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Chief Executives Board for Coordination

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Summary of deliberations

Addendum

United Nations Disability Inclusion Strategy 2.0 (2026–2030)

I. Introduction

1. Persons with disabilities – more than 1.3 billion people worldwide, representing over 16 per cent of the global population[1] – continue to face systemic exclusion across multiple sectors, including education, employment, health and social protection. The realization of the rights of persons with disabilities remains uneven despite broad ratification of the Convention on the Rights of Persons with Disabilities. Such disparities are compounded by intersecting factors, such as gender, age, race, ethnicity and indigeneity, as well as the disproportionate impacts of poverty, climate change, natural disasters and armed conflict, all of which deepen inequalities and hinder the achievement of the Sustainable Development Goals.

2. The Secretary-General of the United Nations has recognized that the United Nations system lacks a coherent and comprehensive approach to disability inclusion[2] in its support to Member States. Disability inclusion is not systematically embedded across United Nations development, human rights, humanitarian and peace and security work. Accessibility barriers persist in physical environments and digital platforms, and representation of persons with disabilities in the workforce is limited.

3. Collectively, these challenges underscore the need for institutional transformation to ensure that the United Nations can lead by example and deliver on its commitment to the full and effective inclusion of persons with disabilities. The United Nations Disability Inclusion Strategy was launched by the Secretary-General in 2019 to provide a foundation for sustainable and transformative progress on disability inclusion at the United Nations. Through the Strategy, the organizations of

[1] See www.who.int/publications/i/item/9789240063600.

[2] 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. See the annex for definitions of key concepts.

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the United Nations system reaffirmed that the realization of the rights of persons with disabilities was an inalienable, integral and indivisible part of all human rights and fundamental freedoms (CEB/2019/1/Add.6).[3]

4. The United Nations Disability Inclusion Strategy established the highest level of system-wide commitment within the United Nations, articulating a clear vision for disability inclusion and creating an institutional framework for the United Nations to support Member States in the implementation of the Convention on the Rights of Persons with Disabilities, the 2030 Agenda for Sustainable Development, Security Council resolutions and other international agreements. More recently, the Strategy has played a central role in the integration of disability inclusion in United Nations system-wide initiatives, such as United Nations 2.0, and in responding to Member States' call for improved disability inclusion and accessibility in the Pact for the Future.

5. Monitoring the implementation of the United Nations Disability Inclusion Strategy through its accountability framework has shown steady, year on year progress from a low baseline.[4] The accountability framework indicators outline the requirements for progressive implementation, which United Nations entities and country teams report on annually. In 2024, entities met 42 per cent of the requirements under the Strategy, up from only 16 per cent in 2019. Likewise, country teams met 46 per cent of the requirements in 2024, a significant increase from 24 per cent in 2020.

6. Five years after the launch of the United Nations Disability Inclusion Strategy, an independent system-wide evaluation was carried out by the United Nations Sustainable Development Group System-wide Evaluation Office. The evaluation concluded that the Strategy had been catalytic in advancing disability inclusion across the United Nations system; however, progress remained uneven and had not yet reached the level of ambition envisioned.[5] It was recommended that the Strategy and its accountability framework be revised, and priority areas for improvement in the next iteration were identified.

7. The United Nations Disability Inclusion Strategy 2.0 replaces the original Strategy and responds directly to the evaluation findings and recommendations. Developed through a consultative process involving disability inclusion focal points from 79 United Nations entities, four employee resource groups representing employees with disabilities and 11 external stakeholders, the revised Strategy will serve as a strengthened tool for the United Nations system, entities and country teams to promote disability inclusion. Key changes include:

(a) The structure of the policy document has been improved through the inclusion of a long-term vision, a theory of change, strategic priorities and cross-cutting principles, with the aim of providing renewed guidance;

(b) The updated accountability framework includes three new indicators, on resource tracking, digital accessibility and disability data and evidence;

(c) Tailored learning, training and knowledge management have been strengthened across multiple indicators where an improved understanding of disability and accessibility is necessary for the effective implementation of disability inclusion;

[3] The United Nations Disability Inclusion Strategy was endorsed by the United Nations System Chief Executives Board for Coordination at its first regular session of 2019.

[4] See www.un.org/sites/un2.un.org/files/undis_report2024-en.pdf.

[5] See www.un.org/system-wide-evaluation-office/en/evaluation-united-nations-disability-inclusion-strategy.

