



UNITED NATIONS
DEVELOPMENT
COORDINATION
OFFICE

UN DCO Disability Inclusion Strategy 2022-2025

November 2021

A disability-inclusive RC system

Table of Contents

	Acronyms	3
	Introduction	4
	Vision and Goals	6
	Who This Strategy Applies To	7
	Overarching Requirements for DCO according to the UNDIS and other UN Mechanisms	7
	Strategic Areas and Actions	10
	Core Area 1: Leadership, strategic planning, and management	10
	Indicator 1: Leadership	
	Indicator 2: Strategic Planning	
	Indicator 3: Disability-Specific Policy/Strategy	
	Indicator 4: Institutional Setup	
	Core Area 2: Inclusiveness	14
	Indicator 5: Consultation with Persons with Disabilities	
	Indicator 6: Accessibility	
	Indicator 6.1: Accessibility of Conferences and Events	
	Indicator 7: Reasonable Accommodation	
	Indicator 8: Procurement	
	Core Area 3: Programming	19
	Indicator 12: Joint Initiatives	
	Core Area 4: Organizational culture: Inclusive and empowering organizational culture	21
	Indicator 13: Employment	
	Indicator 14: Capacity Development for Staff	
	Indicator 15: Communication	
	Monitoring and Evaluation	24
	Annex 1: Glossary of Terms	26

ASG	Assistant Secretary-General
BMB	RC System Business Management Branch
CBS	Country Business Strategies Section
BOS	Business Operations Strategy
CEB	Chief Executives Board
CEDAW	Convention on the Elimination of All Forms of Discrimination against Women
CRPD	Convention on the Rights of Persons with Disabilities
CRR	Communications and Results Reporting Section
DCO	Development Coordination Office
ECOSOC	Economic and Social Council
EOSG	Executive Office of the Secretary-General
HC	Humanitarian Coordinator
HQ	Headquarters/DCO's New York Office
IBC	Issue-based Coalition
JPO	Junior Professional Officer
LB	RC System Leadership Branch
MAF	Management and Accountability Framework
NY-DIS	New York Disability Focal Points Network (Representing each unit)
OHR	Office of Human Resources
OMT	Operations Management Team
OPD	Organizations of Persons with Disabilities
PPB	Policy and Programming Branch
PSG	Programme Support Group
RC	Resident Coordinator
RCS	Resident Coordinator System
RCO	Resident Coordinators Office
RD	Regional Director
R-DIS	Regional Disability Focal Points Network
SDGs	Sustainable Development Goals
SG	Secretary General
SMT	Senior Management Team
UNCT	UN Country Team
UNDCO	UN Development Coordination Office
UNDS	UN Development System
UNPRPD	UN Partnership on the Rights of Persons with Disabilities
UNSDG	UN Sustainable Development Group
UNSG	UN Secretary General



Acronyms

Persons with disabilities¹ represent an estimated 15 percent of the world's population or approximately 1 billion people.² A diverse, heterogeneous population, persons with disabilities face discrimination, stigmatization and other barriers that restrict them from participating in society on an equal basis with others.

With the adoption of the 2030 Agenda for Sustainable Development (2030 Agenda), UN Member States pledged to leave no one behind, including persons with disabilities. The Secretary-General (SG) clearly stated that the United Nations Disability Inclusion Strategy (UNDIS) articulates the UN's commitment to supporting Member States in their achievement of the 2030 Agenda and their implementation of the Convention on the Rights of Persons with Disabilities (CRPD). When launching the Strategy in June 2019, the SG further stated that the UN would lead by example and raise its standards and performance on disability inclusion across all pillars of its work, and from Headquarters to the field.

United Nations Development Coordination Office (DCO) recognizes that the full and effective inclusion of all people in the UN system can only be possible if there is systemic and sustainable change on disability inclusion across all three pillars of the organization (peace and security, human rights and development) and when all development processes are accessible to and inclusive of persons with disabilities on an equal basis with others. DCO further acknowledges that to achieve a just, equitable, tolerant, open and socially inclusive world, there must be recognition of the intersectionality between disability and sex, gender, age, race, ethnicity, origin, religion, sexual orientation, and other status.

In accordance with DCO's roles as the secretariat for the UN Sustainable Development Group (UNSDG) and as coordinator and manager of the Resident Coordinator System (RCS), DCO acknowledges the rights of persons with disabilities and commits, through this Strategy, to making its operations and the RCS inclusive of persons with disabilities. DCO will work to systematically integrate the rights of persons with disabilities across all areas of the RCS, with a view to better support Member States in the implementation of the CRPD, General Assembly resolutions³, and the achievement of the 2030 Agenda, among other commitments.

