

Evaluation of the United Nations Disability Inclusion Strategy

September 2025
SWE0/2025/002 Evaluation Report - Volume II Annexes



Acknowledgements

The evaluation team would like to thank all those who agreed to be consulted through interviews and workshops. This includes employees of United Nations entities, the Resident Coordinator system, government officials, members of organizations of persons with disabilities and development partners at country, regional and global levels. Particular thanks are owed to the United Nations Disability Inclusion Strategy focal points for facilitating communication on the evaluation and supporting the organization of interviews.

The System-Wide Evaluation Office would like to thank members of the Evaluation Management, Advisory and Reference Groups for their dedicated contributions throughout the evaluation process. The Office is also extremely grateful to the UNICEF Accessibility Helpdesk team, as well as OICT and DGC, for their support in making this report accessible.

Disclaimer

The findings, conclusions and recommendations of this evaluation report reflect strictly the opinion of the authors and in no way those of the United Nations Secretariat, United Nations entities or other stakeholders. Publication of this document does not imply endorsement by the United Nations of the opinions expressed.

The designations employed do not imply the expression of any opinion whatsoever on the part of the United Nations Secretariat concerning the legal status of any country, territory or area, or of its authorities.

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Abbreviations

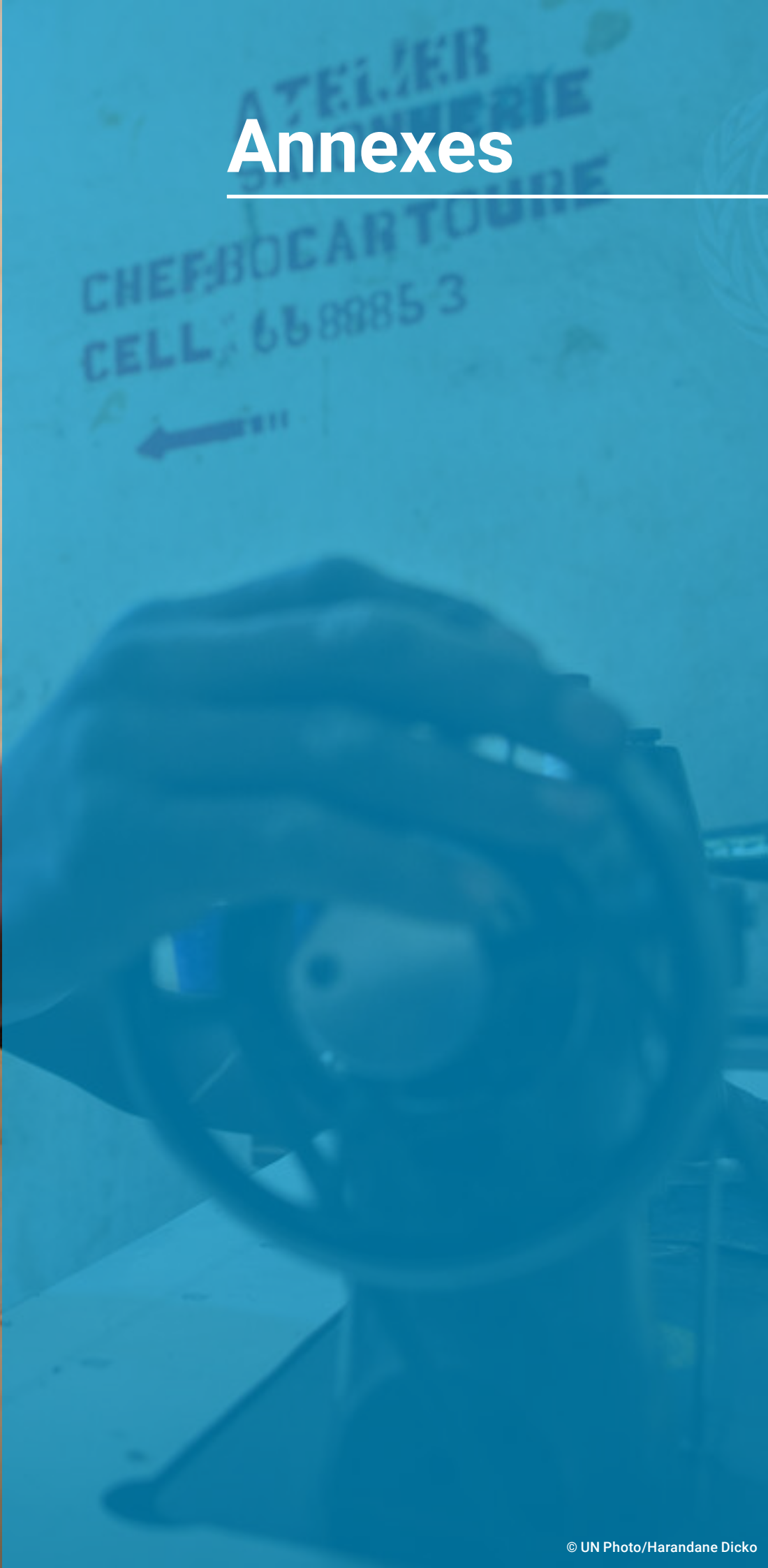
AF	Accountability framework
AGD	Age, gender and diversity
AI	Artificial intelligence
ASG	Assistant Secretary General
CART	Communication Access Real-time Translation
CBM	Christadelphian Bible Mission
CCA	Common Country Analysis
CEB	Chief Executives Board
CF	Cooperation Framework
CIP	Center for Inclusive Policy
CPD	Country Programme Document
CRPD	Convention on the Rights of Persons with Disabilities
DFAT	Department of Foreign Affairs and Trade (Australia)
DI	Disability inclusion
DIPAS	Disability Inclusion Policy and Strategy (UNICEF)
DTN	Digital and Technology Network
ECOSOC	Economic and Social Council
FCDO	Foreign, Commonwealth and Development Office
GDF	Global Disability Fund (formerly PRPD)
HLCM	High-Level Committee on Management
HLCP	High-Level Committee on Programmes
IASC	Inter-Agency Standing Committee
IASG-CRPD	Inter-Agency Support Group on the CRPD
ICT	Information and communication technology
IDA	International Disability Alliance
IDDC	International Disability and Development Consortium
IT	Information technology
LDC	Least developed country
LNOB	Leave no one behind
NA	Not Applicable
ODA	Official Development Assistance
OPD	Organization of persons with disabilities
PAHO	Pan American Health Organization
PRPD	Partnership on the Rights of Persons with Disabilities
QCPR	Quadrennial Comprehensive Policy Review
RC	Resident Coordinator
RCO	Resident Coordinator Office
SDG	Sustainable Development Goal
SG	Secretary-General
SWE0	System-Wide Evaluation Office
ToC	Theory of Change
ToR	Terms of Reference
UDHR	Universal Declaration of Human Rights
UN-SWAP	United Nations System-wide Action Plan on Gender Equality and the Empowerment of Women
UNCT	United Nations country team
UNDIS	United Nations Disability Inclusion Strategy
UNSDCF	United Nations Sustainable Development Cooperation Framework
UNSDG	United Nations Sustainable Development Group

Abbreviations (Entities)

DGACM	Department for General Assembly and Conference Management
DGC	Department of Global Communications
DMSPC	United Nations Department of Management Strategy, Policy and Compliance
DOS	Department of Operational Support
EOSG	Executive Office of the Secretary-General
FAO	Food and Agriculture Organization
IAEA	International Atomic Energy Agency
ICAO	International Civil Aviation Organization
IFAD	International Fund for Agricultural Development
ILO	International Labour Organization
IOM	International Organization for Migration
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of Congo
OCHA	United Nations Office for the Coordination of Humanitarian Affairs
OHCHR	Office of the United Nations High Commissioner for Human Rights
OICT	Office of Information and Communications Technology
OSASG-Cyprus	Office of the Special Adviser to the Secretary-General on Cyprus
OSRSG-CAAC	Office of the Special Representative of the Secretary-General for Children and Armed Conflict
OSRSG-SVC	Office of the Special Representative of the Secretary-General on Sexual Violence in Conflict
UN CTED	Counter-Terrorism Committee Executive Directorate
UN DCO	United Nations Development Coordination Office
UN DESA	United Nations Department of Economic and Social Affairs
UN ECA	United Nations Economic Commission for Africa
UN ECLAC	United Nations Economic Commission for Latin America and the Caribbean
UN ESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UN Habitat	United Nations Human Settlements Programme
UN OCT	United Nations Office of Counter-Terrorism
UN OSE-GL	United Nations Office of the Special Envoy for the Great Lakes
UN Women	United Nations Programme for Gender Equality and the Empowerment of Women
UNAMI	United Nations Assistance Mission for Iraq
UNCDF	United Nations Capital Development Fund
UNDP	United Nations Development Programme
UNDRR	United Nations Office for Disaster Risk Reduction
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNFPA	United Nations Population Fund
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNJSPF	United Nations Joint Staff Pension Fund
UNOAU	United Nations Office to the African Union
UNOG	United Nations Office at Geneva
UNON	United Nations Office at Nairobi
UNOOSA	United Nations Office for Outer Space Affairs
UNOPS	United Nations Office for Project Services
UNRCCA	United Nations Regional Centre for Preventive Diplomacy for Central Asia