(d) Alignment between implementation by entities and country teams has been strengthened;

(e) The systematic mainstreaming of disability inclusion across United Nations programmes, explicit links to the Sustainable Development Goals and partnerships, including consultations with organizations of persons with disabilities, have been strengthened to improve the delivery of results;

(f) The complementarity with other United Nations system-wide strategies, such as the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations Youth Strategy, has been enhanced.

II. Theory of change

8. Persons with disabilities continue to face persistent barriers that limit their full and effective participation in society, lead to their exclusion from development, increase the risk of human rights violations and result in disproportionate impacts from emergencies, disasters and armed conflict. Before the establishment of the United Nations Disability Inclusion Strategy, the United Nations system lacked a coherent, system-wide approach to disability inclusion. That gap contributed to limiting the Organization's ability to deliver on its mandates across all pillars, resulting in persons with disabilities being left behind and unable to fully contribute to, or benefit from, United Nations activities.

9. **Approach**. The United Nations Disability Inclusion Strategy 2.0 applies a comprehensive, twin-track approach that mainstreams disability inclusion across all United Nations policies, operations and programmes, while also implementing targeted measures to address barriers and advance equality and inclusion of persons with disabilities. The revised Strategy combines a system-wide policy and an accountability framework for United Nations entities and country teams, structured around five strategic priorities.

10. The following theory of change underpins the United Nations Disability Inclusion Strategy 2.0:

- **Inputs and activities**. The updated Strategy establishes a common framework for disability inclusion by providing policy direction, technical guidance and accountability tools. United Nations entities and country teams embed disability inclusion into strategic plans and evaluations, create disability-specific policies and strengthen focal point networks. Operational improvements include implementation of accessibility, reasonable accommodation, inclusive procurement practices, and workplace policies that support the recruitment, retention and advancement of persons with disabilities. Programmatic changes involve mainstreaming disability inclusion across programmes and projects, including United Nations Sustainable Development Cooperation Frameworks, and improving disability-disaggregated data collection and reporting on results. Communication and training help to drive cultural change and build technical capacity across the system.
- **Outputs**. These changes result in strengthened institutional readiness, with policies adopted, systems operationalized and employees better equipped to advance disability inclusion. Consultation with persons with disabilities through their representative organizations becomes more systematic. Accessibility and reasonable accommodation are increasingly institutionalized as standard operational practices, and disability inclusion is mainstreamed more consistently in programming and communications.

- **Outcomes**. Taken together, these changes enable the United Nations to apply a coherent and systematic approach to disability inclusion, aligning actions across the system in relation to strategic priorities. Internally, the United Nations becomes a more inclusive and accessible employer, with a higher representation of persons with disabilities and a work culture that values diversity and ensures a respectful and accessible environment. Externally, United Nations programmes advance disability inclusion across all sectors, support Member States in implementing the Convention on the Rights of Persons with Disabilities and promote the meaningful participation of persons with disabilities, in all their diversity, in decision-making, thereby ensuring their inclusion in development and in responses to emergencies, disasters and armed conflict. Enhanced data systems enable the continuous monitoring of progress, while strengthened partnerships with civil society, including organizations of persons with disabilities, and other key stakeholders expand impact.
- **Impact**. Over time, these transformations support the full and effective participation of persons with disabilities on an equal basis with others, thereby advancing human rights and accelerating progress towards the achievement of the Sustainable Development Goals. The United Nations enhances its institutional knowledge of disability inclusion and positions itself as both an employer of choice for persons with disabilities and a global leader in advancing disability-inclusive development, humanitarian action, and peace and security.

11. **Assumptions and enablers**. Success depends on strong leadership; adequate resourcing, including personnel and budget allocations; effective coordination mechanisms; and sustained engagement with organizations of persons with disabilities. Partnerships, capacity development and continuous knowledge-sharing are essential for scaling up results and ensuring sustainability.

12. **Risks**. Progress may be hindered by insufficient resources, weak institutional anchoring or tokenistic engagement with organizations of persons with disabilities. These risks can be mitigated through clear governance structures, time-bound action plans, transparent reporting and ongoing investments in accessibility, capacity and partnerships.

