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Resilient nations.

SUMMARY:

EVALUATION
OF DISABILITY-INCLUSIVE DEVELOPMENT AT UNDP

Independent Evaluation Office

United Nations Development Programme

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Full Report can be accessed at:
http://web.undp.org/evaluation/evaluations/thematic/disability.shtml

Illustrated Summary: Evaluation of Disability-Inclusive Development at UNDP

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FOREWORD

The Independent Evaluation Office (IEO) is pleased to present its evaluation of disability-inclusive development at the United Nations Development Programme (UNDP). This work was carried out in 2016 and analyses UNDP's contribution to disability-inclusive development during the period 2008-2016, which corresponds to the current and past UNDP strategic plans, and to the period within which the UN Convention on the Rights of Persons with Disabilities has been in force.

The evaluation found pockets of success addressing the challenges of disability-inclusive development, in particular through the United Nations Partnership to Promote the Rights of People with Disabilities, which has shown great promise leveraging the competencies of key agencies in the UN system on behalf of persons with disabilities. Yet the evaluation recognizes that more focused attention is required, as UNDP endeavours to "leave no one behind". Persons with disabilities number more than 1 billion worldwide, yet their rights and needs are often subsumed within a general consideration of 'vulnerable groups', and do not get sufficiently mainstreamed across UNDP programming.

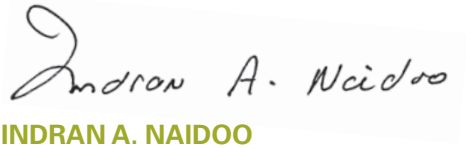
Of particular concern, the evaluation has revealed that UNDP has not established an internal culture that welcomes persons with disabilities. We urge UNDP to affirm 'reasonable accommodation' for employees with disabilities and to ensure, through 'universal design', that all persons, regardless of disability, can access its programmes and facilities.

The evaluation suggests that UNDP should involve itself more deeply in promoting disability-inclusive development in a clear, coherent and consistent manner. There is a clear niche and expectation for UNDP to fulfil. The 11 disability-oriented targets of the Sustainable Development Goals provide a starting point for UNDP to reassess and update its guidance, interventions and programming in areas such as governance, statistics, gender, environment, social protection and resilience – to name just a few entry points.

This evaluation has taken a deliberate formative stance in its implementation, in particular including the useful practices from 18 comparator entities as a basis for a series of recommendations, which it is hoped will get due consideration in the next UNDP Strategic Plan starting in 2018.

I am encouraged by the positive response from UNDP management to this evaluation, as can be seen by the included management response. In addition, since the completion of our evaluation, the UNDP Bureau for Management Services has developed and is starting to implement a series of initiatives to limit barriers and create an enabling environment for the employment, retention and closer collaboration with persons with disabilities. In December 2016, a first 'Innovation Conversation' took place with a panel of external experts on ways to promote and advance the inclusion of people with disabilities.

I hope that this evaluation will be of interest and use to a broad audience, and will serve as an additional clarion call in the global effort to recognize the rights of persons with disabilities.



