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Evaluation

Management response to the evaluation of disability-inclusive development at UNDP

Context and background

1. An estimated 15 per cent of the world's population - some 1 billion people - live with disabilities that have a direct impact on their daily lives.¹ One in every four households has a disabled member. While persons with disabilities account for a large proportion of the world's population, they have been consistently left out of the gains made by global development. Disability was not mentioned in any of the Millennium Development Goals or their related targets and indicators. Evidence suggests that persons with disabilities have been left behind their non-disabled peers, and that consistently the poorest members in many communities are individuals with disabilities. Persons with disabilities are not only poorer in economic terms but are also comparatively poorer in many domains, including access to health care, education, employment and social inclusion, as well as resilience to environmental degradation and climate shocks. In addition, persons with disabilities often face stigma and prejudice that severely limit their ability to have a voice in their households and communities.²

2. The Convention on the Rights of Persons with Disabilities was adopted by the General Assembly in December 2006 and entered into force in May 2008. This legally binding framework requires international development programmes to be inclusive of and accessible to persons with disabilities.³ Its passage constituted a landmark event in the disability arena, representing the culmination of decades of dedicated advocacy efforts carried out by persons with disabilities and their representative organizations. The Convention is the first disability-specific core human rights convention, and builds on prior conventions and disability-focused General Comments adopted by treaty bodies, especially General Comment 5 adopted by the Committee on Economic, Social and Cultural Rights.

* Reissued for technical reasons on 2 March 2017.

¹ World Health Organization and World Bank, *World Report on Disability, 2011* (Geneva, 2011). In UNDP programme countries this statistic is even higher at 20 per cent, 75 per cent of whom are women.

² Groce N., Kett M., *The Disability and Development Gap. Working Paper No. 21*. London: Leonard Cheshire Disability and Inclusive Development Centre, University College London.

³ Convention on the Rights of Persons with Disabilities, article 32.



3. The Convention particularly emphasizes the importance of mainstreaming disability issues, ensuring that disability is an integral part of sustainable development. The Sustainable Development Goals are founded on the principle of 'leave no one behind' and persons with disabilities are explicitly included in this new global agenda. In its resolution 67/226 of 21 December 2012 on the quadrennial comprehensive policy review of operational activities for development of the United Nations system, the General Assembly requested the United Nations development system to take into account the needs of persons with disabilities in its operational activities for development, including by addressing the continuing lack of adequate and reliable information on disability and by strengthening coherence and coordination across the United Nations system.

4. The United Nations considers the term "persons with disabilities" to apply to all persons "who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various attitudinal and environmental barriers, hinders their full and effective participation in society on an equal basis with others".⁴ The rights of persons with disabilities pertain directly to UNDP as a provider of development support to countries. UNDP has recognized and been involved with disability-related development since the 1980s. The UNDP focus on inclusive development is based on the premise that development is inclusive only if all groups – regardless of gender, ethnicity, age, sexual orientation, disability or poverty – contribute to the creation of opportunity, share in the benefits of development and are able to participate in decision-making. The concept of disability-inclusive development builds on the UNDP human development approach through integrating the standards and principles of human rights, namely participation, non-discrimination and accountability.⁵ Recognition of the needs of persons with disabilities is critical for strengthening their access to primary social services such as education, health care, housing and government offices that are accessible to them.

5. The Inter-Agency Support Group for the Convention on the Rights of Persons with Disabilities was established in September 2006, with UNDP as one of the inaugural members. In 2008, UNDP adopted its Strategic Plan, 2008-2013, which called for the prioritization of persons with disabilities, among other vulnerable groups, in UNDP support to Governments in identifying effective interventions to strengthen participation by members of the poorest sectors of society. Furthermore, in December 2012 UNDP adopted a Guidance Note, 'Applying the Conventions on the Rights of Persons with Disabilities in UNDP Programming', and in 2013 the Office of Human Resources adopted a 'Diversity and Inclusiveness Strategy' which emphasizes the creation of a working environment that is "welcoming to all" and specifies measures to promote the employment of persons with disabilities. The UNDP Strategic Plan, 2014-2017 prioritizes "participation and voice in pursuit of equitable access to development opportunities and gains across the population, working with the poor and other excluded groups, whether women, youth, indigenous persons or the persons with disabilities, as agents of their own development."

6. The United Nations Partnership to Promote the Rights of Persons with Disabilities (UNPRPD), a collaborative inter-agency effort which promotes the implementation of the Convention on the Rights of Persons with Disabilities through facilitating coalition-building and capacity development at global, regional and country levels, was officially

⁴ Convention on the Rights of Persons with Disabilities, article 1.