III. Vision statement

13. The United Nations is committed to promoting disability inclusion, confronting the pushback on human rights and equality, and ensuring that the rights of persons with disabilities are respected in the evolving global context of digital transformation, climate change and increased armed conflict. The United Nations Disability Inclusion Strategy 2.0 is aimed at more effective and consistent delivery of disability-inclusive results across the work of the United Nations on sustainable development, human rights, humanitarian action, and peace and security. It leverages United Nations 2.0 initiatives on data, digital technology, innovation and behavioural science to strengthen institutional capacity for disability inclusion.

14. Through the United Nations Disability Inclusion Strategy 2.0, the United Nations will redouble its efforts through policies, programmes and partnerships to support Member State implementation of the Convention on the Rights of Persons with Disabilities and enable evidence-driven programming that advances the rights of persons with disabilities. Operationally, it will also enhance the accessibility of the Organization and measurably increase the proportion of persons with disabilities working across the United Nations system.

IV. Strategic priorities for the period 2026–2030

15. The United Nations will deliver transformative change on disability inclusion across five interconnected strategic priority areas that address structural inequalities faced by persons with disabilities. By 2030, the United Nations aims to achieve the following goals:

(a) **Leadership**. Through leadership and key steps in results-based management – including in relation to strategic planning; tracking of resources allocated to disability inclusion; data and results disaggregated by disability, sex and age; disability-inclusive evaluations; and investments in disability expertise and coordination – disability inclusion is implemented across the United Nations system more effectively, efficiently and comprehensively;

(b) **Inclusive programming and results**. Global, regional and country-level programming, including through United Nations Sustainable Development Cooperation Frameworks, delivers results that advance the rights and inclusion of persons with disabilities through the mainstreaming of disability inclusion and disability-targeted programmes;

(c) **Accessible organization**. Core facilities and services, digital assets and systems, information, communications, conferences and events are accessible to persons with disabilities. All forms of accessibility are progressively improved through the application of universal design in planning, through sustainable budgeting and through the integration of accessibility requirements into renovations and procurement;

(d) **Enabling work environment and inclusive workforce**. The United Nations provides an enabling and inclusive work environment for persons with disabilities through equitable employment practices and reasonable accommodation, inclusive and rights-based communication, and continuous capacity-building and learning on disability inclusion;

(e) **Partnerships**. The representation of, and meaningful engagement and consultation with, persons with disabilities – through their representative organizations, employee resource groups, associations and other groups representing United Nations employees with disabilities – are strengthened in operational and programmatic planning, implementation and monitoring. Scaled-up disability inclusion is leveraged through productive partnerships with key stakeholders, including Governments.

V. Cross-cutting principles

16. The following cross-cutting principles guide the implementation of the United Nations Disability Inclusion Strategy 2.0 across all strategic priorities and ensure the effective implementation of disability inclusion:

(a) **Alignment with the Convention on the Rights of Persons with Disabilities**. The revised Strategy is grounded in the Charter of the United Nations and the Convention on the Rights of Persons with Disabilities. In practice, this means designing programmes with rights holders at the centre, protecting dignity and mitigating potential risks to human rights;

(b) **Twin-track approach**. The revised Strategy combines the mainstreaming of disability inclusion in policies and programmes with targeted initiatives and actions that remove specific barriers faced by persons with disabilities, in order to achieve their inclusion and empowerment and the full realization of their human rights;

(c) **Accessibility by design**. Accessibility in all its forms – physical, digital, and information and communications accessibility – is a requirement for disability inclusion and must be incorporated from the outset to maximize cost-effectiveness. Universal design and a focus on equitable use help to ensure effective and inclusive accessibility for persons with disabilities;

(d) **Co-creation with persons with disabilities through their representative organizations**. Engaging with persons with disabilities in all their diversity, through their representative organizations, from the early stages of design and throughout delivery and monitoring, while ensuring communication on consultation outcomes, informs decision-making and leads to effective results;

(e) **Intersectionality**. Programming, analysis and data account for intersectionality, including between disability and gender, age, race, ethnicity, indigeneity, and displacement and socioeconomic status, in order to ensure that no person is left behind;

(f) **Safeguarding**. Addressing root causes of exclusion, such as stigma and biases associated with disability, and removing barriers to equal participation can help to mitigate risks of human rights violations and discrimination. Ensuring that safeguarding mechanisms, such as reporting, feedback and complaint systems, are accessible to persons with disabilities is central to preventing and addressing sexual exploitation and abuse.