INDRAN A. NAIDOO
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BACKGROUND

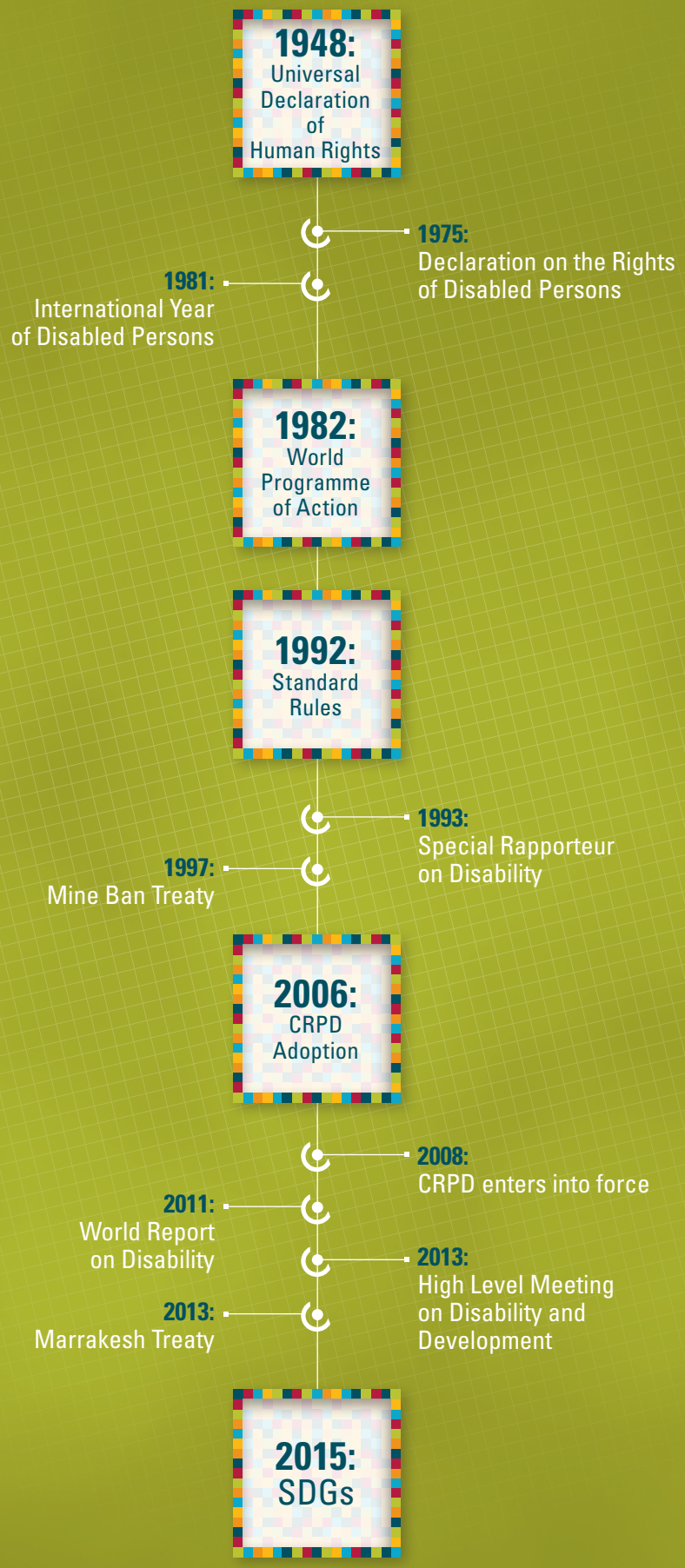
The term 'Persons with disabilities' applies to all persons who have long-term physical, mental, intellectual or sensory impairments which, in interaction with various attitudinal and environmental barriers, hinders their full and effective participation in society on an equal basis with others. It has been estimated that upwards of 15 percent of the world's population, more than 1 billion people, one in every four households, fall within this group, 80 percent of whom live in developing countries. 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, and left far behind their non-disabled peers. There is also a significant gender aspect to disability, with moderate and severe disability affecting many more females than males.

By the end of the 20th century, a broad coalition of stakeholders, including disabled people's organizations (DPOs), other civil society organizations and national governments coalesced around the need to strengthen the international disability rights framework, including the need for a dedicated UN convention, premised on a rights-based, social model of disability inclusiveness. The Convention on the Rights of Persons with Disabilities (CRPD) was adopted by the General Assembly in December 2006 and entered into force in May 2008. The CRPD is the first multilateral human rights treaty to promote, protect and ensure all human rights and fundamental freedoms for all persons with disabilities.

The current global context for disability-inclusive development encompasses efforts to advance universal ratification of the CRPD and support its implementation, together with advancing disability inclusion in all development efforts. The 2030 Agenda for Sustainable Development, adopted in September 2015, specifically includes persons with disabilities. The Sustainable Development Goals (SDGs) contain seven targets that address persons with disabilities in terms of education, accessible schools, employment, accessible public spaces and transport, empowerment and inclusion, and data disaggregation; and a further six targets referring to persons in vulnerable situations, which are understood to include persons with disabilities. Two other targets address discrimination, a major cause of inequality and unequal access to opportunities and services for persons with disabilities. Figure 1 sets out the key benchmarks in the evolution of disability-inclusive development within the UN system.