UNRISD	United Nations Research Institute for Social Development
UNRWA	United Nations Relief and Works Agency for Palestine Refugees in the Near East
UNDSS	United Nations Department of Safety and Security
UNSCOL	Office of the United Nations Special Coordinator for Lebanon
UNSOM	UN Assistance Mission in Somalia
UNSOS	United Nations Support Office in Somalia
UNU	United Nations University
UNV	United Nations Volunteers
UNVMC	United Nations Verification Mission in Colombia
UNYO	United Nations Youth Office
WFP	World Food Programme
WHO	World Health Organization
WIPO	World Intellectual Property Organization
WMO	World Meteorological Organization

Annexes



Annex A: Summary Terms of Reference

Background & purpose

The United Nations Disability Inclusion Strategy (UNDIS) was launched by the Secretary-General in June 2019 to provide the foundation for sustainable and transformative progress on disability inclusion (DI) through all pillars of the work of the United Nations. The Strategy is the first ever system-wide mechanism for disability inclusion in the United Nations and is a reaffirmation of a common commitment at the highest levels of the organization. The Strategy aims to strengthen disability inclusion across programmes and operations and enable the United Nations system to better support Member States in the implementation of the Convention on the Rights of Persons with Disabilities (CRPD), their achievement of the 2030 Agenda for Sustainable Development (2030 Agenda) and its Sustainable Development Goals (SDGs), as well as other development and humanitarian commitments.

The Strategy includes a system-wide policy and an accountability framework (AF). It is implemented across the United Nations system by United Nations entities and by United Nations country teams (UNCTs).

Objectives & users

The independent system-wide evaluation will provide an external assessment of the UNDIS after five years of implementation. It will contribute to accountability and learning on disability inclusion in the United Nations system and inform key processes and events in this area. This is the first system-wide evaluation on disability inclusion in the United Nations system.

The specific objectives of the evaluation include assessing the relevance, coherence, effectiveness, sustainability and efficiency of UNDIS to advance disability inclusion; facilitating learning by capturing good practices and lessons learned, identifying barriers and enabling factors to implementation of UNDIS, as well as opportunities for improvement of the Strategy and its implementation; providing recommendations for consideration by United Nations entities and United Nations country teams; and contributing to processes and key events on disability inclusion such as the Global Disability Summit 2025, the Conference of States Parties to the CRPD; and the Secretary-General's report on UNDIS implementation.

The evaluation is expected to be used by a variety of stakeholders, including the Disability Inclusion Team that oversees and supports the coordinated implementation of UNDIS in the Executive Office of the Secretary-General (EOSG), all United Nations entities and United Nations country teams implementing UNDIS, United Nations staff, including staff with disabilities, governments, persons with disabilities and their representative organizations, broader civil society organizations, Member States and donors.

Indicative evaluation questions

Relevance, coherence and responsiveness

- Was the UNDIS design relevant and fit for purpose in creating an institutional framework for the implementation of the Convention on the Rights of Persons with Disabilities and the 2030 Agenda for Sustainable Development?
- Is the UNDIS responsive and flexible to adapt to different contexts, evolving needs and priorities?
- Does the UNDIS appropriately integrate gender equality and human rights dimensions and meaningful consultation with persons with disabilities and their representative organizations in its design?

Effectiveness

- To what extent has UNDIS contributed to progress and change on disability inclusion in the United Nations system, creating an institutional framework for the implementation of the Convention on the Rights of Persons with Disabilities and the 2030 Agenda for Sustainable Development?
- To what extent has the UNDIS improved United Nations support to Member States in their implementation the Convention on the Rights of Persons with Disabilities and the 2030 Agenda for Sustainable Development?
- What have been unintended effects, positive or negative, of the operationalization of UNDIS in the United Nations system?

Efficiency

- Has the UNDIS been operationalized in an efficient way in terms of governance and institutional arrangements; systems; human and financial resources; inter-agency mechanisms and coordination arrangements; intersectoral approaches and synergies with other system-wide strategies and agendas, use of partnerships and leveraging innovation?
- Was there meaningful consultation with persons with disabilities and their representative organizations in the implementation of UNDIS?

Sustainability

- To what extent are results and effects sustainable in terms of leadership, institutionalization, integration into processes and frameworks, funding, human and financial resources, and intersectionality among others?

Best practices and lessons learned

The evaluation will capture the best practices and lessons learned in the design and operationalization of disability inclusion in the United Nations system including enablers, barriers and gaps for successful implementation.

Key concepts and definitions

Disability inclusion - The meaningful participation of persons with disabilities in all their diversity, the promotion and mainstreaming of their rights into the work of the organization, the development of disability-specific programmes and the consideration of disability-related perspectives, in compliance with the Convention on the Rights of Persons with Disabilities.

Scope, methodology & ethics

The evaluation is global in scope and includes the implementation of UNDIS by all entities and country teams, including at headquarters, regional and country levels. It includes all types of contexts in which the United Nations operates, including humanitarian-development-peace (HDP) contexts. The evaluation covers operationalization of all areas of UNDIS by the United Nations system, from its launch in June 2019, until the end of the data collection phase (February 2025).

The evaluation will utilize a real-time, utilization-focused and participatory approach to facilitate the use of evidence and learning by decision-makers and implementers. It will utilize a mixed methods approach to strengthen the reliability of data, validity of the findings, and to capture a wider range of perspectives and effects. It will utilize a theory-based approach complemented by contribution analysis to assess effectiveness of UNDIS and draw on a most significant change approach to understand and capture change beyond the theory of change and explore different levels of results.

The central analytical framework will be an evaluation matrix, connecting an appropriate mix of data sources and collection methods to each evaluation question and sub-question and enabling triangulation and comparative analysis. The evaluation will include internal and external validation techniques. Methods for data collection and analysis will be gender and human rights-responsive and disability-inclusive. Data collection methods will include key informant interviews and focus group discussions; review of administrative and monitoring data; document review, surveys; and direct observation, if feasible. Data collection will be carried out at headquarters, regional and country levels.

The evaluation will be conducted in line with the United Nations Evaluation Group's (UNEG) Ethical Guidelines for Evaluation.

Disability inclusion, gender and human rights

The evaluation will integrate the UNEG Guidelines for Disability Inclusion in Evaluations; Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator; UNEG Guidelines on Integrating Human Rights and Gender Equality in Evaluations, as well as the UNDIS Guidance on Consulting Persons with Disabilities. The evaluation will incorporate accessibility and reasonable accommodation to ensure the participation of persons with disabilities in the evaluation.

Evaluation team

The evaluation team is independent and comprised of the United Nations Sustainable Development Group's System-Wide Evaluation Office (UNSDG-SWEO) external consultants. The team will work under the guidance and supervision of the UNSDG-SWEO evaluation manager in coordination with an inter-agency evaluation management group.

Management & governance

The UNSDG System-Wide Evaluation Office has overall responsibility for steering the system-wide evaluation from start to completion in a credible, transparent, and utilization-focused manner, in adherence with UNEG norms and standards.

An Evaluation Management Group, chaired by the SWEO Evaluation Manager, will provide expertise and advice on appropriate evaluation design, data collection and analysis methods, advice on secondary data sources and primary data collection opportunities, and quality assurance of evaluation deliverables.

An Evaluation Reference Group representing the evaluation's users will be engaged at key points in the evaluation process to comment on the approach, validate findings, and participate in the development of recommendations, ensuring that the evaluation is relevant and useful.

An Evaluation Advisory Group composed of independent experts with professional experience in disability inclusion.