1 According to Article 1 in the Convention on the Rights of 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.

2 WHO and World Bank, World Report on Disability (2011).

3 Recent UN General Assembly resolutions include: *Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: accessibility*, 20 January 2020, A/RES/74/144; *Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations*, 30 July 2019, A/RES/74/253; *Persons with Albinism*, 25 June 2019, A/RES/74/123; *Inclusive development for persons with disabilities*, 8 January 2019, A/RES/71/165; *Implementation of the Convention on the Rights of Persons with Disabilities and the Optional Protocol thereto: situation of women and girls with disabilities*, 25 January 2018, A/RES/72/162; and *Toward the full realization of the an inclusive and accessible United Nations for persons with disabilities*, 10 February 2016, A/RES/70/170.



Introduction

DCO has developed this Strategy to operationalize its commitment to the inclusion of persons with disabilities across the organization through specific actions to be taken between 2022-2025⁴. The Strategy follows the structure and indicators of the United Nations Disability Inclusion Strategy. Full implementation of the Strategy will also strengthen DCO's efforts to implement other UN system-wide strategies relating to inclusion, for example on gender and youth.

The United Nations Disability Inclusion Strategy (UNDIS) was adopted in 2019 to bring about lasting and transformative change on disability inclusion in the work of the UN. The UNDIS comprises a system-wide policy and an accountability framework that applies to all UN entities and UN country teams (UNCT). The accountability framework is made up of two aligned components: the UN Entity Accountability Framework and a UNCT Accountability Scorecard.⁵ While both components of the accountability framework are complimentary and aligned, this Strategy covers actions specific to the Entity Accountability Framework. The UNDIS calls for entities to develop their own policy or strategy on mainstreaming disability inclusion as one component to drive institutional change.

DCO plays a unique role as an entity in implementing and reporting on activities across the RC System (including DCO, RCs and RCOs) and in supporting implementation and reporting at the country level in accordance with the UNCT Accountability Scorecard. RCs and RCOs are the common link between the vertical Entity Accountability Framework and the horizontal UNCT Accountability Scorecard. By strengthening DCO and the RCS on disability inclusion through the implementation of this Strategy, we will contribute to greater leadership and progress in implementation of the UNDIS by UNCTs. This will also contribute to advancing the values set forth in the Values and Behaviours Framework for the Secretariat launched in 2021 (namely inclusion, integrity, humility and humanity).⁶

⁴ The UNDIS will be reviewed in 2023.

⁵ DCO provided significant inputs into the development and roll out of the UNCT Accountability Scorecard, a key tool for supporting the implementation of the Strategy at the country level.

⁶ Inclusion, integrity, humility and humanity are part of the UN system-side Values and Behaviours Framework launched in 2021.



© UN Photo - Loey Felipe



Vision and Goals

The vision of this Strategy is to make DCO and the RC System inclusive of persons with disability and systematically integrate disability across all areas of our work, contributing to the realization of the 2030 Agenda and other globally agreed commitments. DCO acknowledges that gender is a crosscutting issue and women and girls with disabilities face significantly more barriers to inclusion and participation in society.

In accordance, DCO and the RC System will:

- Become a disability-inclusive organization, both in terms of its internal operations and functions, and its work with Member States and through the RC System. This will comprise efforts at headquarters, regional and at the country level.
- Follow a human rights-based approach to disability inclusion.
- Recognize that meaningful inclusion of persons with disabilities in its work can only be realized if persons with disabilities and their representative organizations, including those most marginalized and underrepresented groups⁷, are consulted, and their views are incorporated at all levels and offices/branches of the RC System.
- Ensure that persons with disabilities, including all DCO and RC System personnel (staff, consultants, JPOs, interns and volunteers), can fully contribute to and access, on an equal basis with others, the work of the organization.
- Implement this Strategy through a *twin-track approach*. Disability is a cross-cutting issue and should be considered in all of the organization's work (i.e., mainstreaming)
 - this is the first track. Targeted initiatives are also required – this is the second track.

Success in mainstreaming disability across the work of DCO and the RC System requires ongoing consultation, meaningful involvement and partnership with persons with disabilities and their representative organizations, commonly referred to as Organizations of Persons with Disabilities (OPDs).