VI. Governance and coordination

17. High-level leadership, guidance and support will be provided by the senior leadership of the Executive Office of the Secretary-General. The Disability Inclusion Team will serve as the secretariat, conducting monitoring and coordination and providing technical support for the implementation of the United Nations Disability Inclusion Strategy 2.0. In addition, the Team will strengthen the implementation of specific relevant activities within the United Nations Secretariat.

18. Entities will designate focal points to participate in focal point networks, which will serve as a system-wide mechanism for coordination, peer learning and implementation support. These networks will be coordinated by the Disability Inclusion Team.

19. 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.

20. The Development Coordination Office, in collaboration with the Disability Inclusion Team and regional offices, will support effective disability inclusion at the regional and country team levels through, inter alia, common country assessments, horizon scans, United Nations Sustainable Development Cooperation Framework guidance and accompanying documents, and the management and accountability framework, taking into account future changes following the system-wide evaluation on progress towards a new generation of United Nations country teams.

21. Collaboration with the Global Disability Fund is envisaged, in particular in the context of joint United Nations programming and the capacity development of United Nations staff.

22. The United Nations Sustainable Development Group and the Inter-Agency Standing Committee will maintain disability inclusion as a standing agenda item. The Disability Inclusion Team will periodically prepare a progress report on the

implementation of the Strategy, to be submitted to the High-level Committee on Management, the High-level Committee on Programmes and the United Nations Sustainable Development Group for their review, in the context of their respective mandates.

VII. Accountability and monitoring

23. The United Nations will be held accountable for the implementation of the United Nations Disability Inclusion Strategy 2.0 through annual reporting on the two complementary parts of its accountability framework: the entity accountability framework and the United Nations country team accountability scorecard.

24. United Nations entities and country teams will conduct annual reporting through self-assessment against the indicators and requirements on a progressive scale of missing, approaching, meeting and exceeding requirements. The rating “meets requirements” is the minimum to which all United Nations entities and country teams should aspire, and they should also commit to exceeding requirements over time. A “missing” rating should be given in cases where entities and country teams are not carrying out activities relating to the indicator, and “not applicable” should be given when the requirements of the indicator are not relevant. The indicator framework will be accompanied by technical guidance and examples of good practices to support implementation. The technical guidance will be updated as required and will clearly set out how to rate entity performance.

25. The implementation of the United Nations Disability Inclusion Strategy 2.0 by United Nations entities and country teams will be overseen by senior leadership and coordinated through designated focal points in each entity and country team. Entities and country teams will 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 and human resources) and establish internal mechanisms to ensure rigorous and accurate reporting. If entities and country teams do not meet or exceed requirements, they will develop remedial actions, outline their plans and associated timelines and identify custodians responsible for improving performance.

26. The Disability Inclusion Team will monitor the implementation of the United Nations Disability Inclusion Strategy 2.0 through the review and analysis of annual reports submitted by entities. United Nations country team annual reports will be reviewed and analysed by the Disability Inclusion Team and the Development Coordination Office. Data from the implementation of the Strategy will be included in the monitoring and reporting under the quadrennial comprehensive policy review of operational activities for development of the United Nations system, as well as in other reports to Member States.

27. A review or evaluation of the implementation of the Strategy will be conducted in 2030 in order to assess progress and address potential gaps, as well as to ensure alignment with the post-2030 agenda for sustainable development.

VIII. Entity accountability framework

Strategic priority 1: leadership

Indicator 1
Leadership

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Implementation of entity disability-specific policy, strategy or entity-wide action plan is reviewed by senior leadership annually, with remedial action taken as needed	Implementation of entity disability-specific policy, strategy or entity-wide action plan is reviewed by senior leadership annually, with remedial action taken as needed	Implementation of entity disability-specific policy, strategy or entity-wide action plan is reviewed by senior leadership annually, with remedial action taken as needed
	Tailored learning and/or training resources are available to entity senior leadership	Tailored learning and/or training resources are available to entity senior leadership
		Performance evaluations of entity senior leadership, regional directors and heads of country offices, as relevant, include accountability on disability inclusion