Timeline

- Preparation & Scoping: **Apr-Jul 2024**
- Inception: **Jul-Oct 2024**
- Data Collection/Analysis: **Oct 2024-Jan 2025**
- Reporting: **Feb-May 2025**
- Dissemination: **from May 2025 onwards**

Annex B: Evaluation matrix

Evaluation questions and assumptions	Lines of inquiry	Relevant blocks of evidence
EQ1: Was the UNDIS design relevant and fit for purpose in creating an institutional framework for the implementation of the Convention on the Rights of Persons with Disabilities and the 2030 Agenda for Sustainable Development?		
1.1 The UNDIS is aligned and adequately translates the goals of the Convention on the Rights of Persons with Disabilities, the 2030 Agenda for Sustainable Development and other key frameworks (internally and to support member states).	<ul style="list-style-type: none"> Alignment with CRPD Alignment with Agenda 2030 Alignment with other key frameworks 	8
1.2 The UNDIS is based on a clear and realistic intervention logic.	<ul style="list-style-type: none"> Clarity and consistency in the UNDIS document Ambitions realistic compared to resources 	4, 8
1.3 The design of the UNDIS accountability framework is fit for purpose and adequately reflects the intervention logic and theory of change of the UNDIS.	<ul style="list-style-type: none"> Feedback from users of the accountability framework Review of the framework for consistency and coherence Review of processes to collect data and report 	1, 8
1.4 The UNDIS is responsive and flexible to adapt to different contexts, evolving needs and priorities (including in crises such as COVID-19).	<ul style="list-style-type: none"> Review of evolution of the UNDIS Comparison with other system-wide frameworks 	1, 2, 3, 5, 8
1.5 The UNDIS appropriately integrates an intersectional approach to human rights (including gender, age, ethnicity, geography, etc.) and ensures equity as a component of reaching most marginalized groups.	<ul style="list-style-type: none"> Review of UNDIS policy Review of UNDIS accountability framework and scorecard Review of UNDIS reports 	4, 8
1.6 The UNDIS was developed based on meaningful consultation with the diversity of persons with disabilities and their representative organizations in the design of UNDIS.	<ul style="list-style-type: none"> Review of evolution of the UNDIS Comparison with other system-wide frameworks 	3, 4, 8
EQ2: To what extent has UNDIS contributed to progress and change on disability inclusion in the United Nations system?		
2.1 The United Nations system has systematically embedded the rights of persons with disabilities into its work, both externally, through programming, and internally, through operations.	<ul style="list-style-type: none"> Accountability framework data analysis 	1, 2, 3, 5, 7, 9
2.2 The United Nations system has built an inclusive culture to ensure that persons with disabilities (employees, partners and beneficiaries) are valued, and their dignity and rights are respected.	<ul style="list-style-type: none"> Perceptions of UN staff including staff with disabilities Perceptions of participants in UNCT programmes, including persons with disabilities 	1, 2, 3, 5, 7, 9
2.3 The United Nations system has created an enabling environment in which persons with disabilities fully and effectively participate in the work of the United Nations on an equal basis with others.	<ul style="list-style-type: none"> Perceptions of UN staff including staff with disabilities Perceptions of participants in UNCT programmes, including persons with disabilities 	1, 2, 3, 5, 7, 9

Evaluation questions and assumptions	Lines of inquiry	Relevant blocks of evidence
2.4 The UNDIS improved United Nations support to Member States in their implementation the Convention on the Rights of Persons with Disabilities and the 2030 Agenda for Sustainable Development.	<ul style="list-style-type: none"> Interviews with Member States in UNCT studies Quadrennial Comprehensive Policy Review (QCPR) survey 	1, 2, 3, 5, 7, 9
2.5 There were meaningful consultations with a diversity of persons with disabilities and their representative organizations in the implementation and monitoring of the UNDIS.	<ul style="list-style-type: none"> Review of strategies and country programmes 	1, 2, 3, 5, 7, 9
2.6 Steps and measures were taken to ensure equity and tailored approaches to reach the most marginalized persons with disabilities.	<ul style="list-style-type: none"> Review of strategies and country programmes 	1, 2, 3, 7
EQ3: Has the UNDIS been operationalized in an efficient manner?		
3.1 The United Nations has put in place efficient governance and institutional arrangements for the UNDIS.	<ul style="list-style-type: none"> Examination of resources allocated to the UNDIS architecture Review of effectiveness of UNDIS architecture in relation to costs (human and financial) 	1, 2, 3, 5, 6
3.2 The United Nations has put in place inter-agency mechanisms and coordination arrangements for the UNDIS.	<ul style="list-style-type: none"> Review of coordination in UNCTs Entity studies Focal point network Degree of coherence rather than competition across different UN agendas 	1, 2, 3, 4, 5, 6
3.3 UNDIS implementation includes feedback loops and systems for capturing results, monitoring, evaluation and reporting.	<ul style="list-style-type: none"> Review of action following UNDIS annual reports Review of evaluations on UNDIS and disability inclusion synthesis 	1, 2, 3, 5, 6, 7
3.4 Implementation of the UNDIS has included intersectoral approaches and developed synergies with other system-wide strategies and agendas.	<ul style="list-style-type: none"> Review of activities in support of UNDIS implementation 	1, 2, 3, 4, 5, 6, 7
3.5 Implementation of the UNDIS has made effective use of partnerships.	<ul style="list-style-type: none"> Review of activities in support of UNDIS implementation 	1, 2, 3, 4, 5, 6, 7
3.6 The United Nations is leveraging innovation to achieves its disability inclusion goals in an efficient manner.	<ul style="list-style-type: none"> Review of activities in support of UNDIS implementation 	1, 2, 3, 4, 5, 6, 7
3.7 Resource allocations and disbursements ensure implementation of the UNDIS in a timely manner and include consideration of the cost of working with particularly hardtoreach groups.	<ul style="list-style-type: none"> Review of resource allocations, strategies and country programmes 	1, 2, 3, 4, 5, 6, 7

Evaluation questions and assumptions	Lines of inquiry	Relevant blocks of evidence
EQ4: To what extent are results and effects sustainable?		
4.1 There is strong and effective support for UNDIS across all levels of United Nations leadership (Secretariat, other entities, UNCTs).	<ul style="list-style-type: none"> • Leadership in interviews in UNCT and entity studies • Review of entity strategies 	1, 2, 3, 5, 7, 9
4.2 Support for UNDIS implementation has been institutionalized in the structure of the UN Secretariat.	<ul style="list-style-type: none"> • Human and financial resource arrangements for the DIS team in EOSG • Comparative study of other system-wide strategies 	1, 2, 3, 5, 6, 7, 9
4.3 UNDIS implementation has been integrated into processes and frameworks for UN entities as well as UNCTs.	<ul style="list-style-type: none"> • Review of entity strategies • Review of guidance for UNCTs 	1, 2, 3, 4, 5, 7, 9
4.4 Adequate human and financial resources have been allocated to ensure sustainable implementation of the UNDIS.	<ul style="list-style-type: none"> • Comparison with other system-wide strategies • Review of UNDIS-related challenges of entities and UNCTs 	1, 2, 3, 4, 5, 7, 9
4.5 Appropriate partnerships have been developed to support UNDIS implementation in the long run.	<ul style="list-style-type: none"> • Review of strategies and country programmes 	1, 2, 3, 5, 6, 7
4.6 Persons with disabilities and their representative organizations have been included and engaged.	<ul style="list-style-type: none"> • Feedback from OPDs 	1, 2, 3, 5, 6, 7

Annex C: Theory of Change

For this evaluation, a reconstructed Theory of Change for the UNDIS was developed to aid understanding of what was intended by the UNDIS and the assumptions made in terms of achieving its intended results. The Theory of Change also helps to refine the evaluation questions and specifically to identify the appropriate sub-questions for the evaluation to answer. Figure 1 provides an overview of the Theory of Change, which builds on three elements.

The first element (A) is the UNDIS itself and the various components that exist as a result of its implementation. Specifically, it includes:

- The two parts of the UNDIS: the UN system-wide policy on disability inclusion and the accountability framework and scorecard for UN entities and UN country teams
- The inputs, activities and outputs of the Disability Inclusion Team in the EOSG that support implementation and monitoring of the UNDIS, including those undertaken in partnership with other UN entities and networks
- Other elements of the architecture supporting UNDIS implementation and coordination (including the UNDIS focal point network) as well as UN leadership at all levels
- Support to the UNDIS from outside the United Nations, including from donors, organizations of persons with disabilities (OPDs), other civil society and governments where the United Nations undertakes programme work.

The second element (B) concerns the activities and outputs of the UN entities and UNCTs. These outputs are assessed by the accountability framework and the scorecard. There is annual reporting on these outputs by UN entities and UNCTs and to some extent on activities in the annual report prepared by UN entities. In addition to the outputs captured under the UNDIS framework, there are other outputs as a consequence of actions and implementation by UN entities.

Both elements (A) and (B) include consultation with OPDs during the design of the UNDIS and its implementation respectively. There is also a feedback loop between (A) and (B) to ensure continuous learning and adaptation of the UNDIS. The Theory of Change recognizes that the UNCTs are directly related to the relevant UN entities and that the work of the UNCTs is directly affected by the ongoing reform of the UN development system.

The third element (C) concerns the higher-level results. These are, to some degree, specified in the UNDIS, but not always clearly or consistently. Interviews conducted during the inception phase led to the identification of three core levels of results. First, at the level of immediate outcomes, a first result is making the UN “fit for purpose” in relation to disability inclusion. This is considered to have several elements:

- The United Nations is more conscious, intentional and clear about how to meet the SDGs for persons with disabilities
- The United Nations system understands what needs to be done to help countries to achieve the SDGs and align with the Convention on the Rights of Persons with Disabilities
- The United Nations system is equipped to do what needs to be done to ensure disability inclusion in its operations and programming.

Cutting across the above is the need for a disability-inclusive culture within the United Nations system.

Second, at the level of intermediate outcomes, Member States and civil society utilize United Nations system support for operationalizing the CRPD. Utilization of the fit for purpose United Nations system leads to the third (impact) level of two major results: the rights of persons with disabilities are realized and the SDGs are delivered for all, including persons with disabilities.