⁵ "Inclusive Development", www.undp.org/content/undp/en/home/ourwork/povertyreduction/focus_areas/focus_inclusive_development.html, accessed 1 August 2015.

launched in December 2011 and became operational in mid-2012, with UNDP serving as its technical secretariat and as a fully participating partner organization.

7. In 2016, the UNDP Independent Evaluation Office (IEO) undertook the first evaluation of the UNDP contribution to disability-inclusive development. The evaluation is part of the IEO work programme approved by the Executive Board for 2014-2015 (document [DP 2014/5](#)). The objectives of the evaluation were to:

(a) Assess the relevance, effectiveness and sustainability of UNDP support for disability-inclusive development to date, through both targeted and mainstreaming efforts;

(b) Provide findings, conclusions and recommendations to inform the future scope of UNDP planning, programming and partnerships in support of the rights of persons with disabilities, particularly in the context of the formulation of the next strategic plan for the period 2018-2021.

8. Regarding the scope, the evaluation examined five major areas: (a) the strategic relevance of disability-inclusive development for UNDP as observed through its strategic priorities; (b) UNDP global positioning and partnerships for disability-inclusive development; (c) UNDP programme and project results that directly assist persons with disabilities and/or that "mainstream" the inclusion of persons with disabilities; (d) issues internal to UNDP including institutional culture, policies and procedures that pertain to the employment, accommodation and participation of persons with disabilities; and (e) disability-inclusive development in similar organizations.

9. The evaluation covered the period 2008-2016. The UNDP management response (see annex) encompasses practical and time-bound key actions which build on ongoing work and designates the parties responsible for these actions.

Overview of the methodology

10. UNDP management welcomes the evaluation as it provides useful recommendations and a forward-looking assessment drawn from the UNDP role in contributing to disability-inclusive development. UNDP management further recognizes that the evaluation has been carried out at an opportune moment with respect to informing the formulation of the next strategic plan for 2018-2021 and future country programmes and projects.

11. UNDP management recognizes that the methodology of the evaluation combines evaluative evidence and country studies. UNDP management also recognizes that the evaluation relied on mixed methods and a variety of data collection sources to validate, analyse and triangulate the data. In addition to the desk review, one workshop was conducted with UNDP, 11 countries were visited and findings from a survey of country offices were included in the analysis.

12. UNDP management welcomes the evaluation's findings and conclusions as encouraging and useful. However, management notes key concerns with respect to methodological considerations. Specifically, concrete evidence on linking some of the findings with related recommendations would provide management with clarity on the evidential basis for some of the assertions. Concerns remain regarding the selection of countries with respect to overall coverage of portfolios and the methodology for the survey of country offices.

13. For instance, none of the 11 countries visited was affected by crisis (conflict or disaster) and the sample was dominated by middle-income countries. Hence the sample does not portray the extent to which UNDP has addressed disabilities in all situations, which can be considered a significant gap.

14. UNDP management would also like to point out that the delayed drafting process had a negative impact on the possibility to consult within the organization to ensure that the evaluation correctly reflects practices on the ground. Some of the recommendations were made without consultation with key internal stakeholders and partners, such as international disabled person's organizations. There is a lack of reflection on the role of and extent to which regional hubs and regional initiatives have been able to provide technical support and foster knowledge exchange and programming on promoting the rights of persons with disabilities. There is also an absence of overall linkages with the Sustainable Development Goals.

Findings and conclusions

15. Management is encouraged by the following findings of the evaluation: (a) UNDP is well-positioned to play a prominent role in advancing the Convention on the Rights of Persons with Disabilities at global and country levels; (b) UNPRPD has been a viable and innovative instrument to promote multisector interventions in support of the Convention, and has achieved more outcome-level objectives than anticipated; (c) UNDP has put in place social and environmental standards to help the organization avoid or mitigate unintended negative consequences of its programming; including any that may contribute to violations of the Convention; (d) UNDP has included persons with disabilities in its social protection programming and could play an important role in advocating for stepped-up deinstitutionalization efforts and better support for community-based living programmes; (e) UNDP programming has been instrumental, and in some cases a major force, in helping to develop and strengthen disability law and policy frameworks; (f) UNDP has helped to bring government and civil society actors together; and (g) UNDP remains an active participant in mine action and holds a small but important mine victim assistance portfolio, which in some instances has broadened into more comprehensive support for persons with disabilities.

16. UNDP management also welcomes the evaluation's conclusions that: (a) UNDP work in support of national efforts to achieve the Sustainable Development Goals provides an important opportunity in the coming years to help strengthen the rights of persons with disabilities; (b) the UNPRPD is an effective vehicle for joint programming to help countries assess actions they should take to implement the Convention and help build the requisite legal and institutional capacities; and (c) UNDP has effectively supported disability work where there was clear national ownership and leadership in advancing the Convention and in 2012 issued a Guidance Note on disability highlighting the relevance of disability inclusion for UNDP and its strategic objectives. UNDP has provided support at national and subnational levels and in some cases has been instrumental in helping Governments to adopt and implement the Convention.