⁷ Persons with disabilities are a diverse, heterogeneous population, with multiple intersecting identities based on their race, ethnicity, gender, sexual orientation, age, culture, religion, migration status, and socio-economic background. The diversity of the disability community is also manifested in the multiplicity of impairments and support requirements. Persons with intellectual disabilities, persons with psychosocial disabilities, persons with deafblindness, persons with multiple disabilities, persons with albinism, little persons, among others, are less likely to be included in cross-disability work and are usually underrepresented in decision-making. Policy-makers often make decisions on behalf of them as if they do not have an opinion nor ability to decide. (page 9: https://www.un.org/sites/un2.un.org/files/un_disability-inclusive_consultation_guidelines.pdf)

Who This Strategy Applies To

This Strategy applies to DCO and the RC System at the global (NY office) and regional level (Africa, Arab States, Europe & Central Asia, Asia Pacific, and Latin America and the Caribbean). Where it also applies at country level (RCOs), it will be specifically mentioned. Specific details as to the office(s) covered per indicator and action are outlined below. These actions shall be incorporated into DCO's Work Plan and relevant office/unit/individual workplans as applicable.

Overarching requirements for DCO according to the UNDIS and Member State resolutions

- The UNDIS states that *"DCO will, in collaboration with United Nations regional offices, support effective disability inclusion at the regional and United Nations country team levels through, inter alia, United Nations Sustainable Development Cooperation Framework guidance and accompanying documents and the Management and Accountability Framework."*⁸
- The UNDIS also specifies that *"results groups of the United Nations Sustainable Development Group will maintain disability inclusion as a standing agenda item."*⁹
DCO, as the Secretariat of the UNSDG, has a role in supporting the UNSDG to implement this vision of UNSDG ownership and engagement as appropriate.
- The Quadrennial Comprehensive Policy Review of UN system operational activities (QCPR) (A/RES/75/233) adopted by Member States in 2020 *"Calls upon the United Nations development system entities as well as United Nations country teams, within their respective mandates, to continue to work collaboratively to accelerate the full and effective mainstreaming of disability inclusion into the United Nations system, including by implementing and reporting on the United Nations Disability Inclusion Strategy across its programmes and operations, and stressing the need for capacity-development efforts aimed at empowering persons with disabilities and their representative organizations."*

8 UNDIS, Page 11, 39(c)

9 UNDIS, Page 11, 39(d)



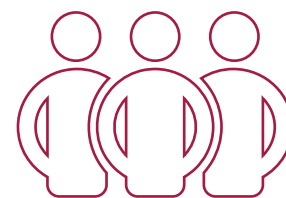
© UN Photo - Amanda Voisard



Strategic Areas and Actions

Core Area 1

Leadership, strategic planning, and management



Indicator 1: Leadership

Outcome

DCO and RC System senior leadership explicitly committed internally and externally to disability inclusion.

Specific Actions (Corresponding UNDIS Entity Accountability Framework Indicator in parentheses)	Offices Engaged	Lead Unit	Timeline
SMT members (Unit Heads and Regional Directors) and RCs champion disability inclusion internally and publicly (for example, chairing/co-chairing a meeting or discussion on disability inclusion, issuing one internal memo/report or instructions specifically addressing disability inclusion, and/or external statement per year). (1.i)	NY, Regional, Country	Unit Heads, RDs, RCs	2022-2025
Include disability inclusion as an item on the agenda of meetings of the SMT, Regional RC Retreats, Regional RC Team Leader Retreats, and of the Regional Programme Support Group at a minimum of once a year. (1.i)	NY, Regional	PPB, RDs	2022-2025
SMT to review report on implementation of this Strategy annually to assess the extent of progress, consider challenges faced, and determine what actions and resources are needed to further advance disability inclusion. (1.ii)	NY	Deputy Director, DCO Disability Focal Point	2022-2025

Indicator 2: Strategic Planning

Outcome

Clear commitment to disability inclusion across all areas of DCO's and RC System's work.

Specific Actions	Offices Engaged	Lead Unit	Timeline
Ensure an explicit commitment to disability inclusion remains prominent in the opening section of DCO's Strategic Plan. (2.i)	NY	SMT, DCO Disability Focal Point	2022-2025
Incorporate both measurable targeted and mainstream disability inclusion results statements and/or strategic outputs in DCO's Strategic Plan. (2.ii)	NY	SMT, DCO Disability Focal Point	2022-2025
Track and monitor resources allocated to disability inclusion across DCO and the RC System, including resources allocated to mainstream initiatives that promote and/or facilitate disability inclusion and accessibility, and for targeted initiatives where disability is the focus. ¹⁰ (2.iv)	NY, Regional, Country	BMB	2022-2025

¹⁰ Pending development of a disability marker that can be applied by DCO, this will be monitored through surveys or other measures.