Assumptions related to the UNDIS and its relevance: The United Nations system-wide policy on disability inclusion is designed to create an institutional framework for implementation of the CRPD, and the 2030 Agenda, among other international instruments and commitments, including those related to gender equality and other human rights dimensions, and should therefore be aligned with them. An intersectional lens is applied, considering multiple and intersecting discrimination across disability, age and gender. This is particularly important in order to embrace the full diversity of persons with disabilities, as well as to explore synergies between the disability inclusion agenda and other cross-cutting issues within the United Nations system,¹ in line with the 2030 Agenda commitment to leaving no one behind (LNOB).

To facilitate implementation, the UNDIS should be clear, well-articulated, coherent with UN priorities and processes, based on a realistic intervention logic and developed through meaningful consultations with persons with disabilities and their representative organizations. It should also be flexible enough to adapt to different contexts and to evolve as lessons are learned, and needs and priorities change. Feedback loops² are important for learning and the accountability framework and scorecard needs to be both effective and efficient as well as reflect the intervention logic of the UNDIS.

Assumptions related to the effectiveness of the contribution to the goals of the UNDIS: For the UNDIS to be effective, the United Nations needs to systematically embed the rights of persons with disabilities into all aspects of its work. This should be both externally, through its programming (including strategic priorities, advocacy and communication, data, monitoring and evaluation systems) and internally, through its operations (including inclusive recruitment, institutional capacity, procurement, financing and resource mobilization and accessibility).

In this way the United Nations should create an enabling environment in which persons with disabilities fully and effectively participate in the work of the organization on an equal basis with others. It is also necessary for the United Nations to build the trust of persons with disabilities and ensure they are valued, and their dignity and rights are respected. To be effective, implementation of the UNDIS should fully and meaningfully involve persons with disabilities and their representative organizations.

Consistent with the transformative vision of the UNDIS and its commitments to the CRPD and the SDGs, this evaluation seeks to pay significant attention to the dimension of equity. The 2030 Agenda pledges to leave no one behind and to reach the furthest behind first, hence the UNDIS needs to balance the largest impact with ensuring that it also reaches the most marginalized, including persons with disabilities who may be harder and more expensive to reach.

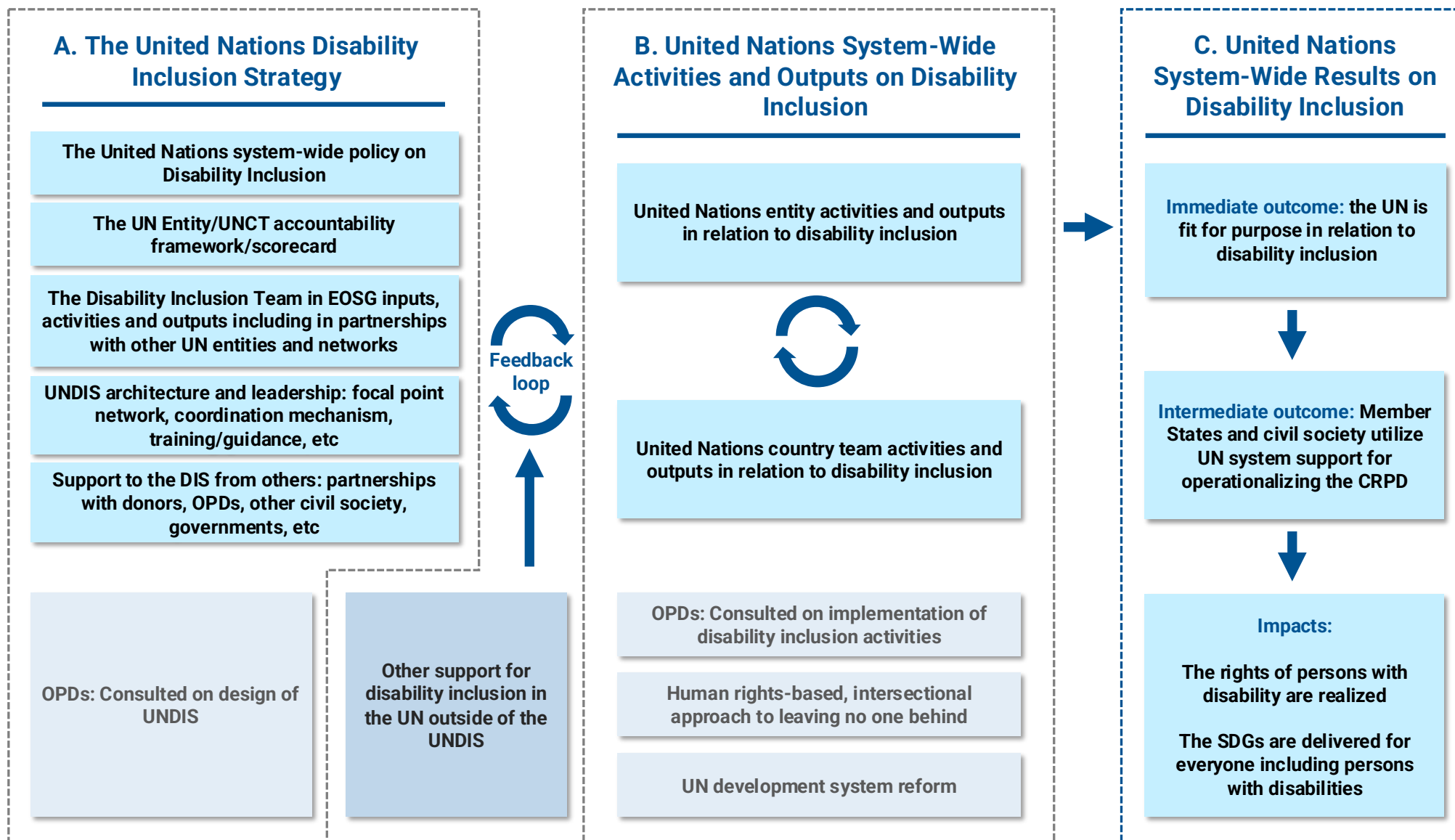
Assumptions related to the sustainability of the results of the UNDIS: Strong and effective support for the UNDIS from leadership is essential across all entities and all levels. For sustainability of results, sustainability of the architecture is important. Support for UNDIS implementation needs to be institutionalized in the organization and adequate human and financial resources allocated accordingly. Equally, entities need to integrate disability inclusion processes and procedures into their own systems and develop appropriate long-term partnerships.

Assumptions related to efficiency of the implementation of the UNDIS: Governance and institutional arrangements for implementation of the UNDIS need to make efficient use of resources allocated. To do so, they must make effective use of partnerships and leverage innovation. Inter-agency mechanisms and coordination arrangements need to be in place to prevent overlap and duplication and to ensure that synergies are exploited and optimized. This should go beyond disability inclusion efforts but also ensure collaboration and, where appropriate, integration with other areas of work in an intersectional approach.

1. Specifically, the "UN System-Wide Action Plan on Gender Equality" and "Youth2030". See Annex E for details.

2. Including, but not limited to those managed by the Disability Inclusion Team in EOSG through the accountability framework and accountability scorecard.

Figure 1: The UNDIS Theory of Change



Annex D: Stakeholder mapping

Stakeholders consulted

This section sets out the stakeholders consulted by the evaluation team during the data collection phase, informed by the stakeholder mapping provided below. The team sought to consult stakeholders from all 39 entities, 15 UNCTs and 2 missions identified during the inception phase. Numbers of persons with disabilities consulted in the tables in this section were collated by aggregating the number of interviewees who self-identified as a person with disabilities. The actual number of persons with disabilities interviewed may be higher.

Consultation process: A total of 32 out of 39 entity studies identified during the inception phase participated in the data collection phase.³ In addition, stakeholders from five additional entities were consulted upon suggestions from interviewees.⁴ Stakeholders from both missions identified were interviewed. A joint study was conducted with the United Nations Assistance Mission for Iraq (UNAMI) and the Iraq UNCT to reduce overlap. All 15 UNCTs identified during the inception phase participated in the data collection phase. See Tables 1 and 2 for disaggregation of stakeholders by entities or missions and countries respectively.

Table 1: Stakeholders consulted (United Nations entities and missions)

Entity/peacekeeping mission	Female	Male	Others	Total	Persons with disabilities
DCO	5	1		6	
DESA	1	4		5	0
DGACM		1		1	
DGC	3	4		7	1
DMSPC	1			1	
DOS	1			1	
DSS	2			2	
ECA		2		2	1
EOSG	5			5	2
ESCAP	1			1	
FAO	6	5		11	
IFAD	4	1		5	
ILO	13	3		16	3

3. Attempts were made to contact the following entities but no response was received: OSE Great Lakes, UNOAU, WTO. UNCDF, UN OCT and CTED acknowledged the initial outreach but did not confirm participation in the data collection process. IAEA noted to the evaluation team that, although the entity supported disability inclusion and appreciated the UNDIS initiative, it could not endorse the strategy since it had not been a part of the consultations on its content (Conclusions of the High-Level Committee on Management (HLCM) at its thirty-seventh session, April 2019).