Indicator 2
Strategic planning

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Entity commitment to targeted and mainstreaming measures that advance disability inclusion is reflected in results statements, indicators or equivalent in the entity's main strategic planning document	Entity commitment to targeted and mainstreaming measures that advance disability inclusion is reflected in results statements, indicators or equivalent in the entity's main strategic planning document	Entity commitment to targeted and mainstreaming measures that advance disability inclusion is reflected in results statements, indicators or equivalent in the entity's main strategic planning document
	The overall results framework, or equivalent, in the entity's main strategic planning document includes baseline data, indicators and targets disaggregated by disability, sex and age	The overall results framework, or equivalent, in the entity's main strategic planning document includes baseline data, indicators and targets disaggregated by disability, sex and age
		Entity budget includes resource allocation for disability inclusion

Indicator 3
Disability-specific policy, strategy or action plan

Approaches requirements	*Meets requirements*	*Exceeds requirement*
A policy, strategy or entity-wide action plan on disability inclusion is in place and is aligned with the entity's main strategic document	A policy, strategy or entity-wide action plan on disability inclusion is in place and aligned with the entity's main strategic document	A policy, strategy or entity-wide action plan on disability inclusion is in place and is aligned with the entity's main strategic document
The policy, strategy or entity-wide action plan on disability inclusion addresses intersectionality in line with United Nations system-wide strategies, such as the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations Youth Strategy	The policy, strategy or entity-wide action plan on disability inclusion addresses intersectionality in line with United Nations system-wide strategies, such as the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations Youth Strategy	The policy, strategy or entity-wide action plan on disability inclusion addresses intersectionality in line with the United Nations system-wide strategies, such as the United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women and the United Nations Youth Strategy
	The policy, strategy or entity-wide action plan on disability inclusion demonstrably contributes to the entity's mandate, programmes and operations and, where applicable, to relevant Sustainable Development Goal targets	The policy, strategy or entity-wide action plan on disability inclusion demonstrably contributes to the entity's mandate, programmes and operations and, where applicable, to relevant Sustainable Development Goal targets
		Entity provides an update at least once a year to the governing body, or equivalent, on the implementation of the policy, strategy or entity-wide action plan on disability inclusion and takes remedial action as needed

Indicator 4
Institutional set-up

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Applicable to all: entity coordinates a focal point network on disability inclusion that includes all relevant departments and meets at least twice a year	**Applicable to all**: entity coordinates a focal point network on disability inclusion that includes all relevant departments and meets at least twice a year	**Applicable to all**: entity coordinates a focal point network on disability inclusion that includes all relevant departments and meets at least twice a year
Applicable to entities with regional and/or country offices: entity coordinates a focal point network that includes its regional and/or country offices and meets at least twice a year	**Applicable to entities with regional and/or country offices**: entity coordinates a focal point network that includes its regional and/or country offices and meets at least twice a year	**Applicable to entities with regional and/or country offices**: entity coordinates a focal point network that includes its regional and/or country offices and meets at least twice a year

Approaches requirements	*Meets requirements*	*Exceeds requirement*
	Applicable to all: entity has at least one employee with substantive expertise on a human rights-based approach to disability, and a dedicated proportion of the employee's time is allocated to disability inclusion in the employee's terms of reference or workplan	**Applicable to all**: entity has at least one employee with substantive expertise on a human rights-based approach to disability, and a dedicated proportion of the employee's time allocated to disability inclusion in the employee's terms of reference or workplan
		Applicable to all: an entity with over 200 employees has a dedicated disability inclusion unit or team

Indicator 5
Resource tracking

Approaches requirements	*Meets requirements*	*Exceeds requirement*
An entity-wide tracking system for monitoring resource allocations to disability inclusion, and/or the use of resources, is being developed	An entity-wide tracking system for monitoring resource allocations to disability inclusion, and/or the use of resources, is in place	An entity-wide tracking system for monitoring resource allocations to disability inclusion, and/or the use of resources, is in place and has been made mandatory
	Training on the application of the resource tracking system is offered at least once a year	Training on the application of the resource tracking system is offered at least once a year
		Resource allocations to disability inclusion, and the use of resources, are monitored and reported to senior leadership at least once a year

Indicator 6
Disability data and evidence

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Entity generates knowledge and evidence (e.g. analyses, research, reviews and best practices), including analyses with intersectional lenses, to inform evidence-based approaches to the inclusion of persons with disabilities	Entity generates knowledge and evidence (e.g. analyses, research, reviews and best practices), including analyses with intersectional lenses, to inform evidence-based approaches to the inclusion of persons with disabilities	Entity generates knowledge and evidence (e.g. analyses, research, reviews and best practices), including analyses with intersectional lenses, to inform evidence-based approaches to the inclusion of persons with disabilities
	Entity integrates data and information on persons with disabilities into its significant or flagship reports and publications	Entity integrates data and information on persons with disabilities into its significant or flagship reports and publications