© UN Photo - Laura Escobar Pérez

Indicator 3: Disability-Specific Policy/Strategy

Outcome

Full implementation of this Strategy.

Specific Actions	Offices Engaged	Lead Unit	Timeline
Ensure the development, implementation, monitoring and evaluation of this Strategy is done in consultation with persons with disabilities, OPDs, staff with disabilities and staff with dependents with disabilities.	NY, Regional, Country	Unit Heads, RDs, RCs, and DCO Disability Focal Point	2022-2025
Develop a dissemination plan to circulate this Strategy for all staff to be aware of it and of its implications for DCO.	NY	DCO Disability Focal Point	2022-2025
Roll out this Strategy with its specific actions resourced. ¹¹ (3.i)	NY, Regional, Country	SMT, DCO Disability Focal Point	2022-2025
Conduct a mid-term evaluation of the implementation of this Strategy to assess progress made and to guide further implementation, in consultation with persons with disabilities or OPD(s).	NY	SMT	2023-2024
To request a final evaluation of the implementation of this Strategy to assess progress made and to guide the development of the next Strategy, taking into account, where relevant, information on implementation of other DCO policies related to UN system-wide strategies on inclusion.	NY	SMT	2025
Report on progress of implementation of this Strategy through existing reporting mechanisms to ECOSOC. (3.c.ii)	NY	DCO Disability Focal Point	2022-2025

¹¹ Implementation of some of the actions will require additional support from external experts. The budget estimates will be included in the resource and implementation plan.

Indicator 4: Institutional Setup

Outcome

Dedicated internal capacity on disability inclusion across DCO and the RC System.

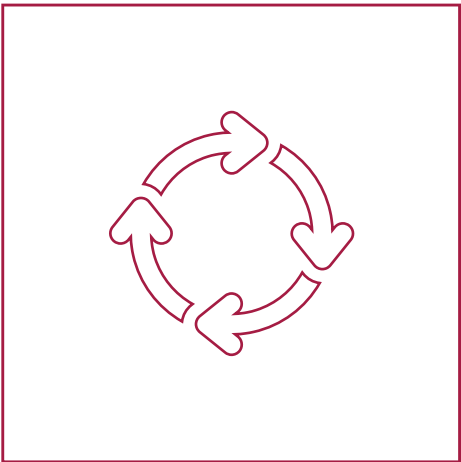
Specific Actions	Offices Engaged	Lead Unit	Timeline
Ensure DCO has at least one individual with substantive expertise on a human rights-based approach to disability, including direct experience working in disability rights, and preferably a person with a disability, solely dedicated to disability inclusion (i.e., full-time disability inclusion focal point or advisor) reporting to the NY office to provide strategic and technical support, policy advice, capacity building, secretariat support to internal networks (for example, RC System Focal Points Network and UNCT Focal Points Network), as well as monitoring and reporting. (4.i)	NY	PPB	2022-2025
Each unit, regional office and RCO has a disability inclusion focal point that has undergone training and their role is included in their unit/office/individual work plans and reviewed as part of their annual performance appraisal. (4.ii)	NY, Regional, Country	DCO Disability Focal Point	2022-2025
Active DCO and RC System Disability Inclusion Focal Points Network fostering exchange and dialogue with a minimum of one meeting every 6 months. (4.iii)	NY, Regional, Country	DCO Disability Focal Point	2022-2025



© UN Photo - Catianne Tjerina

Core Area 2

Inclusiveness



Indicator 5: Consultation with Persons with Disabilities

Outcome

DCO and the RC System’s work is informed by persons with disabilities and their representative organizations.

Specific Actions	Offices Engaged	Lead Unit	Timeline
Establish a relationship between DCO NY Office and at least one organization of persons with disabilities (OPD) with global reach and similar ambitions to support the achievement of the 2030 Agenda and consult with on an on-going basis. (5.i, 5.iii)	NY	DCO Disability Focal Point	2022
Ensure meaningful consultation ¹² with persons with disabilities and their representative organizations at least once per year on disability-specific (i.e., this Strategy) and relevant broader issues (e.g., UNSDG guidance), while ensuring accessibility and taking into account the diversity of persons with disabilities (for example, include representatives from different disability groups, most-marginalized and underrepresented groups), regional representation and intersectionality. (5.i)	NY, Regional, Country	PPB, RDs, RCs	2022-2025

12 Meaningful consultation is about recognizing that engaging with persons with disabilities and their organizations is a two-way exchange, not just telling them what is being done. It means there is genuine interest in listening to OPDs, discussing their inputs and concerns, and being willing to act upon them. It is about building a dynamic relationship based on partnership and not considering consultation as a one-off event. For more information refer to [UNDIS Guidelines on Consulting Persons with Disabilities](#).