4. DGACM, DOS, DSS, EOSG, OICT.

Entity/peacekeeping mission	Female	Male	Others	Total	Persons with disabilities
IOM	4			4	3
MONUSCO	1	3		4	
OHCHR	8	5		13	6
OICT	1			1	
OSRSG-SVC		1		1	1
UN Habitat	5	5		10	
UN Youth Office	1			1	
UN-Women	1	1		2	
UNAMI	1			1	
UNDP	3	3		6	
UNEP	3	1		4	
UNFPA	2			2	
UNHCR	17	10		27	5
UNICEF	2	2		4	2
UNIDO	1			1	
UNITAR	2	1		3	
UNJSPF	4	4		8	
UNODC-UNOV	6			6	
UNOG	11	2		13	1
UNON	2	1		3	1
UNOOSA	1			1	
UNRISD	2	2		4	
WFP	3			3	
WHO	5	5		10	2
WIPO	1			1	
WMO		2		2	
Total	129	69		198	28

Table 2: Stakeholders consulted at the country level

Country	RCO	UNCT	Government	OPDs and persons with disabilities	Development partners	Others	Female	Male	Other	Total	Persons with disabilities
Ghana	6	26	11	15	5		36	27		63	12
Ethiopia	5	16	2	11	1		17	18		35	9
India	4	30	7	14	14	4	36	37		73	22

Country	RCO	UNCT	Government	OPDs and persons with disabilities	Development partners	Others	Female	Male	Other	Total	Persons with disabilities
Moldova	3	24	3	13		15	40	17		57	22
Guatemala	9	11	11	14	1		37	10		47	13
Mauritania	2	19	1	7	0		14	15		29	8
Bahrain ⁵	1							1		1	
Jordan	2	16		13			16	15		31	7
Iraq											
Indonesia	5	16		4			9	11		20	2
Bhutan	5	6	3	5	0		9	10		19	7
Tajikistan	10	7	0	0	1		11	7		18	2
Ukraine	2	12		6			14	6		20	5
Haiti	2	5	3	6	2		8	10		18	7
Belize	1	4	0	4	0		7	2		9	4
Total	57	192	41	112	24	19	254	186	0	440	120

Table 3: Stakeholder map

Stakeholder group	Interest in the strategy	Engagement during the evaluation	
		Evaluation governance	Data collection
(a) United Nations system stakeholders			
Chief Executive Boards for Coordination (CEB) and the High-Level Committee on Management (HLCM)	These stakeholders will review, in the context of their respective mandates, progress towards the implementation of the policy, including follow-up actions, as required, at least every second year, on the basis of a progress report prepared by the senior adviser. They have established a sub-working group coordinated by ILO and UNICEF to enhance employment and accessibility.		Key informants
Committee on the Rights of Persons with Disabilities (CRPD)	CRPD is the body of independent experts that monitors implementation of the Convention by the States' parties.		Key informant
Department of Economic and Social Affairs (DESA)	The Secretariat for the Convention on the Rights of Persons with Disabilities (Division for Social Inclusive Social Development) of DESA supports inter-governmental bodies such as the General Assembly and the Economic and Social Council; services the Conference of State Parties to the Convention on the Rights of Persons with Disabilities.	Reference group	Key informants

5. After multiple attempts to engage with the UNCT in Bahrain, the evaluation team was informed that due to time constraints, participation by the UNCT as a full case study would not be possible. It was therefore agreed that further inputs would be provided in writing by the disability inclusion focal point in line with the evaluation matrix.

Stakeholder group	Interest in the strategy	Engagement during the evaluation	
		Evaluation governance	Data collection
Digital and Technology Network (DTN)	DTN is the inter-agency mechanism for the promotion of cooperation and collaboration on digital and technology-related matters. It brings together the chief information officers from CEB member organizations to advise the HLCM on system-wide approaches to leveraging technology, and functions as a forum to coordinate system-wide information and communication technology (ICT) policy and practices. Chair of the sub-working group on accessibility are the Office of Information and Communication Technology (OICT) and the World Intellectual Property Organization (WIPO).	Reference group	Key informants
Inter-Agency Standing Committee (IASC)	IASC issues guidelines on the inclusion of persons with disabilities including for humanitarian operations and supports implementation at the country level. In 2019 IASC produced the IASC Guidelines, Inclusion of Persons with Disabilities in Humanitarian Action. OCHA is chair.		Key informants
Inter-Agency Working Group on Gender Equality and Disability Inclusion	This group mobilizes action and collaboration between entities and UNCT. It participated in the consultation of the strategy.		Key informants
United Nations Office for the Coordination of Human Affairs (OCHA)	OCHA promotes disability inclusion within humanitarian response by coordinating efforts in emergency preparedness, needs assessments, response planning and programme delivery during crises. It contributes to the development of guidelines and standards for disability inclusion in humanitarian action. The Chair of the Inter-Agency Standing Committee issues guidelines on the inclusion of persons with disabilities in humanitarian operations and supports implementation at the country level.	Reference group	Key informants
Office of Programme Planning, Finance and Budget (DMSPC)	DMSPC implements UNDIS strategy and determines policies for all entities – for example the policy on reasonable accommodation, recruitment on persons with disabilities.	Reference group	Key informants
The Office of the High Commissioner for Human Rights (OHCHR)	OHCHR is the leading United Nations entity on human rights. It represents the world's commitment to the promotion and protection of the full range of human rights and freedoms set out in the Universal Declaration of Human Rights. It focuses on providing guidance on the human rights-based approach to disability, including through reporting and activities mandated by the Human Rights Council, in particular, the annual panel on the rights of persons with disabilities.	Reference group	Key informants
Special Envoy on Accessibility and Disability	Appointed by the Secretary-General, the Special Envoy on Disability and Accessibility works to raise awareness about the rights and needs of persons with disabilities, highlighting the importance of accessibility in all aspects of life. The position is currently vacant.		Key informant
Special Rapporteur on the Rights of Persons with Disabilities	Special Rapporteurs strengthen efforts to recognize, promote, implement and monitor the rights of persons with disabilities from a human rights-based approach, in line with the Convention of the Rights of Persons with Disabilities and the broader human rights framework.		Key informant
Staff unions	Staff unions represent United Nations staff.	Reference Group	Key informants

Stakeholder group	Interest in the strategy	Engagement during the evaluation	
		Evaluation governance	Data collection
United Nations country teams (UNCTs)	UNCTs are implementers of UNDIS and report annually. Each UNCT has a designated disability inclusion focal point as part of the focal point network.	Five UNCTs are represented in the Reference Group	Key informants
United Nations Development Coordination Office (UN DCO)	The UN DCO manages and oversees the Resident Coordinator system and hence UNDIS implementation. It supports effective disability inclusion at the regional and United Nations country team levels through the UNSDCF and the Management Accountability Framework and owns the financial data for disability inclusion at the UNCTs.	Reference Group	Key informants
United Nations Disability Inclusion Team in the Executive Office of the Secretary-General (EOSG DIT)	The Disability Inclusion Team of the EOSG oversees and provides technical support to UN entities and UNCTs in the implementation of the strategy. It reports on progress and challenges through the annual report on system-wide implementation of UNDIS. It coordinates entity and country team focal point networks.	Reference group	Key informants
United Nations entities	Entities are implementers of UNDIS and report annually. Each entity has a designated disability inclusion focal point as part of the focal point network. Some entities have developed their own disability inclusion strategy.	Selected entities are represented in the Reference Group	Key informants
United Nations entity and UNCT disability inclusion focal points	The focal points play a coordination role for the implementation of UNDIS as well as sharing of good practices and lessons learned as part of the focal point network.		Consultation during preparatory, inception, data collection and reporting phases Key informants
United Nations Evaluation Group (UNEG)	UNEG has an interest in the evaluation indicators of the accountability framework. It has prepared guidelines on disability inclusion in evaluations. There is a UNEG Gender, Human Rights and Disability Inclusion Working Group.		Key informants
United Nations Partnership to Promote the Rights of Persons with Disabilities (UN PRPD)	UN PRPD oversees funding of joint UN programming including UNDIS. It participated in the consultations of the strategy design and is part of UNDP. UN entities participating in UNPRPD are ILO, ITU, OHCHR, UNDESA, UNDP, UNICEF, UNESCO, UNFPA, UN Women and WHO.		Key informant
UN staff and staff with disabilities	Staff with disabilities benefit most from improved disability inclusion internally in the UN system.		Key informants
United Nations Youth Office	Youth Office is the guardian of the UN Youth Strategy (Youth2030), which is one of the frameworks guiding the UN's commitment to leave no one behind. The Youth2030 Strategy contains a section and indicators on disability inclusion and there are important synergies.	Reference group	Key informants