Approaches requirements	*Meets requirements*	*Exceeds requirement*
		Entity produces reliable data on persons with disabilities, in line with its mandate, in order to inform decision-making at the global, regional or national level that advances progress towards meeting commitments, including the Sustainable Development Goals

Indicator 7
Evaluation

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Evaluation guidelines contain guidance on how to address disability inclusion	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)	Disability inclusion is mainstreamed effectively throughout the 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 three years, or an independent evaluation of the disability inclusion policy, strategy or entity-wide action plan is conducted at least every five years

Strategic priority 2: inclusive programming and results

Indicator 8
Programmes and projects (applicable to entities that implement external-facing programmes)

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Entity adopts a guidance note, or equivalent, on mainstreaming disability inclusion at all stages of the programme/project cycle, including in joint programmes	Entity adopts a guidance note, or equivalent, on mainstreaming disability inclusion at all stages of the programme/project cycle, including in joint programmes	Entity adopts guidance note, or equivalent, on mainstreaming disability inclusion at all stages of the programme/project cycle, including in joint programmes
The guidance note, or equivalent, establishes minimum requirements for mainstreaming disability inclusion and integrates intersectionality	The guidance note, or equivalent, establishes minimum requirements for mainstreaming disability inclusion and integrates intersectionality	The guidance note, or equivalent, establishes minimum requirements for mainstreaming disability inclusion and integrates intersectionality

Approaches requirements	*Meets requirements*	*Exceeds requirement*
	Training opportunities and resources on disability-inclusive programming are made available	Training opportunities and resources on disability-inclusive programming are made available
	Entity systematically uses information gained from consultations with organizations of persons with disabilities on programming for developing both disability-targeted and mainstreamed programmes and projects	Entity systematically uses information gained from consultations with organizations of persons with disabilities for developing both disability-targeted and mainstreamed programmes and projects
		Entity establishes a percentage target for programmes and projects that mainstream the minimum requirements for disability inclusion, and meets the target
		Entity demonstrates documented results for persons with disabilities, beyond participation and access, from programmes where disability inclusion has been mainstreamed

Indicator 9
Country programme documents (applicable to entities that implement country-level programming)

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Guidance on country programme documents, or an equivalent country programming planning tool, includes minimum requirements for mainstreaming disability inclusion	Guidance on country programme documents, or an equivalent country programming planning tool, includes minimum requirements for mainstreaming disability inclusion	Guidance on country programme documents, or an equivalent country programming planning tool, includes minimum requirements for mainstreaming disability inclusion
	At least 25 per cent of country programme documents, or an equivalent country programme tool, include analysis on persons with disabilities and corresponding integration of disability inclusion in the results framework	Over 50 per cent of country programme documents, or an equivalent country programme tool, include analysis on persons with disabilities and corresponding integration of disability inclusion in the results framework

Strategic priority 3: accessible organization

Indicator 10
Physical accessibility

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Baseline assessment on physical accessibility has been completed, and an action plan on physical accessibility, including for emergency evacuation procedures, is in place and is based on prioritization of the assessment findings and consultation with organizations of persons with disabilities	Baseline assessment on physical accessibility has been completed, and an action plan on physical accessibility, including for emergency evacuation procedures, is in place and is based on prioritization of the assessment findings and consultation with organizations of persons with disabilities	Baseline assessment on physical accessibility has been completed, and an action plan on physical accessibility, including for emergency evacuation procedures, is in place and is based on prioritization of the assessment findings and consultation with organizations of persons with disabilities
	The action plan is integrated into the entity's planning and budget document(s) and progressively implemented	The action plan is integrated into the entity's planning and budget document(s) and progressively implemented
		A review/assessment of progress in implementing accessibility is undertaken at least every three years, and remedial actions are planned in order to address gaps