Specific Actions	Offices Engaged	Lead Unit	Timeline
DCO Director to endorse the UN system-wide Guidelines on Consultation with Persons with Disabilities and their Representative Organizations and share with all relevant units (both operations and programming) at global, regional, and country level for implementation. (5.ii)	NY, Regional, Country	PPB, DCO Disability Focal Point	2022
Advocate for disability inclusion in the TORs of relevant Issue Based Coalitions (IBCs) and for the formulation of regional disability inclusion strategies. (5.iii)	Regional	R-DIS	2022-2025

Indicator 6: Accessibility

Outcome

Clear mechanisms in place to advance accessibility for persons with disabilities in relation to facilities, goods, services, and meetings.

Specific Actions	Offices Engaged	Lead Unit	Timeline
Develop and implement an accessibility strategy.	NY, Regional, Country	BMB, PPB, DCO Disability Focal Point	2022 (strategy developed); 2022-2025 implementation
Develop an online common self-assessment tool(s) to determine the accessibility of facilities, goods, communications, services and meetings for NY Office, Regional Offices and RCOs and provide trainings to offices. (6.i)	NY, Regional, Country	BMB, PPB, DCO Disability Focal Point	2022
NY Office/Regional Offices and RCOs complete an assessment of the accessibility of facilities, goods, communications, services and meetings in consultation with persons with disabilities or their representative organizations locally and develop a costed (financial) and resourced (human and technical) action plan (RCOs will complete this in accordance with indicator 6 of the UNCT Accountability Scorecard guidance and alignment with BOS). (6.i)	NY, Regional, Country	BMB, DCO Disability Focal Point	2022-2025

Specific Actions	Offices Engaged	Lead Unit	Timeline
Outline a process for the RC System (NY Office, Regional Offices and RCOs) to request additional funds to improve accessibility (facilities, goods, communications, services, meetings). (6.ii)	NY, Regional, Country	BMB, DCO Disability Focal Point	2022
Conduct a review of the actions undertaken by the RC System with regards to accessibility between 2022-2024 in consultation with persons with disabilities and their representative organizations and develop an approach for the next three years. (6.iii)	NY, Regional, Country	BMB	2025

Indicator 6.1: Accessibility of Conferences and Events

Note: Actions and reporting on indicator 6.1 are covered under 6.



Indicator 7: Reasonable Accommodation

Outcome:

Reasonable accommodation (RA) provided to all¹³ DCO and the RC System personnel (this includes RCOs) with disabilities, as well as persons with disabilities participating in meetings and events, upon request and in an efficient and respectful manner.

Specific Actions	Offices Engaged	Lead Unit	Timeline
Adopt and implement the RA guidelines from OHR once released ¹⁴ . (7.i)	NY, Regional, Country	BMB (HR)	2022-2025
Create an adequately funded centralized RA mechanism (i.e., procedure and fund/specific DCO budget line) covering all RC System personnel. (7.i)	NY	BMB (HR)	2022
Ensure a process is in place to record and respond to RA requests, as well as training for staff on what RA entails. (7.ii)	NY, Regional, Country	BMB (HR)	2022-2025
Report on progress made with RA (number of participants, funds spent, analysis of the process and lessons learned) as part of the annual review of this Strategy by the SMT. (7.ii)	NY, Regional, Country	BMB (HR)	2022-2025
Conduct an evaluation of RA for DCO and the RC System by the end of 2023 ¹⁵ to ascertain the satisfaction among recipients of reasonable accommodation (offered and provided). (7.ii)	NY, Regional, Country	BMB (HR)	2023

13 Reasonable accommodation should be available to personnel with disabilities, including staff, consultants, JPOs, interns and volunteers.

14 It is expected Secretariat-wide RA guidelines will be published by OHR.

15 Evaluation can be done by DCO, or the party responsible for reasonable accommodation for DCO and RC System personnel.

Indicator 8: Procurement

Outcome:
 Proper systems in place to ensure persons with disabilities have the same access as others to goods, facilities, equipment, technology, and services.