(b) External stakeholders

Stakeholder group	Interest in the strategy	Engagement during the evaluation	
		Evaluation governance	Data collection
African Disability Forum (ADF)	ADF is a regional network representing OPDs from Africa and is a member of the International Disability Alliance (IDA).	Advisory group	Consultation during inception, data collection and reporting phases. Informant
Arab Organization of Persons with Disabilities (AOPD)	AOPD is a regional network representing OPDs from Arab States and is a member of IDA.	Advisory group	Consultation during inception, data collection and reporting phases. Informant
Center for Inclusive Policy (CIP)	CIP promotes policies and practices for the inclusion of persons with disabilities on a global scale. It conducts research, policy analysis, capacity building and connecting stakeholders. It concentrates on the Global South.	Advisory group	Consultation during inception, data collection and reporting phases. Informant
Disability inclusion organizations at the country level	These are country-level organizations representing persons with disabilities.		Informants Country cases
Donors	Donors provide funds for DIS implementation (examples are: Finland, New Zealand, Norway, Poland, Qatar, UK).	Advisory Group (one donor representative)	Key informants
International Disability Alliance (IDA)	IDA is a civil society consortium of persons with disabilities that advocate at the UN for an inclusive environment for everyone. It participated in the consultation of the strategy.	Advisory group	Consultation during inception, data collection and reporting phases. Informant
International Disability and Development Consortium (IDDC)	IDDC is a civil society consortium that participated in consultation of the strategy: both zero and final drafts	Advisory group	Consultation during inception, data collection and reporting phases. Informant
Member States	Member States implement the Convention and are members of major inter-governmental bodies.		Key informants
Pacific Disability Forum	This forum is a regional network representing OPDs from Asia and is a member of IDA	Advisory group	Consultation during inception, data collection and reporting phases. Informant
Persons with disabilities	Persons with disabilities are country-level beneficiaries		Informants country cases

Annex E: Methodology and data collection tools

This annex details the nine blocks of evidence that guided data collection and analysis for the evaluation.

Block 1: Analysis of UNDIS entity accountability framework and UNCT scorecard data

The accountability framework is an integral part of the UNDIS itself. It contains indicators to monitor implementation at the output level of the UNDIS on an annual basis.

(a) Quantitative analysis of accountability framework and scorecard data

The annual analysis of the UNDIS accountability framework data takes each individual indicator as the unit of analysis.

Objectives: The objective of this analysis is to identify whether there are any patterns in terms of performance in the accountability framework or scorecard indicators across the UN entities and UNCTs. Such patterns help to identify what contributes to success or hinders implementation of the UNDIS. This analysis supplements the analysis undertaken by the UNDIS EOSG team, which assessed performance in implementation of each indicator but did not assess the trends in performance by entity or UNCT characteristics.

Scope: The data analysed included reports from UN entities and UNCTs of their performance against the 16⁶ UNDIS accountability framework indicators (for UN entities) and the 14 UNDIS accountability scorecards (for UNCTs).

Entities have adopted reporting since the launch of the UNDIS and each year since 2019 additional entities have reported (see Table 4). The UNCT accountability scorecard was introduced in 2020 and has been part of UNCT reporting since then; Table 5 notes the number of UNCTs reporting each year.

Table 4: UNDIS accountability framework: Number of reporting entities

2019	2020	2021	2022	2023	2024
57 ⁷	66	73	77	81	85

Table 5: UNDIS accountability scorecard: Number of reporting UNCTs

2020	2021	2022	2023	2024
128	130	131	132	132

The accountability framework and scorecard indicators are organized around four core areas. An overview of these indicators is given in Table 6 below.

6. There are 15 indicators, with one sub-indicator.

7. UNSOM and UNSOS reportedly separately in 2019 but proceeded to joint reporting thereafter.

Table 6: UNDIS accountability framework and scorecard indicators

Core area	Indicator	
	Entities	UNCTs
Leadership, strategic planning and management	1. Leadership	1. Leadership
	2. Strategic planning	2. Strategic planning
	3. Disability specific policy/ strategy	3. Cooperation framework
	4. Institutional set-up	4. UNCT set-up and coordination
Inclusiveness	5. Consultation with persons with disabilities	5. Consultation with organizations of persons with disabilities
	6. Accessibility	6. Accessibility of UN premises and accommodation
	6.1. Conferences and events	
	7. Reasonable accommodation	
	8. Procurement	7. Inclusive procurement of goods and services
Programming	9. Programmes and projects	8. Joint programmes
	10. Evaluation	9. Data
	11. Country programme documents (CPDs)	10. Monitoring and evaluation
	12. Joint initiatives	11. Humanitarian
Organizational culture	13. Employment	12. Employment
	14. Capacity development for staff	13. Capacity Development for UN staff
	15. Communication	14. Communication

Methodology: Entities and UNCTs determine their performance against each indicator based on criteria set in the UNDIS and associated guidance. Available responses to indicators are “Exceeds requirements”, “Meets requirements”, “Approaches requirements”, “Missing” (requirements), or “Not applicable to the entity/UNCT”.

Beyond data analysis containing percentages of entities “meeting” or “exceeding” indicator requirements, the evaluation team scored and coded entity accountability framework data and UNCT scorecard data by using a simple index as follows:

- “Missing”: score assigned 0
- “Approaches”: score assigned 1
- “Meets”: score assigned 2
- “Exceeds”: score assigned 3
- “Not applicable”: score assigned “not applicable”
- No response: score assigned N/A, not included in calculations

Average indicator scores were calculated across entities and UNCTs between 2019/2020 and 2024 with a minimum of 0 and a maximum of 3. Scores were also available across indicators. This process allowed the team to quantify overall progress on indicator requirements for both entities and UNCTs and informed the selection of UNCT and entity case studies during the inception phase. The data were also used to rapidly look for any trends and patterns across variables. Entity variables examined include: 1) entity location; 2) entity type; 3) availability of employee resource groups; and 4) entity size. UNCT variables examined include: 1) country income level; 2) least developed country (LDC) status; 3) country region; 4) availability of seed funding; 5) presence of PRPD programmes in-country; 6) whether the UNCT was assessed to be operating in a humanitarian context; and 7) UNCT size.

Definitions of entity variables are found below:

- **Entity location** was determined by the entity headquarters location

- **Entity type** was determined through an examination of the official UN systems chart
- **Availability of employee resource group** was determined through extensive consultations with entity UNDIS focal points, heads of inter-agency synergy groups, entity interviews and discussions with heads of staff unions or federations
- **Entity size** data were obtained from United Nations system's Chief Executive Board for Coordination human resources statistics for personnel by organization. Entity size data on DCO and the UNYO were obtained through discussions with representatives from the various offices.⁸

Definitions of UNCT variables are found below:

- **Country income level** data were sourced from the DESA World Economic Situation and Prospects 2024 Report⁹
- **Least developed country status** was sourced from the DESA World Economic Situation and Prospects 2024 Report¹⁰
- **Country region** classified as per UN DCO regional groupings
- **Availability of UN seed funding** was determined by information provided by the Disability Inclusion Team within EOSG
- **Presence of PRPD programmes in-country** was obtained from the official Global Disability Fund¹¹ and PRPD website
- **Countries' humanitarian contexts** were determined by cross-referencing with the presence of a humanitarian response plan (Global Humanitarian Overview 2024¹²), as well as OCHA's humanitarian operations
- **UNCT size** data obtained from UNINFO.

The data sets are available in an Excel format, which allowed the use of tools such as Pivot tables and scatter plots to assess patterns in the data. Cross tabulations, which consider performance in the indicators and characteristics of the entity or UNCT, provided insights into what has been driving (or hindering) progress. A separate analysis of "not applicable" responses was undertaken to investigate whether there are any patterns that might suggest adjustments to specific indicators.

(b) Qualitative data

The accountability framework for entities allows the opportunity to add some text to the score for each indicator. It also provides space to add text on achievements, challenges and opportunities.

The evaluation analysed the qualitative data in the following way:

- Text was coded for opportunities and challenges to identify the most common in each category and any pattern macros in different categories of UN entities and UNCTs (in a similar way to the quantitative analysis)
- Achievements were examined for examples of potential good practice than can be further explored
- Text related to specific indicators was also examined for potential good practices. In addition, specific indicators with poor performance were identified through the quantitative analysis and supporting text examined to help identify the causes.

8. See human resources statistics [here](#).

9. UN. 2024. World Economic Situation and Prospects 2024.

10. Ibid.

11. The GDF (previously the United Nations Partnership on the Rights of Persons with Disabilities) was established in 2011 by 6 UN entities (ILO, OHCHR, UNDESA, UNDP, UNICEF and WHO) as a UN multi-donor trust fund, to develop the capacities of national stakeholders, particularly governments and OPDs, for the effective implementation of the CRPD, including through promoting disability inclusive internationally agreed development goals.

12. OCHA. 2024. Global Humanitarian Overview 2024.

There are 362 entity reports on the UNDIS. Given the large amount of text to examine, the evaluation utilized NVivo 15, a qualitative analysis software, to rapidly identify and categorize patterns across both challenges and opportunities identified by entities. The resulting data were used to inform case study interviews and conversations with key UN stakeholders, as well as for triangulation for the evaluation's findings.