17. However, UNDP management believes that some of the findings and the conclusions of the evaluation should be contextualized appropriately and be evidence-based. The absence of such contextualization, in terms of understanding has unfortunately resulted in incorrect findings and conclusions, as is evident in the following examples.

18. On finding 9: "Mainstreaming by UNDP of a disability dimension reveals a mixed picture. In some instances, country-level leadership on disability inclusion has resulted in concerted, and at times innovative, efforts to find entry points for disability inclusion in mainstream UNDP programming. Elsewhere, it is evident that very limited attention has been given to

mainstreaming persons with disabilities into the broader development work of UNDP. A lack of prioritization and gaps in technical expertise are limiting UNDP results in promoting disability-inclusive development". Management agrees that concerted and innovative efforts to mainstream disability in UNDP programmes are recognized while noting that progress is uneven. Unfortunately, the UNDP role in supporting a human rights-based approach to the formulation of United Nations Development Assistance Frameworks, which is an important entry point for mainstreaming the rights of persons with disabilities, was not addressed in the evaluation. Management welcomes the recommendation to strengthen internal expertise on disability-inclusive development across UNDP.

19. On finding 13: "While there are some good examples of how UNDP environmental programming addresses the needs of persons with disabilities, overall, due to the specific type of UNDP environmental projects and the fact that the multilateral environment agreements that provide a framework for this work focus on other types of vulnerabilities, the rights of persons with disabilities have not been an explicit focus of its environmental protection support": Management notes that in 9 of the 11 countries visited, no interviews were conducted with the national coordinators of the Global Environment Facility (GEF) Small Grants Programme. Also, the specific type of environmental projects managed by UNDP often are not the ones that are directly relevant to the needs of persons with disabilities, although persons with disabilities benefit indirectly. There are in fact strong examples of some UNDP environmental projects (those funded by the GEF Small Grants Programme in particular) that address the needs of persons with disabilities. The report also points to the fact that several UNDP environmental projects do not explicitly address disability inclusion as multilateral environment agreements supporting this work provide a framework that is focused on vulnerabilities of a different kind, e.g., water and air quality, endangered species, etc.

20. On finding 14: "Very limited efforts have been made to integrate persons with disabilities into UNDP activities related to health, including work related to HIV/AIDS, and projects funded by the Global Fund to Fight AIDS, Tuberculosis and Malaria": UNDP disagrees with the wording of the finding. One area that has not been addressed by the evaluation is the disability work in the Asia and Pacific region through the health portfolio. UNDP has been proactively addressing disability-inclusive development by leveraging HIV/health engagement to mainstream disability rights. On the International Day of Persons with Disabilities in 2015, UNDP published a regional report to support ratification of the Marrakesh Treaty to Facilitate Access to Published Works for Persons Who Are Blind, Visually Impaired or Otherwise Print Disabled. The report, 'Our right to knowledge: Legal reviews for the ratification of the Marrakesh Treaty for persons with print disabilities in Asia and the Pacific', covers nine countries (Cambodia, China, Fiji, India, Indonesia, Mongolia, Nepal, Thailand, Viet Nam). The report was produced in formats accessible to persons with visual disabilities. In Myanmar, UNDP included a disability questionnaire in a study on the socioeconomic impact of HIV. In Cambodia, UNDP is advocating for inclusion of people with disabilities through its work to advance social protection for people affected by HIV.

21. On finding 15: "The results of the evaluation suggest missed opportunities for UNDP to promote disability-inclusive development programming through its support for human rights. The 2005 UNDP Practice Note on Human Rights has not been updated to include reference to the Convention on the Rights of Persons with Disabilities, although UNDP has emphasized the human rights-

based approach in the Guidance Note on Disability”: In 2012, through the Global Human Rights Strengthening Programme, the UNDP human rights team commissioned a Guidance Note on disability-inclusive development as it was recognized that such specialized guidance was required. It was therefore not considered a priority to update an additional Guidance Note on the same issue.