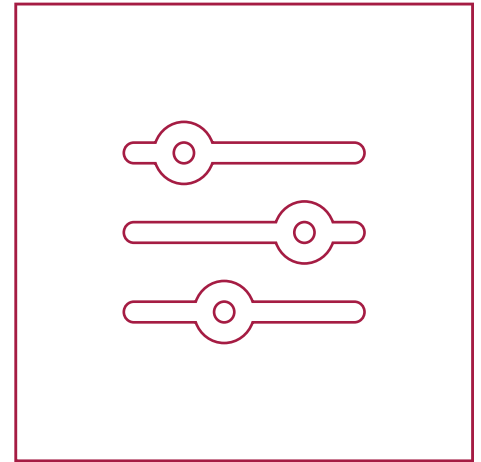
Specific Actions	Offices Engaged	Lead Unit	Timeline
Implement the Secretariat disability-inclusive procurement policies and processes established by DOS to ensure relevant goods and services (including digital platforms and media for example) procured are accessible and do not create barriers. ¹⁶ (8.i, 8.ii)	NY, Regional, Country	BMB	2022-2025
Ensure vendors that are disability-inclusive have equal opportunity to bid and be considered for procurement. (8.iv)	NY	BMB	2022-2025
Track and monitor purchasing from disability-inclusive suppliers through vendor registration with the Secretariat. (8.iv)	NY	BMB	2022-2025

16 Refer to the HLCM Procurement Network Guidelines on the Implementation of Indicator 8: Procurement for detailed guidance (published in 2020).



Core Area 3

Programming



Indicators 9 – 13

Indicators 9-11 in the Entity Accountability Framework are not included in this Strategy as they are not directly relevant to DCO's mandate.

Indicator 9 addresses programmes and projects. Since DCO is not implementing programmatic work directly, but supports the elaboration and implementation of cooperation frameworks at country level, criteria linked to this indicator are therefore not applicable to DCO. Programmatic results supported by DCO will be captured under the UNCT Scorecard.

Indicator 10 covers evaluation. As DCO is not implementing programmatic activities, DCO does not report on the development and implementation of evaluation norms and standards regarding integrating disability in evaluations. DCO does however promote the use of the United Nations Evaluation Group (UNEG) norms and standards at the country level to ensure that the Cooperation Framework/UNDAF evaluations apply the UNEG standards, which require evaluation data be disaggregated by disability and other social criteria. DCO also supports integration of disability inclusion into UNSDG guidance and systems (indicator 12), including Terms of Reference for Cooperation Framework evaluations (in line with CF Guidance).

Indicator 11 pertains to country programme documents. This indicator is not applicable as DCO does not implement country programmes, and does not produce or monitor country programme documents.

Indicator 12: Joint Initiatives

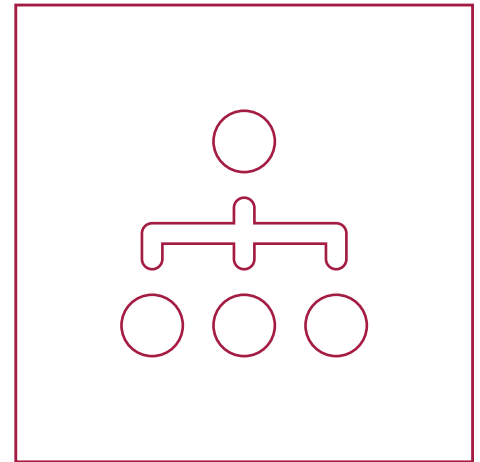
Outcome

Effective inter-agency coordination and support for joint initiatives on disability inclusion.