Indicator 11
Digital accessibility

Approaches requirements	*Meets requirements*	*Exceeds requirement*
A baseline digital accessibility assessment has been completed for, at a minimum, prioritized public-facing digital assets (e.g. websites, applications/platforms, documents), with the Web Content Accessibility Guidelines 2.1 or 2.2 AA standard serving as the minimum benchmark for compliance	A baseline digital accessibility assessment has been completed for, at a minimum, prioritized public-facing digital assets (e.g. websites, applications/platforms, documents with the Web Content Accessibility Guidelines 2.1 or 2.2 AA standard serving as the minimum benchmark for compliance	Digital accessibility assessments are conducted on a recurring basis for prioritized public-facing and internal-facing digital assets, using a consistent approach, with the Web Content Accessibility Guidelines 2.1 or 2.2 AA standard serving as the minimum benchmark for compliance
	Baseline digital accessibility assessments have been completed for internal-facing, prioritized enterprise systems, applications and platforms, and aligned with established international accessibility standards	Findings from the digital accessibility assessments are prioritized and systematically integrated into the entity's planning and budget document and progressively implemented, tracked and reported on, with defined ownership and oversight

Approaches requirements	*Meets requirements*	*Exceeds requirement*
	Findings from digital accessibility assessments are prioritized and integrated into the entity's planning and budget document, and progressively implemented and tracked	Accessibility requirements are integrated into digital asset development, change management and support life cycles

Indicator 12
Accessibility at conferences and events

Approaches requirements	*Meets requirements*	*Exceeds requirements*
Guidance and minimum requirements for accessibility and reasonable accommodation at conferences and events have been adopted	Guidance and minimum requirements for accessibility and reasonable accommodation at conferences and events have been adopted	Guidance and minimum requirements for accessibility and reasonable accommodation at conferences and events have been adopted
	Resources on the accessibility of conference services and facilities, including the accessibility of information and communications, are made available to all personnel	Resources on the accessibility of conference services and facilities, including the accessibility of information and communications, are made available to all personnel
		A quality control mechanism for implementing the minimum requirements is in place

Indicator 13
Procurement

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Procurement policies require that relevant goods and services acquired are accessible and do not create new barriers, and ensure that procurement processes are accessible	Procurement policies require that relevant goods and services acquired are accessible and do not create new barriers, and ensure that procurement processes are accessible	Procurement policies require that relevant goods and services acquired are accessible and do not create new barriers, and ensure that procurement processes are accessible
Procurement policies promote the inclusion of disability-inclusive suppliers in the procurement process	Procurement policies promote the inclusion of disability-inclusive suppliers in the procurement process	Procurement policies promote the inclusion of disability-inclusive suppliers in the procurement process
	Training and/or targeted guidance on accessibility and the role of procurement in advancing accessibility are made available to relevant personnel involved in procurement processes	Training and/or targeted guidance on accessibility and the role of procurement in advancing accessibility are made available to relevant personnel involved in procurement processes

Approaches requirements	*Meets requirements*	*Exceeds requirement*
		The inclusion of disability-inclusive suppliers in the procurement process is documented through procurement cases and/or supplier engagement

Strategic priority 4: enabling work environment and inclusive workforce

Indicator 14
Employment

Approaches requirements	*Meets requirements*	*Exceeds requirement*
The entity's employment policy/strategy and other human resources related policies/strategies include provisions to attract, recruit, retain and support the career development of employees with disabilities	The entity's employment policy/strategy and other human resources related policies/strategies include provisions to attract, recruit, retain and support the career development of employees with disabilities	The entity's employment policy/strategy and other human resources related policies/strategies include provisions to attract, recruit, retain and support the career development of employees with disabilities
Staff/personnel engagement surveys enable the analysis of results disaggregated by disability to inform inclusive employment practices	Staff/personnel engagement surveys enable the analysis of results disaggregated by disability to inform inclusive employment practices	Staff/personnel engagement surveys enable the analysis of results disaggregated by disability to inform inclusive employment practices
	Entity demonstrates concrete action to implement the employment policy/strategy	Entity demonstrates concrete action to implement the employment policy/strategy
		The number of persons with disabilities entering the organization is tracked, in accordance with confidentiality and data protection principles
		Reported satisfaction levels among staff with disabilities relative to those of the general staff body have improved