22. On finding 16: “The evaluation found some evidence of UNDP support in advancing disability rights dimension into the strengthening of national human rights systems at the country programming level”: UNDP notes that while the organization does not have a monitoring or protection mandate in relation to human rights, it works to strengthen national human rights systems and supports Member States in meeting their human rights obligations. One of the key UNDP strategic areas of focus has been support to over 90 national human rights institutions since 2008, as outlined in output 2.3 of the current Strategic Plan. Support to such institutions in relation to promotion and protection of the rights of persons with disabilities is particularly important as they serve as a convenor and bridge between the State and excluded and marginalized groups and stakeholders. These institutions often act as the national monitoring mechanism pursuant to article 33 of the Convention on the Rights of Persons with Disabilities. It is therefore a strategic priority of UNDP to support national human rights institutions in this role as part of its efforts to further disability-inclusive development. Despite mention of support to these institutions in the theory of change, this is largely unaddressed in the evaluation.

23. On finding 18: “Aside from a few isolated examples, the evaluation found little evidence that UNDP is advancing disability inclusion in a strong and consistent manner in its engagement with electoral processes and institutions. There is also a lack of practical guidance and lessons available within the organization on how to address the complex social, environmental, legal, information and technical barriers to equal political participation and citizen engagement by persons with disabilities”: While this is a welcome finding, it is important to note the importance of context herein. UNDP supports electoral processes in some highly politically unstable environments which are often accompanied by weak electoral legal frameworks, underdeveloped political parties, a history of violence as a means to contest disputed elections, a history of lack of peaceful transitions of power and under-capacitated electoral management bodies. UNDP agrees that disability access should be mainstreamed in all UNDP electoral assistance programming and, when approved by the United Nations Focal Point for Electoral Assistance, include specific support to partner Governments and stakeholders on disability access in electoral law, policy and practice. However, it must be noted that parameters and areas of United Nations involvement in electoral assistance are defined by the Focal Point for Electoral Assistance (Under-Secretary-General for Political Affairs) on the basis of the recommendations of an electoral needs assessment that is undertaken as a response for United Nations electoral assistance by a Member State. UNDP will work with the Department of Political Affairs and other members of the Inter-Agency Coordination Mechanism for Electoral Assistance to review the Guidelines for United Nations Electoral Needs Assessment to better include the area of disabilities.

Annex. Key evaluation recommendations and UNDP management response

Recommendation 1. The next UNDP strategic plan, for the period 2018-2021, should give significantly greater prominence and attention to the rights of persons with disabilities, with outcomes and outputs designed to align substantively with the breadth of the provisions of the Convention on the Rights of Persons with Disabilities, and situate UNDP as a leading provider of disability-inclusive expertise. UNDP should then develop an action plan on disability that publicly details the UNDP approach with clear goal(s), targets and specific indicators within a revised integrated results and resources framework (IRRF).				
Management response Contingent on the inclusion of disabilities as part of the new strategic plan for 2018-2021, clear goals, targets and indicators of the IRRF will be disability-inclusive. This includes ways to consider both disability-specific indicators at the corporate level and country-specific disaggregations of data on disability. Consideration will be given to the feasibility of including disability-disaggregated indicators, taking into account national statistical capacities and cost effectiveness of disaggregated data collection in key areas over the new strategic plan period.				
Key action(s)	Time frame	Responsible unit(s)	Tracking*	
			Status	Comments
1.1. The organization will take into account the provisions of the Convention on the Rights of the Persons with Disabilities during its process to identify the highest priority outcome and output areas to which it can contribute through the new strategic plan. Subject to this, disability-specific targets and indicators will be considered as part of IRRF development.	By December 2018	Executive Office, Bureau for Policy and Programme Support (BPPS)/ Development Impact Group)		
Recommendation 2. In its efforts to help Governments achieve the Sustainable Development Goals, UNDP should pay special attention to disability-inclusive targets, emphasizing Goal 16, promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable and inclusive institutions at all levels, where UNDP is an acknowledged lead agency. The aim of UNDP to support Governments in the implementation of disability-inclusive development targets under the Goals should be noted in the new strategic plan and IRRF.				
Management response UNDP welcomes the recommendation to emphasize the promotion of peaceful, just and inclusive societies in work on disability-inclusive targets in the Sustainable Development Goals, including Goal 16 and related targets. It is critical to note the contributory nature of the work of UNDP, in conjunction with other stakeholders in the arena.				
2.1. Review and integrate disability inclusion into elements of the UNDP Global Programme of support for Member States on Sustainable Development Goal 16 and peaceful, just and inclusive societies more broadly.	By December 2018	Bureau for Policy and Programme Support (BPPS)/ Governance and Peacebuilding Cluster		
2.2. UNDP will consider the most effective way to reflect its contribution to supporting the implementation of Goal 16 targets within its new strategic plan and IRRF.	By December 2018	Executive Office, Bureau for Policy and Programme Support (BPPS)/ Development Impact Group		
Recommendation 3. The UNDP Disability Guidance Note should be revised and reissued to articulate recommendations for programme design and implementation that are aligned to the Sustainable Development Goals. This guidance should include a 'toolkit' for how to include disability in the various areas of UNDP programming and operations.				