UNDP has recognized, and been involved with, disability-related development since the 1980s and it remains an import area of country-level support. Since 2008, UNDP has carried out more than 120 projects across 85 countries that pay particular attention to persons with disabilities. These include: a) projects that specifically focus on and target assistance to persons with disabilities; and b) projects that seek to mainstream disabilities into broader UNDP development support. Of particular note, UNDP administers and participates in the UN Partnership to Promote the Rights of Persons with Disabilities (UNPRPD), a collaborative UN inter-agency effort which brings together six UN entities, 62 governments, and DPOs to support the advancement of the CRPD at global, regional, and country levels.

Figure 1. Key Benchmarks in Evolution of Disability-Inclusive Development Within the UN System



WHAT WE EVALUATED

The evaluation assesses UNDP's contribution to disability-inclusive development during the period 2008-2016, corresponding to the current and previous UNDP strategic plan periods and to the period when the CRPD has been in force.

In this evaluation, the work of UNDP has been considered through the four key principles of the CRPD, namely non-discrimination, participation and inclusion, accessibility and accountability. These principles are at the core of UNDP's overall strategy and vision as a UN development organization. The evaluation has taken a 'formative' approach that focuses on current practices, yet aims to provide information that may spur future changes to UNDP programming, as relates to disability-inclusive development.

Within this framing, the evaluation addresses not only the extent to which these four principles are embraced within UNDP support to partner countries, but also the extent to which UNDP applies these principles within its own operations. The objectives of the evaluation were therefore to:

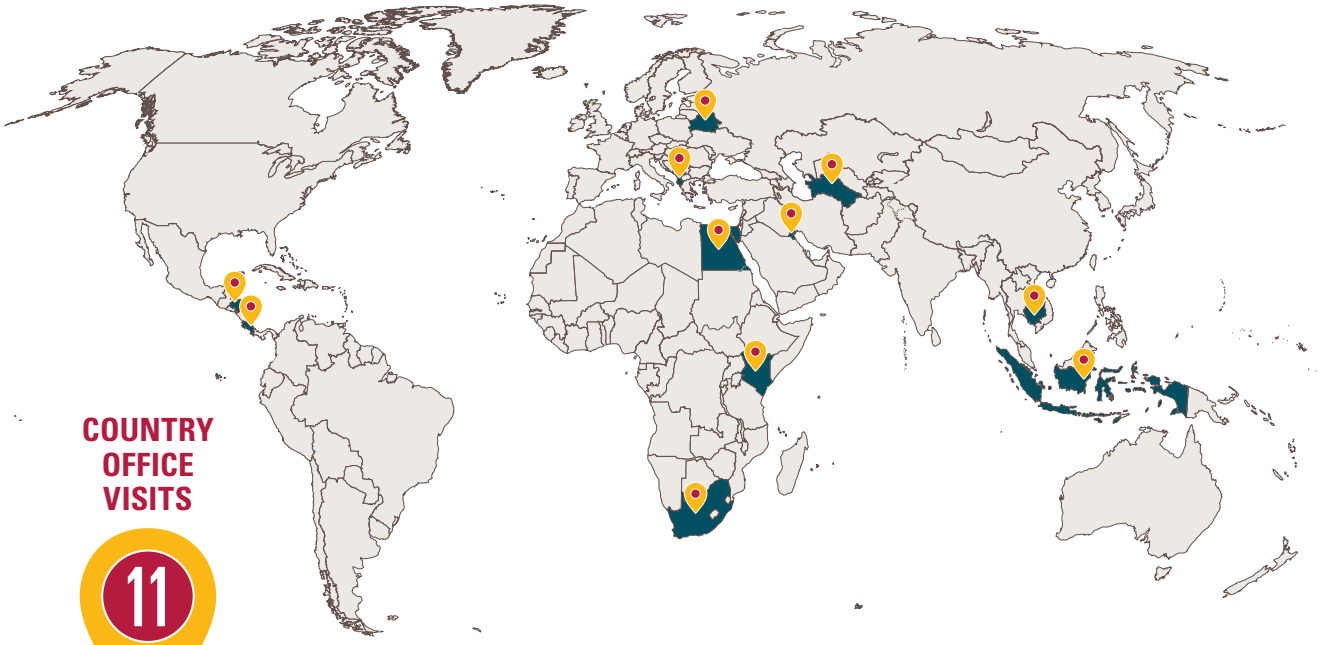
- Assess the relevance, effectiveness, and sustainability of UNDP support for disability-inclusive development to date, through both targeted and mainstreaming efforts; and
- Provide findings, conclusions and recommendations to inform the future scope of UNDP planning, programming, and partnerships, in support of the rights of persons with disabilities particularly in the context of the formulation of UNDP's next Strategic Plan for the period 2018-2021.