Block 2: UNCT studies

The basic framework was adapted to the specific context of each UNCT study. It is divided into two parts reflecting the two approaches to assessing the UNDIS.

While in-person country visits addressed both parts, the focus of the remote studies was on the first part.

(a) Assessing the contribution of the UNDIS to changes in UNCT disability inclusion outputs

The country studies were based on a thorough review of relevant documents undertaken before the start of the in-person visit to each country. Documents included:

- UNSDCF, Common Country Analyses (CCAs), UNCT annual reports
- Annual reports to the UNDIS scorecard
- Entity CPDs, annual reports
- Other UNCT documents such as gender or LNOB studies
- External documents such as voluntary national reviews, universal periodic reviews and CRPD reviews

When in country, the evaluator(s) conducted individual and group interviews with the following groups of stakeholders:

- Resident Coordinators and their Offices (RC/RCOs)
- UNCT heads
- Focal points and leads in disability inclusion (group meeting)
- Operation managers (group meeting)
- OPDs (group meeting)
- Other implementing partners (group meeting)
- Government

(b) Assessing the potential contribution of the UNDIS to higher-level results at the country level

To identify the changes that have come about as a result of implementation of the UNDIS, the evaluation aimed to learn from the experience of direct stakeholders, primarily persons with disabilities, about the changes that have come about as a result of the UNDIS.

The main approach included workshops where stakeholders (mainly OPDs and persons with disabilities) discussed, analysed and recorded the changes that have come about as the result of the implementation of the UNDIS. The team identified the most significant changes that have taken place. The workshops also identified the gaps, challenges and opportunities for the UNCT to provide greater support to reaching the higher-level results of the UNDIS.

The evaluation team ensured that accessible and inclusive methodologies were utilized (for example, accessible interview practices and meetings) for interviews and consultations with persons with disabilities or their representative organizations.

Data collection process

The data collection process for in-person UNCT studies was centred around a five-day mission to the selected country, during which the evaluator(s) conducted a series of interviews and workshops. Preparation for the in-person mission included:

- **Preparation of a stakeholder map for each UNCT**
- **Document collection:** All UNCT-wide documents related to UNDIS implementation were collected, including strategy and programming documents, evaluations and administrative data. National documents related to disability inclusion were also collected
- **Country information note:** For each of the focus countries the evaluation team compiled key information related to the general work of the UNCT and more specifically on disability inclusion, including the annual UNDIS reporting. This was the basis for tailoring interview guides.

The evaluator(s) conducted individual and small group interviews with the following groups of stakeholders:

- **Semi-structured interviews with the Resident Coordinator and their Office:** These interviews were to better understand the United Nations system-wide effort to implement the UNDIS at the country level
- **Semi-structured interviews with senior management of selected UNCT members:** These interviews were to understand the perspectives of individual members of the UNCT on implementing the UNDIS
- **UNCT staff:** Participants included entity programme leads in disability inclusion and operations managers to explore jointly their perspectives on different aspects of the UNDIS, including operations and programmes. This provided a collective picture on the UNDIS and its different components, as well as an opportunity to learn about the achievements, challenges and opportunities from UNDIS implementation.
- **Organizations of persons with disabilities (OPDs) and persons with disabilities:** The workshop was utilized to discuss, analyse and record the changes that have come about as the result of the implementation of the UNDIS. The workshop also allowed for identifying the gaps, challenges and opportunities for the UNCT to provide greater support to reaching the higher-level results of the UNDIS.
- **Individual interviews with volunteering UN staff with disabilities:** Interviews were held with UN staff with disabilities who volunteered to engage with the evaluation in order to gain their perspectives on the implementation and results of the UNDIS. If a network or resource group of staff with disabilities existed, then the evaluation explored opportunities to work with it.
- **Interviews with government:** In consultation with the RCO including the preparation and analysis of a stakeholder map, government counterparts were identified and interviews held to discuss the changes that have taken place in recent years on disability inclusion and to understand government collaboration with the United Nations in this area.
- **Interviews with other in-country stakeholders:** In consultation with the RCO and based on the country stakeholder map, other key stakeholders were identified, such as bilateral donors, multilateral development banks, implementing partners, etc.

The team requested and received a variety of disability inclusion documents. Alongside publicly available documents listed in the bibliography (Annex J), internal and confidential documents received have been listed in Table 7.

Table 7: Internal UNCT documents received

RCO	Documents
Bhutan	4x disability inclusion guidance documents 1x disability inclusion evaluation document
Guatemala	10x disability inclusion guidance documents
Haiti	10x disability inclusion guidance and project documents
India	12x disability inclusion guidance and project documents 1x gender reporting document
Indonesia	1x disability inclusion guidance document
Jordan	1x disability inclusion survey document
Mauritania	7x disability inclusion guidance and project documents
Moldova	9x disability inclusion guidance and project documents
Tajikistan	22x disability inclusion guidance and project documents
Ukraine	8x disability inclusion guidance and project documents

Block 3: United Nations entity studies

The basic framework was adapted to the specific context of each entity or groups of entities in the cities visited by the evaluation team. Entities were visited in four locations:

- New York
- Geneva
- Nairobi
- Addis Ababa (which also included an Ethiopia UNCT case study)

In a similar way to the UNCT studies, the approach is divided into two parts.

- **Assessing the contribution of the UNDIS to changes in UNCT disability inclusion outputs:** This part focused on identifying the role of the UNDIS in contributing to the changes in the UNDIS outputs by the entities as well as the challenges, opportunities and achievements in implementing the UNDIS. It included meetings with UNDIS focal points, managers in areas related to disability inclusion and senior management of entities.
- **Assessing the potential contribution of the UNDIS to higher-level results at the entity level:** This looked at the higher-level results of the UNDIS in terms of UN staff with disabilities. It was undertaken through workshops of networks of UN staff with disabilities in each of the cities being visited.

As with UNCT studies, the evaluation team ensured that accessible and inclusive methodologies were utilized (for example, accessible interview practices and meetings) for interviews and consultations with persons with disabilities or their representative organizations.

Data collection process

The data collection process for in-person and remotely conducted studies varied by entity and by location and was centred around a series of interviews and workshops. Preparation for the in-person mission included:

- **Document collection:** All entity documents related to UNDIS implementation were collected, including strategy and programming documents, evaluations and administrative data.
- **Entity information note:** For each of the entities, the evaluation team compiled key information related to the general work of the entity and more specifically on disability inclusion, including the annual UNDIS reporting. This formed the basis for tailoring interview guides.

The evaluator(s) tailored the data collection process to the specific context of each entity.

The evaluator(s) then conducted individual and small group interviews with the following groups of stakeholders:

- **Semi-structured interview with entity senior management:** These interviews were to better understand the role of leadership in implementing the UNDIS and where disability inclusion fits into the strategic direction of the entity
- **Semi-structured interview with managers responsible for operations:** These interviews were to understand the implementation of the operational aspects of the UNDIS, including issues related to accessibility and human resource management
- **Semi-structured interview with managers responsible for programming:** These interviews were to understand programming aspects of UNDIS implementation
- **Interviews with UNDIS focal points in the location:** Interviews were individual and in a group to understand the overall achievements, challenges and opportunities in relation to UNDIS implementation as well as lessons learned. These interviews built on the information already reported in the UNDIS accountability framework
- **Individual interviews with volunteering UN staff with disabilities:** Interviews were held with UN staff with disabilities to gain their perspectives on the implementation and results of the UNDIS. If a peer network or employee resource group of staff with disabilities existed, the evaluation explored opportunities to work with it. The evaluators undertook group interviews or conducted workshops with some entities. The evaluation team ensured that accessible and inclusive methodologies were utilized (for example, accessible interview practices and meetings).

The team requested and received a variety of disability inclusion documents. Alongside publicly available documents listed in the bibliography (Annex J), internal and confidential documents received have been listed in Table 8.

Table 8: Internal entity documents received

Entity	Documents
DMSPC	2x disability inclusion guidance documents
EOSG	29x disability inclusion guidance, funding and update documents
FAO	3x disability inclusion guidance and project documents
IFAD	2x disability inclusion guidance and project documents
ILO	1x internal governing body document
IOM	6x disability inclusion guidance and project documents
OHCHR	2x disability inclusion guidance documents
UN DCO	4x disability inclusion guidance documents
UN Habitat	1x disability inclusion project document
UN Women	2x disability inclusion policy documents
UN Youth Office	1x disability inclusion project document
UNFPA	2x disability inclusion project documents
UNHCR	6x disability inclusion guidance and project documents
UNICEF	4x disability inclusion guidance and project documents
UNITAR	11x disability inclusion guidance, workshop and project documents
UNJSPF	1x overview of disability inclusion related background data and documents
UNON	1x administrative planning document

Entity	Documents
UNRISD	7x disability inclusion guidance and project documents
WFP	13x disability inclusion guidance and policy documents
WHO	11x disability inclusion guidance and policy documents
WIPO	1x accessibility document 1x administrative planning document

Block 4: Comparative studies and analysis

Under this block of evidence three comparative analyses were undertaken:

Comparative analysis of other system-wide strategies: This analysis focused on Youth2030 and the UN System-Wide Action Plan on Gender Equality and the Empowerment of Women (UN-SWAP on GEEW). It compared the strategic focus areas, institutional frameworks and the implementation of each strategy, with the goal of extracting good practices and lessons learned to inform the future implementation of UNDIS.