Management response UNDP has provided guidance on how to apply the Convention on the Rights of Persons with Disabilities in UNDP programming in 2012, and also contributed to United Nations Development Group guidance for United Nations country teams. UNDP welcome the recommendation to further elaborate on the existing guidance in the framework of the recently adopted Sustainable Development Goals.				
3.1. UNDP will reissue updated guidance on how to apply the Convention on the Rights of Persons with Disabilities in its programming in light of the Sustainable Development Goals and the 2030 Agenda for Sustainable Development.	By July 2018	Bureau for Policy and Programme Support (BPPS), Regional Bureaux		
Recommendation 4. UNDP management at the country level should work through the resident coordinator system and United Nations country team counterparts to ensure that all United Nations Development Assistance Frameworks (UNDAFs) identify persons with disabilities as a vulnerable group, and specify outcomes for targeted and mainstreamed programming that address implementation of the Convention on the Rights of Persons with Disabilities and disability-inclusive development actions, consistent with the Sustainable Development Goals. Persons with disabilities, disabled people's organizations and civil society groups working on disability inclusion should be consulted as part of the UNDAF planning process.				
Management response UNDP should certainly promote it to a much greater degree and scale up targeting of persons with disabilities in its programmes and projects. UNDAFs are nationally owned programmes for which selection of targeted groups in line with national priorities is crucial. In the new UNDAF guidance, definition of target groups includes people with disabilities and targeting is a critical parameter of quality in joint programming. Leaving no one behind is the overarching principle of integrated programming. UNDP contributes to UNDAF formulation as part of multi-agency consultations which are driven largely by analysis and evidence of vulnerable and marginalized groups affected by a particular development challenge, coupled with consideration of national priorities and specific resource constraints. While taking note of this recommendation, UNDP recognizes that UNDAFs are based on national priorities and availability of resources.				
4.1. Review and revise guidance and templates used for programming design and monitoring to ensure that disability is appropriately addressed, including as part of consultative planning processes.	By December 2021 (implementation during new strategic plan period)	Bureau for Policy and Programme Support (BPPS)/Development Impact Group/ Governance and Peacebuilding Cluster, Regional Bureaux, Executive Office		
Recommendation 5. Expansion and increased funding for the The United Nations Partnership to Promote the Rights of Persons with Disabilities (UNPRPD) is strongly urged. In addition to current donor support, the technical secretariat should facilitate a discussion within the policy board on the possibility of partnerships with private sector entities and foundations as part of an expanded resource mobilization effort.				
Management response UNDP, in its capacity as UNPRPD technical secretariat, recognizes the need to expand resources for the UNPRPD and welcomes this recommendation. The technical secretariat will initiate a discussion at the level of the Policy Board on the possibility of partnerships with private sector entities and foundations.				
5.1. UNDP, as part of the UNPRPD technical secretariat, to include in the proposed UNPRPD workplan 2017-2018 a discussion with the Policy Board on resource mobilization expansion, including partnerships with the private sector and foundations.	By December 2017	Bureau for Policy and Programme Support (BPPS)/ UNPRPD Technical Secretariat,		