In this evaluation, the work of UNDP has been considered through the four key principles of the CRPD

METHODS USED

In launching the evaluation, the evaluation team developed a theory of change (TOC) for UNDP's contribution to disability-inclusive development. The theory was developed using two key UNDP policy documents – 'The Guidance Note on applying the CRPD in UNDP Programming' and 'The Diversity and Inclusiveness Strategy' published by the Office of Human Resources. The primary use of the TOC was to determine the logic underpinning UNDP's activities, and to articulate attendant assumptions. The TOC proved to be of particular value during the design phase of the evaluation where it helped frame discussions with UNDP colleagues and an external panel of stakeholders, on the scope and issues to be covered by the evaluation.

DATA COLLECTION METHODS USED



COUNTRY OFFICE VISITS

11

Albania
Belarus
Cambodia
Costa Rica
Egypt
Honduras
Indonesia
Kenya
Kuwait
South Africa
Turkmenistan

337

People interviewed & interview records were coded and analysed using NVivo

Survey administered for all UNDP Country Offices

Global portfolio of UNDP disability-inclusive programmes and projects was developed

SNAPSHOT
of **KEY EVALUATION FINDINGS**

UNDP is positioned to play a prominent role in advancing the CRPD; providing it commits more human and financial resources and increases its capacity.

The UNPRPD has proven to be a viable and innovative instrument to promote multi-sectoral interventions in support of the CRPD.

UNDP is effectively mainstreaming disability inclusive development in some countries; while little attention is paid to this issue in others. Overall, a lack of prioritization and gaps in technical expertise are limiting results.

UNDP has advanced a disability rights dimension in some countries through national human rights system support.

UNDP programming has been especially prominent in helping countries develop and strengthen disability law and policy frameworks, consistent with the CRPD.

UNDP has not consistently emphasised the rights of persons with disabilities in its support to countries on electoral processes and institutions.

UNDP has provided limited support to countries for the collection and analysis of disability-related data and statistics.

UNDP crisis response and recovery support pays insufficient attention to the barriers faced by persons with disabilities affected by crisis.

UNDP mine victim assistance has in some instances broadened into more comprehensive support for persons with disabilities.

The evaluation found only a few examples of targeted interventions in support of women with disabilities.

Although UNDP has taken some positive steps to create an enabling work environment, UNDP is still not a welcoming organization for persons with disabilities.

UNDP operates under comprehensive UN guidelines on the functional accessibility of common premises, yet compliance is uneven across country offices and other duty stations.

WHAT WE FOUND

This section presents the key findings on disability inclusive development at UNDP, identified through the evaluation, considering UNDP programming as well as operational aspects.

UNDP Policy and Programmatic Response

FINDING 1

UNDP is well positioned to play a prominent role in advancing the CRPD at global and country levels. The organization has not fully embraced this role, due to limited capacities and resources committed at corporate, regional and country levels in promoting the rights enshrined in the Convention.

FINDING 2

The guidance note on programming issued in 2012 represents a positive initial step highlighting the relevance of disability inclusion for UNDP and its strategic objectives. Unfortunately, its dissemination was not given much prominence and there has been limited application of this guidance in programming on the ground.

The UNPRPD has been a viable & innovative instrument to promote multi-sectoral interventions in support to the CRPD

United Nations Partnership to Promote the Rights of Persons with Disabilities

FINDING 3

The UNPRPD, with its focus on partnership building, mobilizing joint efforts by UN Country Teams and giving voice to DPOs, has proven to be a viable and innovative instrument to promote multi-sectoral interventions in support of the Convention.

