centre for Genetic Engineering and Biotechnology; IDA, International Development Association; IDDC, International Disability and Development Consortium; IFAD, International Fund for Agricultural Development; ILO, International Labour Organization; IMO, International Maritime Organization; IOM, International Organization for Migration; ITU, International Telecommunication Union; OCHA, Office for the Coordination of Humanitarian Affairs; OICT, Office of Information and Communications Technology; OPCW, Organisation for the Prohibition of Chemical Weapons; RCNYO, Regional Commissions New York Office; UNAIDS, Joint United Nations Programme on HIV/AIDS; UNDP, United Nations Development Programme; UNEP, United Nations Environment Programme; UNFPA, United Nations Population Fund; UN-Habitat, United Nations Human Settlements Programme; UNHCR, Office of the United Nations High Commissioner for Refugees; UNICEF, United Nations Children's Fund; UNIDO, United Nations Industrial Development Organization; UNOG, United Nations Office at Geneva; UNOPS, United Nations Office for Project Services; UNPRPD, United Nations Partnership to Promote the Rights of Persons with Disabilities; UNRWA, United Nations Relief and Works Agency for Palestine Refugees in the Near East; UN-Women, United Nations Entity for Gender Equality and the Empowerment of Women; UNWTO, World Tourism Organization; WFP, World Food Programme; WHO, World Health Organization; WIPO, World Intellectual Property Organization; WMO, World Meteorological Organization; WTO, World Trade Organization.

TABLE 2

First draft (February 2019)

Consultations/meetings	*Piloting/validation*		*Written comments*
1. IOM	**1.** ESCAP	**14.** DPO[b]	**1.** ESCAP
	2. FAO	**15.** DPPA[b]	**2.** FAO
	3. IFAD	**16.** DSS[b]	**3.** IDDC[a]
	4. ILO	**17.** UNDP	**4.** ILO
	5. ITU	**18.** UNICEF	**5.** UN-Women
	6. OHCHR	**19.** UNOG	**6.** DESA
	7. UN-Women	**20.** UNRWA	**7.** DMSPC
	8. DCO[b]	**21.** WHO	**8.** UNDP
	9. DESA		**9.** UNFPA
	10. DGACM[b]		**10.** UNHCR
	11. DGC[b]		**11.** UNPRPD
	12. DMSPC[b]		**12.** WIPO
	13. DOS[b]		**13.** UNIDO

[a] Civil society organization.
[b] Participated in Secretariat-wide piloting/validation session.

TABLE 3

Final draft (March 2019)

Written comments

1. Staff federations	**4.** UNFPA	**7.** WFP
2. UN-Women	**5.** UNHCR	**8.** WHO
3. DOS	**6.** UNICEF	**9.** UNIDO

TABLE 4

Responses to the High-level Committee on Management survey and/or comments to the secretariat thereto

Inter-agency networks	*Entities*		
1. Human Resources Network	**1.** ICAO	**9.** UNAIDS	**17.** WFP
2. Procurement Network	**2.** ICGEB	**10.** UNDP	**18.** WHO
3. Digital and Technology Network	**3.** IFAD	**11.** UNEP	**19.** WIPO
4. Finance and Budget Network	**4.** IMO	**12.** UNFPA	**20.** WMO
5. Inter-Agency Security Management Network	**5.** IOM	**13.** UNHCR	**21.** World Bank
6. International Annual Meeting on Language Arrangements, Documentation and Publications	**6.** OPCW	**14.** UNICEF	**22.** WTO
	7. UN-Women	**15.** UNOPS	
	8. OICT	**16.** UNWTO	