		Governance and Peacebuilding Cluster		
Recommendation 6. UNDP should deepen its partnerships with disabled people's organizations to utilize their expertise on disability inclusion for both programming and human resource issues.				
Management response UNDP welcomes the recommendation to continue to deepen its partnerships with disabled people's organizations to continue to utilize their expertise on disability inclusion for both programming and human resource issues. UNDP senior management currently engages with a stakeholder from the disability community through the Administrator's Civil Society Advisory Committee, which is a formal mechanism for a dialogue between civil society and UNDP senior management on key issues of policy and strategy.				
6.1. Revisions to the UNDP civic engagement strategy will involve consultations, including with the UNDP Civil Society Advisory Committee, which currently includes a member of a disabled persons' organization (noting that Committee members serve in their individual capacities, not as organizational representatives).	By December 2018	Bureau for Policy and Programme Support (BPPS)/ Governance & Peacebuilding Cluster		
Recommendation 7. UNDP efforts in support of employment and livelihood improvement should be aligned with the Convention on the Rights of Persons with Disabilities, including their right to freely choose their work on an equal basis with others. Whenever feasible, UNDP should promote programmes that reach the full diversity of the disability community.				
Management response UNDP concurs with the recommendations from the evaluation. Aligning UNDP work on employment and livelihoods to the Convention on the Rights of Persons with Disabilities, including ensuring that UNDP-supported programmes reach the full diversity of the disability community, aligns with the UNDP approach on 'leaving no one behind' in the quest for poverty eradication and significant reduction of inequalities and exclusion. Research has shown that people with disabilities are disproportionately represented among the most vulnerable. Therefore, incorporating them in employment and livelihood support will improve their economic prosperity as well as address larger issues of poverty, inequality and exclusion.				
7.1. UNDP will develop guidance and /or a checklist on how to align employment and livelihoods improvement with the Convention on the Rights of Persons with Disabilities, including their right to freely choose their work on an equal basis with others.	By December 2017	Bureau for Policy and Programme Support (BPPS)/ Sustainable Development Cluster		
7.2. UNDP will integrate disabilities in its employment and livelihoods programmes by ensuring that at least 10 per cent of programme resources /funds reach the diversity of the disability community.	By December 2017	Bureau for Policy and Programme Support (BPPS)/ Sustainable Development Cluster		
Recommendation 8. UNDP support to social protection programming should include measures to make social protection systems fully accessible to individuals with disabilities. Commensurate with this focus, and in keeping with the Convention, UNDP should make clear its commitment to deinstitutionalization, by championing government efforts to plan and carry out transitions to community-based living arrangements.				
Management response UNDP welcomes this recommendation. Making social protection systems accessible to individuals with disabilities is fully aligned with the UNDP approach of inclusive social protection. As outlined in the recently published, 'Leaving No One Behind: A Social Protection Primer for Practitioners', UNDP work to implement social protection systems				

includes reforms that tackle social exclusion - such as legal and policy reforms to change disempowering and discriminatory social norms and practices - and enable and encourage the most marginalized to register, access and benefit from social protection.				
8.1. UNDP will develop guidance on how to make social protection systems fully accessible to individuals living with disabilities. This guidance will include best practices from around the world on improving the accessibility of social protection systems.	By December 2017	Bureau for Policy and Programme Support (BPPS)/ Sustainable Development Cluster		
Recommendation 9. Specific activities targeting disability access must be included in all UNDP electoral assistance projects, including support to partner Governments on electoral access in law, policy and practice.				
Management response UNDP advocates for all societal groups having access to institutions and political processes. UNDP agrees that disability access should be mainstreamed in all UNDP electoral assistance programming, and when approved by the Focal Point for Electoral Assistance, include specific support to partner Governments and stakeholders on electoral disability access in law, policy and practice. The parameters and areas of United Nations involvement in electoral assistance are defined by the Focal Point for Electoral Assistance (Under-Secretary-General for Political Affairs) on the basis of the recommendations of an electoral needs assessment that is undertaken as response to a request for electoral assistance by a Member State. UNDP will work with the Department of Political Affairs and other members of the Inter-Agency Coordination Mechanism for Electoral Assistance to review the Guidelines for Electoral Needs Assessments to better include the area of disabilities. UNDP takes note of the fact that further knowledge and tools are needed to help country offices to adequately mainstream disabilities in electoral assistance.				
9.1. Work within the Inter-Agency Coordination Mechanism for Electoral Assistance to revise Needs Assessment Mission Guidelines to include a section and checklist on disability.	By December 2017	Bureau for Policy and Programme Support (BPPS)/ Governance and Peacebuilding Cluster		
9.2. Develop further tools and guidance on mainstreaming disability access in electoral assistance	By 31 December 2017	Bureau for Policy and Programme Support (BPPS)/ Governance and Peacebuilding Cluster		
Recommendation 10. In its work in countries that are highly vulnerable to natural disasters and in environments affected by conflict, UNDP should pay make specific reference to the needs of persons with disabilities in crisis prevention planning and risk assessments, early recovery and post-crisis development planning.				
Management response UNDP welcomes the recommendation and will review crisis response and early recovery guidance and procedures in order to refine and improve tools and process which ensure that the rights and needs of persons with disabilities are met in crisis and post-crisis contexts. UNDP will integrate specific guidelines on addressing needs of people with disabilities in the corporate policy on recovery. Efforts will be made to assess the impacts of disasters on people living with disabilities in post-disaster needs assessments and include specific plans for addressing needs of people with disabilities in the organization's ' own post-disaster recovery plans and programmes.				
10.1. Review and integrate disability/inclusion/vulnerability in the crisis response packages.	By December 2017	Bureau for Policy and Programme Support (BPPS)/ Crisis Response Unit (CRU)		
10.2. Review and raise awareness on disability/inclusion/vulnerability in the	By December 2017	Bureau for Policy and		