FINDING 4

In spite of initial understaffing and resource constraints, the work of the UNPRPD technical secretariat is considered exemplary by many key stakeholders. The secretariat is aware of bottlenecks affecting the performance of the UNPRPD, and in 2016, revised the strategic and operational framework to address identified issues.

FINDING 5

Programme results from the first funding round for the UNPRPD suggest that programmes have achieved more outcome-level objectives than anticipated from the initial programme proposals.

FINDING 6

Survey responses suggest that there is limited awareness of the UNPRPD mechanism across UNDP, although UN Country Teams show growing interest in participating.

FINDING 7

UNPRPD programming recognizes the engagement of DPOs as a priority, and UNPRPD has facilitated several significant results in relation to promoting the meaningful participation of persons with disabilities at global, regional and country levels. Evidence suggests, however, that further efforts will be necessary to strengthen participation as a requirement for UNPRPD project proposals and actual practice on the ground.

UNDP needs to better track its country-level support on DISABILITY-INCLUSIVE DEVELOPMENT

Disability-Inclusive Programming Results: Global Project Portfolio

FINDING 8

Obtaining data and information on the UNDP contribution to disability-inclusive development was challenging, as UNDP has not consistently tracked this support.

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.

FINDING 10

UNDP has put in place social and environmental standards to help the organization avoid or mitigate unintended negative consequences of its programming. These include expectations that UNDP should refrain from providing support for activities that may contribute to violations of a State's human rights obligations and the core international human rights treaties, including the CRPD.

Sustainable Development Pathways

FINDING 11

UNDP supports many different types of projects related to the promotion of employment of individuals with disabilities, with varying degrees of success. Although most disability-inclusive projects are designed to cover all individuals with disabilities, many programmes end up covering persons with specific types of disabilities.

FINDING 12

There is evidence of UNDP including persons with disabilities in its social protection programming. UNDP could play an important role in advocating for stepped-up deinstitutionalization efforts and better support for community-based living programmes.

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.

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.

The evaluation found that the 2005 UNDP Practice Note on HUMAN RIGHTS has not been updated to include reference to the CRPD

Governance and Peacebuilding

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 CRPD, although UNDP has emphasized the human rights-based approach in the Guidance Note on Disability.

FINDING 16

The evaluation found some evidence of UNDP support in advancing a disability rights dimension into the strengthening of national human rights systems at the country programme level.

FINDING 17

Several country assessments suggest that UNDP programming has been instrumental, and in some cases a major force, in helping to develop and strengthen disability law and policy frameworks, consistent with the CRPD. UNDP has also had marked success in playing a neutral convener role in bringing government and civil society actors together as required by the Convention.

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.

FINDING 19

UNDP has provided limited support to strengthening disability-related data and statistics at country and global levels. Of 11 countries visited, three indicated that UNDP provided support in the collection of disability-related data and statistics: Albania, Belarus and South Africa. In addition, the UNPRPD has supported work on disability statistics implemented by various UN organizations.

Resilience

FINDING 20

UNDP crisis response and recovery support tends to be subsumed under the rubric of addressing all vulnerable groups and does not identify or respond to the particular barriers faced by persons with disabilities affected by crisis.

FINDING 21

UNDP remains an active participant in mine action, with support still under way in 20 countries. While its victim assistance portfolio is small, there are good examples of the work that UNDP is doing in the area of development and mine victim assistance. There are some instances where this assistance has broadened into more comprehensive support for persons with disabilities.

FINDING 22

There is limited recognition in UNDP of the need to ensure disability inclusion within risk reduction and preparedness initiatives. Where this recognition does exist, there is a need for enhanced technical support on how to design and implement disability-inclusive programmes.

Gender and Disability

FINDING 23

The UNDP Gender Equality Strategy, 2014-2017 does not reference the CRPD as a salient global commitment guiding UNDP efforts to advance gender equality. As is common throughout UNDP programme guidance, disability is referenced under the overall rubric of 'vulnerable groups.' The evaluation found only a few examples of targeted interventions where women with disabilities were included in programming.