Specific Actions	Offices Engaged	Lead Unit	Timeline
Actively participate in and contribute to disability-focused inter-agency coordination mechanisms at the global level (UNDIS Entity Focal Points Network) and the regional level where present (for example, Asia Pacific UN Working Group on Disability Inclusion). (12.i)	NY, Regional	NY-DIS, R-DIS	2022-2025
Coordinate the UNCT Disability Focal Points Network in collaboration with EOSG Disability Team to promote the exchange of knowledge and experiences and ensure effective coordination and support. (12.i)	NY, Country	DCO Disability Focal Point	2022-2025
Engage in inter-agency initiatives focused on disability inclusion (e.g., UNPRPD) as relevant for DCO's mandate. (12.ii)	NY, Regional	PPB, DCO Disability Focal Point, R-DIS	2022-2025
Advocate for the integration of disability inclusion into relevant UNSDG inter-agency coordination mechanisms and platforms (e.g., Joint SDG Fund, Regional PSGs, BOS). (12.ii)	NY, Regional	PPB, CBS, DCO Disability Focal Point	2022-2025
Ensure disability inclusion is integrated into relevant UNSDG policies, guidance, and tools (e.g., Cooperation Framework Evaluation Guidelines). (12.ii)	NY	PPB, CBS, DCO Disability Focal Point	2022-2025
Disability inclusion is a key consideration in UNCT operations, including common premises, through the Business Operations Strategy. (BOS). (12.ii)	NY, Regional, Country	CBS	2022-2025

Core Area 4

Organizational culture:
Inclusive and empowering organizational culture



Indicator 13: Employment

Outcome:

An inclusive and supportive workplace for persons with disabilities.

Specific Actions	Offices Engaged	Lead Unit	Timeline
Adopt and implement UN Secretariat policies and strategies to attract, recruit, retain and promote the career development of DCO and RC System personnel with disabilities and with dependents with disabilities. (13.i)	NY, Regional, Country	BMB(HR)	2022-2025
In consultation with persons with disabilities and their representative organizations, conduct a review of relevant DCO and RC System human resource policies, processes, and procedures to identify barriers to participation, including in the course of recruitment, hiring, retention and career advancement. This will be informed by feedback in staff surveys.	NY, Regional, Country	BMB(HR) in collaboration with DCO Disability Focal Point	2022-2023
Undertake specific outreach measures to attract candidates with disabilities to apply for vacancies, both in DCO and the RC System. (13.i)	NY, Regional, Country	BMB(HR)	2022-2025
Support the establishment and coordination of an internal network (e.g., Employee Resource or Affinity Group) of personnel with disabilities and dependents with disabilities to foster exchange and provide inputs to DCO on occasion, with support from the DCO Disability Focal Point and/or HR upon request.	NY, Regional, Country	DCO Disability Focal Point supports personnel leadership	2022-2025

Specific Actions	Offices Engaged	Lead Unit	Timeline
Determine the level of satisfaction and well-being of personnel with disabilities (including RCOs) on a regular basis (e.g. annually) through existing survey(s) (e.g. staff engagement survey) to determine actions to address the results. (13.ii)	NY, Regional, Country	BMB(HR)	2022-2025
Establish a baseline and recruit a minimum of 5 new staff members with disabilities (professional or general service level) within the RC System, including DCO, per year with consideration for gender balance. (13.iii)	NY	BMB(HR)	2022-2025

Indicator 14: Capacity Development for Staff

Outcome:

Staff at all levels across DCO and the RC System understand the rights-based approach to disability inclusion and are able to apply it to their area of work.

Specific Actions	Offices Engaged	Lead Unit	Timeline
All DCO personnel (including new staff during onboarding) encouraged to complete the Staff College online training on disability inclusion. ¹⁷ (14.ii)	NY, Regional, Country	BMB(HR)	2022-2025
Unit Heads and Regional Directors participate in tailored trainings once every two years organized by the DCO Disability Focal Point in NY, and monitored by HR. (14.iii)	NY, Regional	SMT, BMB(HR), DCO Disability Focal Point	2022-2025
Ensure RCs are aware of the rights-based approach to disability inclusion via dedicated information and learning activities provided through the RC/HC Talent Pipeline, briefing packet, in-briefing meetings, and other means. (14.iii)	NY, Regional, Country	LB	2022-2025

¹⁷ The entity accountability framework calls for entities to make trainings mandatory and track completion by staff. The Staff College online training will be a 90 minute self-paced module. If the training becomes mandatory, the Secretariat will record who has completed the training.

Indicator 15: Communication

Outcome

All forms of communications, including internal and external, are respectful of persons with disabilities across DCO and the RC System.