Global Cluster on Early Recovery capacity-building, particularly in relation to conflict and disaster settings or persons with disabilities as a result of conflict/disaster.		Programme Support (BPPS)/ Crisis Response Unit (CRU)		
10.3. Ensure that the UNDP policy on recovery addresses the needs of people with disabilities in post-crisis contexts and in crisis preparedness.	By December 2017	Bureau for Policy and Programme Support (BPPS)/ Strategic and Policy Support Unit and Climate and Disaster Risk Reduction Unit/ Development Impact Group		
10.4. Post-disaster needs assessments and recovery plans take into account specific impacts of disasters on people with disabilities with disaggregated data and a separate component dealing with recovery needs and interventions for people with disabilities.	By December 2017 and annually thereafter	Bureau for Policy and Programme Support (BPPS)/ Climate and Disaster Risk Reduction Unit/Development Impact Group		
10.5. UNDP recovery programmes following disasters target/prioritize a minimum of 10 per cent of UNDP funds to assist households of people with disabilities.	By December 2017	Bureau for Policy and Programme Support (BPPS)/ Climate and Disaster Risk Reduction Unit and Sustainable Development Cluster/Development Impact Group		
Recommendation 11. At headquarters, regional and country levels, UNDP should pay particular attention to and provide support for improving the collection of data on disability, consistent with Article 31 of the Convention on the Rights of Persons with Disabilities. Through its results-oriented annual reporting mechanism, UNDP should periodically track and report on country-level programming and lessons that address the rights of persons with disabilities as participants in and beneficiaries of development.				
Management response Whether UNDP should track and report on the rights of persons with disabilities as participants and beneficiaries of development interventions in the results-oriented annual reports (ROAR) is a decision that needs to be taken in line with the positioning of the next strategic plan. The ROAR will collect data that are relevant within a given strategy or framework and for corporate and/ or national purposes. The 2014 ROAR included detailed questions on measures that have been taken to increase accessibility of products and services provided by country offices and regional bureaux to beneficiaries with disabilities, and measures taken to increase inclusion of persons with disabilities in personnel and staff. The 2014 data provided an initial picture of the actions UNDP country offices and bureaux have taken to support the rights of people with disabilities, in line with the UNPRPD, for which UNDP acts as technical secretariat.				

11.1. Review and revise guidance and templates used for the ROAR to periodically track and report on country-level programming and lessons that address the rights of persons with disabilities as participants in and beneficiaries of development.	By December 2018 (implementation during new strategic plan period)	Bureau for Policy and Programme Support (BPPS)/Development Impact Group, Regional Bureaux, Executive Office		
Recommendation 12. UNDP should review and revise pertinent documentation used for programme design, monitoring and evaluation to ensure that disability inclusion in development is appropriately addressed (e.g., the UNDAF, Gender Equality Strategy, Gender Marker and Seal, Social and Environmental Standards and Programme Design), and is consistent with Sustainable Development Goal frameworks and indicators that reference persons with disabilities.				
Management response UNDP welcomes this recommendation, and will identify opportunities to strengthen disability inclusion across its corporate standards and tools.				
12.1. UNDP will initiate a review and update of the Social and Environmental Standards in 2017. As part of this review, UNDP will identify opportunities to further address disability inclusion in development in the standards and related procedures, tools and guidance. UNDP will incorporate reference to disabilities in the forthcoming gender equality strategy to be developed in 2017.	By December 2017	Bureau for Policy and Programme Support / Development Impact Group/ Gender Team		
Recommendation 13. UNDP should survey its staff to better determine the number of employees with disabilities and the types and costs of reasonable accommodation measures that have been provided. A line item should be added to the UNDP human resources budget on reasonable accommodation to ensure appropriate funding of reasonable accommodation support. A disability accommodation fund could be established to help secure needed funding. The United Nations Children's Fund's Greening and Accessibility Fund presents an innovative model for UNDP to consider.				
Management response UNDP largely agrees with the recommendation, with a caveat that based on leading practice, candidates applying for UNDP jobs and existing employees cannot be forced to disclose disabilities unless they voluntarily choose to do so. Having said this, UNDP will survey its offices to get a more comprehensive overview of issues and existing practices related to the inclusion of people with disabilities in the UNDP workplace. With regard to funding for reasonable accommodation, UNDP will look into the establishment of a requisite funding mechanism. Its exact configuration and management arrangements are to be determined.				
13.1. Analyse results of the Global Staff Survey with regard to issues faced by persons with disabilities.	By March 2017	Office of Human Resources		
13.2. Launch a survey of UNDP offices to collect information and review existing practices and opportunities for improvement with regard to accessibility, reasonable accommodation and support for employees with disabilities and those who have family members with disabilities.	By September 2017	Office of Human Resources		
13.3. Design and operationalize a centrally managed funding mechanism to fund reasonable accommodation costs by UNDP offices	By March 2018	Office of Financial Resources Management, Office of Human Resources		