Only
3 COUNTRIES visited
by the evaluation team,
indicated that UNDP provided
support in the collection of
disability-related data and statistics:
Albania, Belarus & South Africa

Organizational and Procedural Aspects of Disability Inclusiveness

FINDING 23

UNDP is not a welcoming organization for persons with disabilities. Although it has taken some positive steps to create an enabling work environment at all levels, significant progress has yet to be made. While UNDP does not exclude people with disabilities from any recruitment process or otherwise discriminate against such applicants, there has not been a strong corporate drive to employ persons with disabilities or to set quotas for the hiring of persons with disabilities resulting in few persons with disabilities working for the organization.

FINDING 24

UNDP operates under United Nations Development Group comprehensive guidelines on common premises and has set minimum levels of functional accessibility for its offices. The extent of compliance with these guidelines is uneven across country offices and other duty stations, reflecting various resource constraints.

UNDP has taken some positive steps to create an ENABLING WORK ENVIRONMENT, yet more work is needed before UNDP can be considered a welcoming organization for persons with disabilities

OUR CONCLUSIONS

1

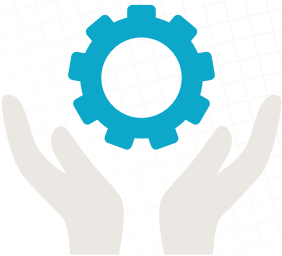
UNDP is not widely regarded as a major advocate or provider of technical assistance for disability-inclusive development & CRPD support globally. However, its support to countries on the SDGs offers UNDP an opportunity to expand **GLOBAL ADVOCACY** & **ASSISTANCE.**

2

The UNPRPD is an effective **JOINT PROGRAMMING TOOL** supporting country implementation under the CRPD, helping to build legal & institutional capacities.

3

UNDP has effectively **SUPPORTED DISABILITY WORK** at national & subnational levels, helping some governments to begin implementing the CRPD.



4

Recruitment practices at UNDP present some **BARRIERS** to **EMPLOYING PERSONS** with disabilities, & not all UNDP facilities are accessible.

Strategic and Corporate

Conclusion 1.

Globally, UNDP is not widely regarded as a major advocate or provider of technical assistance for disability-inclusive development and support to the CRPD. At the country level, while there is a strategic fit for UNDP in support of partner government efforts promoting the rights of and services for persons with disabilities, UNDP has not fully leveraged its role as trusted convener, knowledge broker, technical adviser and facilitator of dialogue between government, civil society and national human rights institutions in support of the Convention, thus limiting its potential impact. Its work in support of national efforts to achieve the SDGs provides UNDP with an important opportunity in the coming years to help strengthen the rights of persons with disabilities.

Evidence collected through the evaluation suggests a strategic fit for UNDP in support of efforts for partner governments to address the rights of and services for persons with disabilities. Across the array of stakeholders interviewed, from government partners to donors and DPOs, UNDP is regarded as uniquely well positioned to play a prominent role in advancing the Convention at global and country levels. As identified through the portfolio review, UNDP is well positioned to champion the rights of persons with disabilities. Support to persons with disabilities is a human right and disability-inclusive development is relevant across the UNDP development mandate.

While the development of strategic guidance on achieving the SDGs and the 2030 Agenda for Sustainable Development is still underway, findings indicate that the inclusion of disability in these frameworks merits increased attention on the part of UNDP. Recognizing the role that UNDP plays in the development sphere and in view of its unique role with government where it operates, there is an important opportunity at the global, regional and country levels for UNDP to strengthen disability inclusion through the SDG framework.

Global Partnerships

Conclusion 2.

The UNPRPD is an effective vehicle for joint programming to help countries assess the actions they should take to implement the CRPD and to help build the legal and institutional capacities needed to do so. Demand is high for funding and participation. Since its inception, the UNPRPD has provided support to more than 20 countries, with at least an additional 10 to be added in the first half of 2017. There remains high, unmet demand from UN Country Teams and partner governments to participate. Sustained resource mobilization will be required in order to meet this demand.