Indicator 15
Reasonable accommodation

Approaches requirements	*Meets requirements*	*Exceeds requirement*
A reasonable accommodation policy/strategy has been adopted, and the policy/strategy, accompanying guidelines and standard operating procedures are disseminated to all personnel annually	A reasonable accommodation policy/strategy has been adopted, and the policy/strategy, accompanying guidelines and standard operating procedures are disseminated to all personnel annually	A reasonable accommodation policy/strategy has been adopted, and the policy/strategy, accompanying guidelines and standard operating procedures are disseminated to all personnel annually
Training on reasonable accommodation is available for managers and supervisors	Training on reasonable accommodation is available for managers and supervisors	Training on reasonable accommodation is available for managers and supervisors
	An adequate funding mechanism, with clear and confidential mechanisms to track reasonable accommodation requests, is in place	An adequate funding mechanism, with clear and confidential mechanisms to track reasonable accommodation requests, is in place
		Entity has an impartial and confidential appeals mechanism for reasonable accommodation in place, and disseminates information on the mechanism to all personnel

Indicator 16
Capacity development for staff

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Entity-wide learning and/or training opportunities on disability inclusion are recommended to personnel at all levels	Entity-wide learning and/or training opportunities on disability inclusion are mandatory for personnel at all levels	Entity-wide learning and/or training opportunities on disability inclusion are mandatory for personnel at all levels
	Successful completion of learning/ training activities and use of available learning resources on disability inclusion are tracked and reported to senior leadership annually	Successful completion of learning/ training activities and use of available learning resources on disability inclusion are tracked and reported to senior leadership annually
		Entity engages with external actors, such as organizations of persons with disabilities and disability-specific networks or organizations, for staff capacity-development activities

Indicator 17
Communication

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Guidelines/procedures ensure that communications reflect a human rights-based approach to disability	Guidelines/procedures ensure that communications reflect a human rights-based approach to disability	Guidelines/procedures ensure that communications reflect a human rights-based approach to disability
The entity communications strategy and/or plan integrates disability inclusion into mainstream communications	The entity communications strategy and/or plan integrates disability inclusion into mainstream communications	The entity communications strategy and/or plan integrates disability inclusion into mainstream communications
	Entity senior leadership champions disability inclusion in internal and external communications	Entity senior leadership champions disability inclusion in internal and external communications
		Entity conducts a broad-reaching communications initiative on disability inclusion or collaborates in an inter-agency group/network communications initiative on disability inclusion at least every two years

Strategic priority 5: partnerships

Indicator 18
Consultation with persons with disabilities

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Guidelines for consultation with organizations of persons with disabilities are in place, address intersectionality (i.e. intersections of disability with, for example, gender, race, age, ethnicity and indigeneity) and are disseminated across the entity annually	Guidelines for consultation with organizations of persons with disabilities are in place, address intersectionality (i.e. intersections of disability with, for example, gender, race, age, ethnicity and indigeneity) and are disseminated across the entity annually	Guidelines for consultation with organizations of persons with disabilities are in place, address intersectionality (i.e. intersections of disability with, for example, gender, race, age, ethnicity and indigeneity) and are disseminated across the entity annually
	Entity demonstrates that it holds consultations at its headquarters level at least once a year with persons with disabilities in all their diversity, through their representative organizations and/or employee resource groups, and shares information on consultation outcomes	Entity demonstrates that it holds consultations at its headquarters level at least once a year with persons with disabilities in all their diversity, through their representative organizations and/or employee resource groups, and shares information on consultation outcomes

Approaches requirements	*Meets requirements*	*Exceeds requirement*
		Entity senior leadership and/or the executive board conduct consultations with organizations of persons with disabilities and employee resource groups representing persons with disabilities, at least annually or biennially, and demonstrate how consultation outcomes inform senior leadership decisions

Indicator 19
Joint initiatives

Approaches requirements	*Meets requirements*	*Exceeds requirement*
Entity plays an active role in an inter-agency disability-targeted joint initiative	Entity plays an active role in an inter-agency disability-targeted joint initiative	Entity plays an active role in an inter-agency disability-targeted joint initiative
	Entity demonstrates documented output(s) of a disability-targeted joint initiative	Entity demonstrates documented output(s) of a disability-targeted joint initiative
		The entity disability-targeted joint initiative demonstrates results that contribute to the implementation of the Convention on the Rights of Persons with Disabilities, the Sendai Framework for Disaster Risk Reduction 2015–2030, Security Council resolution 2475 (2019) or other international agreements on the rights of persons with disabilities

Annex

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)
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)
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 (i.e. mainstreaming strategies) and providing disability-specific initiatives (targeted action) 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
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)
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)

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)
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)