<p>Recommendation 14. The UNDP diversity and inclusiveness strategy should be revised to make clear that the organization will adequately support staff with disabilities in all phases of the full employment continuum, including recruitment, retention and retirement, and through sufficient financial resources for workplace accommodation. In addition, policies and grievance procedures should make clear the recourse persons have where their needs for accommodation are not met. To expand understanding of the rights of persons with disabilities across the organization, UNDP should update, relaunch and make mandatory the e-learning module on disabilities and promote it among all staff at all levels.</p>				
<p>Management response UNDP agrees with the recommendation. Provisions regarding inclusion of people with disabilities are already included in the UNDP Diversity and Inclusiveness Strategy, but will be revised and detailed as required. UNDP has a well-established process for management of grievances; provisions related to the lack of/non-provision of reasonable accommodation will be detailed, as needed. The online learning course, 'Persons with Disability, Ability, Capability, Employability', which provides information and important insights on various issues related to including and working with people with disabilities, will be updated and rolled out, as required.</p>				
14.1. Revise the UNDP Diversity and Inclusiveness Strategy with a view to strengthen provisions related to inclusion of people with disabilities in UNDP.	By December 2017	Office of Human Resources		
14.2. Develop and provide detailed guidance to offices with regard to reasonable accommodation for people with disabilities and their needs, including various support options and a mechanism to resolve situations when accommodation is not provided/refused.	By December 2017	Office of Human Resources, Office of Financial Resources Management (funding), Central Procurement Unit (long-term agreement for assistive technology), Office of Information Management & Technology		
14.3. Update the online learning course 'Persons with Disability, Ability, Capability, Employability' and roll out an updated version across UNDP. Consider making the course mandatory for some roles.	By June 2017	Office of Human Resources		
<p>Recommendation 15. UNDP should implement a recruitment initiative to bring persons with disabilities into the organization, including through targeted advertisements on disability networks. In vacancy announcements, it should specifically encourage persons with disabilities to apply, and adopt affirmative action-like policies that give preference to persons with disabilities who are as equally qualified as other applicants. UNDP should also consider establishing a paid internship programme for qualified persons with disabilities, which could provide a potential pathway to full-time employment.</p>				
<p>Management response UNDP largely agrees with the recommendation. Over time, as UNDP progresses with efforts to become more accessible for people with disabilities, in terms of both physical accommodations and culture-wise, UNDP will be more purposeful in attracting people with disabilities into UNDP jobs. As the first step, UNDP will expand existing internship programmes for people with disabilities and launch other talent acquisition initiatives. While UNDP may not be in the position to provide paid internships, the organization will ensure (and cover the costs of) all reasonable accommodations. UNDP will also strengthen messaging regarding employment of people with disabilities in the UNDP employment website, e-recruit, forms, templates, etc. to support the attraction/employment of people with disabilities in UNDP. Feasibility of the proposed affirmative action is to be assessed, given the existing 'order of retention' policy.</p>				

15.1. Review lessons learned from existing internship programmes in country offices and issue corporate guidance in internships for persons with disabilities, with a focus on reasonable accommodation.	By September 2017	Office of Human Resources		
15.2. Conduct a 'disability audit' of key human resources functions including recruitment, policies, procedures, tools, forms and templates to ensure that they are 'disability-friendly' and foster employment and retention of persons with disabilities in UNDP. Explicitly stress in vacancy announcements as well as on the UNDP employment website that UNDP encourages candidates with disabilities to apply.	By December 2017	Office of Human Resources		
15.3. Finalize arrangements with the United Nations Volunteers programme to use volunteerism as a mechanism for employment of people with disabilities.	By September 2017	Office of Human Resources		
15.4. Finalize and launch a new talent acquisition programme for young leaders with disabilities.	By June 2017	Office of Human Resources		
Recommendation 16. An accessibility audit of UNDP premises and work environments should be carried out to identify existing barriers to inclusion and practical steps that can be taken to eliminate them. This should include a review of information technology security arrangements to ensure their compatibility with relevant accessibility standards. UNDP should set a date by which all of its premises are to accessible, regardless of local building codes.				
Management response UNDP will employ a systematic approach in assessing and defining standards on accessibility of premises and work environments in order to determine the feasibility of implementation. Based on this feasibility study, a date will be set in line with this recommendation.				
16.1. Conduct assessment of accessibility of premises and work environment	By September 2017	Office of Operations, Legal & Technology Services /General Operating Unit		
16.2. Review information technology security arrangements.	By September 2017	Office of Operations, Legal & Technology Services/ Office of Information Management & Technology		

* The implementation status is tracked in the Evaluation Resource Centre.