UNDP played a fundamental role in designing and setting up the UNPRPD. Its work on the UNPRPD, both as host of the technical secretariat and fund manager, and as a project implementer, has been favourably viewed by key stakeholders. Results from the first funding round of the UNPRPD suggest that programmes have achieved more outcome-level objectives than expected. While awareness of the UNPRPD is high in the UNDP country offices visited, this awareness is variable across UNDP country offices.

UNDP Programming

Conclusion 3.

UNDP has effectively supported disability work where there was clear national ownership and leadership in advancing the CRPD. UNDP support in this area typically includes strategy development, an assessment of policy gaps, and efforts to revise legal systems and build government capacities. 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.

Evidence from interviews in the 11 countries visited suggest there is high-level interest on the part of countries for UNDP to expand its support on disability-inclusive development, to help with compliance with the CRPD while also addressing disability indicators within the SDGs. An especially valued role for UNDP is to help set strategies and monitor the roll-out of national development plans that comply with the Convention.

Mainstreaming the rights of persons with disabilities across the UNDP thematic areas of work has been uneven and of generally limited scope. While there is some evidence of positive country-level results, there are also areas where the inclusion of disability-inclusive programming has been surprisingly limited, for example in support of electoral reform.

UNDP has yet to develop a comprehensive approach to disability inclusion in its governance and peacebuilding activities, to address the diversity of disability and the far-reaching obligations of the CRPD in domestic legal frameworks. Future direction is needed on including persons with disabilities in rule of law efforts, such as: reform of judicial, legal and regulatory frameworks (e.g., codes, laws, constitutions) that support democratic institutions; creating entry points for advancing disability inclusion in programming to improve access to justice and the skills and knowledge necessary to use the justice system effectively; advancing the engagement of DPOs in their efforts to advance national and local governance reform; and identification of diverse strategies of support for the participation of persons with disabilities in accessing justice mechanisms.

UNDP Internal Culture and Procedures

Conclusion 4.

UNDP is not a welcoming organization for persons with disabilities. While it has taken some positive steps such as formulating a diversity and inclusiveness strategy, attention to implementing this strategy has been sporadic and ineffectual. Conditions of recruitment, hiring and employment present barriers for persons with disabilities, and UNDP has not taken the necessary steps to ensure that its facilities are accessible.

While some country offices' human resource departments demonstrate an understanding of reasonable accommodation and other positive measures to facilitate inclusion in the workplace, there are only a few instances of such knowledge being utilized in practice. The majority of UNDP country office premises visited had numerous environmental barriers that were at odds with accessibility and universal design requirements.

WAY

A: Strategic and Corporate

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 CRPD, 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 integrated results and resources framework will be disability-inclusive. This includes ways to consider both disability-specific indicators at the corporate level and country-specific disaggregation's 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.

ACTION(S):

The organization will take into account the provisions of the CRPD 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 integrated results and resources framework development.

Recommendation 2

In its efforts to help governments achieve the SDGs, UNDP should pay special attention to disability-inclusive targets, emphasizing SDG 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

FORWARD

aim of UNDP to support governments in the implementation of disability-inclusive development targets under the SDGs should be noted in the new strategic plan and the integrated results and resources framework.

Management Response

UNDP welcomes the recommendation to emphasize the promotion of peaceful, just and inclusive societies in work on disability-inclusive targets in the SDGs, 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.

ACTION(S):

- Review and integrate disability inclusion into elements of the UNDP Global Programme of support for Member States on SDG 16 and peaceful, just and inclusive societies more broadly.
- UNDP will consider the most effective way to reflect its contribution to supporting the implementation of SDG 16 targets within its new strategic plan and the integrated results and resources framework.

3 Recommendation

The UNDP Disability Guidance Note should be revised and reissued to articulate recommendations for programme design and implementation that are aligned to the SDGs. This guidance should include a 'toolkit' on how to include disability in the various areas of UNDP programming and operations.

Management Response

UNDP has provided guidance on how to apply the CRPD in UNDP programming in 2012, and also contributed to United Nations Development Group guidance for UN Country Teams. UNDP welcomes the recommendation to further elaborate on the existing guidance in the framework of the recently adopted SDGs.

ACTION(S):

UNDP will reissue updated guidance on how to apply the CRPD in its programming in light of the SDGs and the 2030 Agenda for Sustainable Development.