Specific Actions	Offices Engaged	Lead Unit	Timeline
Adopt and implement the Secretariat's Guidelines on Inclusive Communications to ensure DCO and the RC System's internal and external communications are respectful of persons with disabilities ¹⁸ , in all their diversity, and consider intersectionality. (15.i, 15.ii)	NY, Regional, Country	CRR; All Units	2022-2025
Roll out training materials ¹⁹ to boost accessibility in online communications of DCO and the RC System, including digital platforms and social media. (15.i)	NY, Regional, Country	CRR	2022-2025
Ensure a mechanism is in place to review, monitor and track the extent to which persons with disabilities are reflected in DCO and the RC System's mainstream communications. (15.ii)	NY, Regional, Country	CRR	2022-2025
Deliver an internal communication and awareness raising campaign (physical, digital or both) on disability inclusion to ensure DCO and the RC System are aware of the organization's commitment in this area. (15.iii)	NY, Regional, Country	CRR, DCO Disability Focal Point	2022

¹⁸ Detailed guidance on what it means to be respectful of persons with disabilities is available in the Entity Accountability Framework Technical Notes (page 110-112 in the 2020 version).

¹⁹ Training materials to boost accessibility are available on the [UNSDG Knowledge Portal Page](#) dedicated to resources for UNCTs on disability inclusion.



© UN Photo - Loey Felipe



Monitoring and Evaluation

The following provides an outline of how DCO will monitor and evaluate this Strategy:

- Actions presented in this Strategy will be incorporated into unit/team workplans (for example, NY office sections, regional offices and RCOs), as well as individual staff member workplans when relevant (e.g. disability focal points).
- Each individual/unit/team will be responsible for monitoring and reporting on progress made toward implementation of the relevant actions in this Strategy.
- The DCO Disability Focal Point will collect information from units/individuals annually for purposes of annual review of Strategy implementation by the SMT (process to be aligned with reporting on implementation of Entity Accountability Framework under the UNDIS). SMT will be responsible for deciding on remedial action to be implemented as needed.
- A mid-term evaluation will be conducted in quarter 1 2024 and a more detailed evaluation of the implementation of this Strategy will be conducted by the SMT, with support from the Disability Focal Point, in mid-2025.

The DCO Disability Focal Point (or equivalent, for example a full-time disability inclusion advisor) based in the New York office, will provide on-going technical support, policy advice, and capacity building for the actions outlined in this Strategy.

To ensure colleagues are aware of progress and identify upcoming opportunities for advancing disability inclusion through their work, each unit and regional office will include disability inclusion in the agenda of their standing meetings or other planning meetings at least once per quarter.

Knowledge and good practices within DCO will be collected and disseminated in accessible formats to support staff to implement this Strategy. This information will be shared and discussed with OPDs to validate the relevance of good practices and identify areas for further improvement. They will be made available through DCO and the RC System internal communication channels.

In order to promote internal synergies for greater impact, at least one annual meeting of relevant DCO focal points (i.e., representing gender, disability, youth, indigenous) to jointly discuss intersectional or cross-cutting findings in the implementation of the respective policies and other UN inclusion-related strategies will take place. A joint report will be submitted to the DCO Senior Management Team (SMT) annually that identifies insights and makes recommendations for further enhancing actions in addressing barriers and challenges that intersect.



© ILO - Marcel Crozet



Annex 1

Glossary of Terms

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.

Disability inclusion is 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.

Reasonable accommodation means necessary and appropriate modification and adjustments not imposing a disproportionate or undue burden, where needed in a particular case, to ensure persons with disabilities enjoy and exercise on an equal basis with others all human rights and fundamental freedoms. The present Strategy applies the principles and provisions of the Convention on the Rights of Persons with Disabilities and the interpretation thereof adopted by the Committee on the Rights of Persons with Disabilities.

Twin-track approach is integrating disability-sensitive measures into the design, implementation, monitoring and evaluation of all policies and programmes and providing disability-specific initiatives to support the empowerment of persons with disabilities. The balance between mainstreaming strategies and targeted support should be tailored to address the requirements of specific communities, but the overall goal should always be to include persons with disabilities in all aspects of society, including human rights, peace and security, humanitarian action, and development.

Mainstreaming disability inclusion is a consistent and systematic approach to disability inclusion in all areas of operations and programming.

Accessibility is 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.

Organizations of persons with disabilities (OPDs) are those that comprise a majority of persons with disabilities in their membership – at least half – and are governed, led and directed by persons with disabilities. Such organizations should be rooted in, committed to and fully respectful of the principles and rights recognized in the Convention on the Rights of Persons with Disabilities.

Staff members with disabilities include those who have long-term impairments which, in interaction with various barriers, may hinder their full and effective participation in the work of DCO or the RC System on an equal basis with other staff members.

Staff with dependents with disabilities are those who have persons with disabilities as dependents, according to UN rules.



UNITED NATIONS
DEVELOPMENT
COORDINATION
OFFICE



Cover photo: © ILO - Marcel Crozet