B: Global Partnerships

Recommendation 4

UNDP management at the country level should work through the resident coordinator system and UN 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 CRPD and disability-inclusive development actions, consistent with the SDGs. Persons with disabilities, DPOs 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.

ACTION(S):

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.

Recommendation 5

Expansion and increased funding for the 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.

ACTION(S):

UNDP, as part of the UNPRPD technical secretariat, to include in the proposed UNPRPD work plan 2017-2018 a discussion with the Policy Board on resource mobilization expansion, including partnerships with the private sector and foundations.

6 Recommendation

Management Response

UNDP should deepen its partnerships with DPOs to utilize their expertise on disability inclusion for both programming and human resource issues.

UNDP welcomes the recommendation to continue to deepen its partnerships with DPOs 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.

ACTION(S):

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 DPO (noting that Committee members serve in their individual capacities, not as organizational representatives).

C: UNDP Programming

7 Recommendation

Management Response

UNDP efforts in support of employment and livelihood improvement should be aligned with the CRPD, 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.

UNDP concurs with the recommendations from the evaluation. Aligning UNDP work on employment and livelihoods to the CRPD, 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.

ACTION(S):

- UNDP will develop guidance and /or a checklist on how to align employment and livelihoods improvement with the CRPD, including their right to freely choose their work on an equal basis with others.
- UNDP will integrate disabilities in its employment and livelihoods programmes by ensuring that at least 10 percent of programme resources/ funds reach the diversity of the disability community.

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 works 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.

ACTION(S):

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.

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.

9 Recommendation

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 Electoral Needs Assessment Guidelines 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.

ACTION(S):

- Work within the Inter-Agency Coordination Mechanism for Electoral Assistance to revise Needs Assessment Mission Guidelines to include a section and checklist on disability.
- Develop further tools and guidance on mainstreaming disability access in electoral assistance.

In its work in countries that are highly vulnerable to natural disasters and in environments affected by conflict, UNDP should make specific reference to the needs of persons with disabilities in crisis prevention planning and risk assessments, early recovery and post-crisis development planning.

10 Recommendation

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.

ACTION(S):

- Review and integrate disability/inclusion/vulnerability in the crisis response packages.
- Review and raise awareness on disability/inclusion/vulnerability in the 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.
- Ensure that the UNDP policy on recovery addresses the needs of people with disabilities in post-crisis contexts and in crisis preparedness.
- 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.
- UNDP recovery programmes following disasters target/prioritize a minimum of 10 percent of UNDP funds to assist households of people with disabilities.

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 CRPD. 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.

ACTION(S):

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.

12 Recommendation

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 SDG 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.

ACTION(S):

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.

D: UNDP Internal Culture and Procedures

13 Recommendation

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.

ACTION(S):

- Analyse results of the Global Staff Survey with regard to issues faced by persons with disabilities.
- 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.
- Design and operationalize a centrally managed funding mechanism to fund reasonable accommodation costs by UNDP offices.

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.

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.

ACTION(S):

- Revise the UNDP Diversity and Inclusiveness Strategy with a view to strengthen provisions related to inclusion of people with disabilities in UNDP.
- 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.
- 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.

15 Recommendation

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.

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.

ACTION(S):

- 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.
- 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.
- Finalize arrangements with the United Nations Volunteers programme to use volunteerism as a mechanism for employment of people with disabilities.
- Finalize and launch a new talent acquisition programme for young leaders with disabilities.

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 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.

ACTION(S):

- Conduct assessment of accessibility of premises and work environment.
- Review information technology security arrangements.

About the Independent Evaluation Office

At UNDP, evaluation is critical in helping countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion. By generating objective evidence, evaluation helps UNDP achieve greater accountability and facilitates improved learning from past experience. The Independent Evaluation Office (IEO) promotes accountability and learning by conducting independent evaluations at the country, regional, and global levels, as well as on thematic topics of particular importance to the organization. It also promotes development of evaluation capacity at the national level, and provides critical support to the work of the United Nations Evaluation Group (UNEG).

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Evaluation of Disability-Inclusive Development at UNDP

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