Comparative analysis of UN entities' disability inclusion strategies: This analysis provides in-depth qualitative insights into the types of disability inclusion-specific instruments in place within the UN system and their content to help identify common areas addressed by the strategies as well as common gaps. Additionally, it offers a detailed examination of progress made under accountability framework indicator 3.

Comparative analysis of development actors' and other non-UN disability inclusion strategies: This analysis identifies innovative approaches and good practices that can serve as benchmarks for analysis and inform potential recommendations for the future direction of UNDIS.

System-wide strategies comparative study

Objectives: The main objective of this comparative analysis was to extract key learnings and good practices from strategies, which informed the evaluation analysis and provided valuable insights for the future implementation of the UNDIS.

Scope: This study compared the strategic focus areas, institutional frameworks and the implementation of the UN-SWAP on GEEW and Youth2030.

Methodology: Data were gathered through online searches, desk reviews and in-depth interviews, following a two-stage approach. First, a preliminary, in-depth desk review was conducted to build an initial body of evidence based on the dimensions outlined below.¹³ Second, in-depth interviews were carried out with staff responsible for the strategies' coordination. These interviews ensured the accuracy of the data collected and provided insights into lessons learned and challenges identified by stakeholders. The data were organized into comparative tables, one for each strategy. Additionally, a brief note provided cross-cutting analysis relevant to the evaluation.

13. Initial list of sources to the study: (i) UN-SWAP-related document and reports: UN-SWAP manual and guidance; UN-SWAP 2.0 Entity Performance Results; Review of the United Nations System-Wide Action Plan on Gender Equality and the Empowerment of Women JIU/REP/2019/2; Improvement in the status of women in the United Nations system; UN-SWAP 2.0 Entity Performance Results, upcoming outputs of the UN-SWAP 3.0 development process; (ii) Youth2030 related document and reports: Youth2030: First Interim Review; Youth2030 A Global Progress Report (2021-2024); What works to amplify the rights and voices of youth? Meta-synthesis of lessons learned from youth evaluations (2015-2020) to support the implementation of the United Nations Youth Strategy (meta synthesis UNFPA/UNICEF); (iii) SG reports: QCPR report; E/RES/2019/2 Mainstreaming a gender perspective into all policies and programmes in the United Nations system; draft 2025 SG report Mainstreaming a gender perspective into all policies and programmes in the United Nations system.

Dimensions assessed: The comparative study focused on the dimensions listed in Table 9.

Table 9: Comparative study: Dimensions assessed

Dimensions		Guiding Questions
Background and strategic focus areas	Basic info on the strategies	<ul style="list-style-type: none"> What are the main background processes that led or influenced the development of the strategies? Were they reviewed? When? What has been the process for reviewing them?
	Objectives	<ul style="list-style-type: none"> What is the overall vision and specific objectives of the implemented strategies? Are there any implicit theories of change underpinning these objectives? What key outcomes are these strategies expected to achieve?
	Contents of AF/ score card	<ul style="list-style-type: none"> What are the main dimensions and indicators within the AF/scorecard? Are there specific classifications for different types of UN entities?
Institutional set-up	Coordination, governance and funding	<ul style="list-style-type: none"> What coordination and governance mechanisms have been established to implement these strategies? How are financial resources structured to support the strategies?
	Inter-agency actions	<ul style="list-style-type: none"> What are the inter-agency initiatives or bodies involved in supporting the strategies? What are their roles and responsibilities?
	Monitoring and reporting processes	<ul style="list-style-type: none"> How is the reporting and monitoring process structured? What type of quality assurance processes and mechanisms are in place?
	Other accountability mechanisms	<ul style="list-style-type: none"> Are there additional accountability mechanisms beyond the AF/scorecard?
Implementation	Existing guidance/ Facilitating the implementation	<ul style="list-style-type: none"> What guidance is currently available to facilitate the implementation of the strategies? Are there any knowledge management mechanisms in place? Are there specific documents outlining best practices or lessons learned? What support and training processes are available for implementers? What mechanisms are in place to facilitate strategy implementation across various contexts?
	Feedback mechanisms and processes	<ul style="list-style-type: none"> What feedback mechanisms are available to assess the progress of the strategies? How is feedback from relevant stakeholders collected and utilized? How often is feedback analysis conducted, and how are findings integrated into future planning?
	Focal points network	<ul style="list-style-type: none"> Are there any focal point networks to support strategy implementation? What was the process for setting up focal point networks? What is the profile of focal point members? What are the specific responsibilities of focal points in relation to these strategies? How are coordination processes within this network organized?
	Trends in performance	<ul style="list-style-type: none"> Are there any trends in terms of: (i) entities or UNCT reporting; (ii) top-performing indicators; (iii) low-performing indicators; (iv) top-performing entities (nature) or top-performing UNCT/regions?

Dimensions	Guiding Questions
Challenges, good practices and lessons learned	<ul style="list-style-type: none"> • Cross-cutting (covering all dimensions above) What common challenges are faced, and how are they addressed across all dimensions above?

UN entities' disability inclusion strategies

Indicator 3 of the entity accountability framework on disability-specific policy or strategy examined whether an entity has a policy or strategy on disability inclusion, assessed its implementation, and checked whether the entity's governing body is periodically provided with reports on its execution. The rationale behind this indicator is that policies and strategies drive institutional change in a coherent manner, setting appropriate targets according to their own contexts.¹⁴

Objectives: The comparative analysis of entities' disability inclusion strategies provided qualitative insights into the types of instruments in place and their content, enabling the evaluation to understand common areas addressed by the strategies as well as common gaps. It assessed whether they met the requirements of this indicator, whether these instruments offered an adequate institutional framework aligned with the overall rationale of UNDIS, enabling entities to be institutionally equipped to advance across the full range of accountability framework criteria, and whether additional elements have been included that could provide lessons learned. Additionally, the analysis offered insights into how monitoring and self-assessment are functioning.

Scope: The analysis focused on a sample of the 66 entities that reported having a disability policy or strategy in 2023. This number represents the entities that exceed, meet, or approach the requirements for indicator 3. Of the 66 entities, the comparative study reviewed 42 entity strategies. The selection of entities was purposive and included all publicly available policies and strategies, as well as a selection of entities representing the various entity types and entity sizes. The latter group included entities for which entity studies were undertaken as well as entities that were studied based on their dual role in both implementing UNDIS and supporting its implementation more broadly through the development of guidance and policies directly related to key aspects of UNDIS (for example, DSS, DGACM, DOS etc.). An overview of the entities is given in Table 10.

Table 10: Comparative analysis of entity disability inclusion strategies: Number and type of entities reviewed

Entity type	Number of entities approaching requirements	Number of entities reviewed
Secretariat	29	18
Peacekeeping	13	7
Funds and programmes	5	5
Specialized agencies	9 (1 in progress)	7 (1 in progress)
Other	10 (1 in progress)	5
Total	66 (2 in progress)	42 (1 in progress)

Methodology: The methodology was a desk review of the strategies, supported by use of artificial intelligence (AI) [Claude] to compare the characteristics of the strategies that fully met the criteria set out in the

14. In 2023, this indicator was the second worst performer (the first one being Indicator 5. Consultation with persons with disabilities). Of the 81 entities that reported on this indicator, 17 per cent (14) assessed that they are still missing it. Among the 31 per cent (25) that reported approaching the requirements, almost half (12) have received feedback from the disability inclusion team stating that the information provided did not support the assessment or indicated that they follow UNDIS/Secretariat-wide policies, or that their strategy is still being developed.

UNDIS technical guidance for such policies and strategies. Other sources of evidence also address the implementation and potential contributions of having such policies in place, including studies from UN entities and an evidence review. The comparative study considers the different types of UN entities in terms of size (budget and staff) and institutional type. The data were compiled into a single database, and a brief note offered a cross-cutting analysis relevant to the evaluation. For specialized agencies, funds and programmes, an in-depth analysis highlighted how disability inclusion is mainstreamed into programming.

Dimensions assessed: The comparative analysis examined the extent to which the policies satisfactorily: (i) address the specific requirements of indicator 3; (ii) address the recommendations of the Joint Inspection Unit report *Enhancing Accessibility for Persons with Disabilities to Conferences and Meetings of the United Nations System* (JIU/REP/2018/6); (iii) provide an enabling institutional framework to advance across the full range of accountability framework criteria; (iv) provide disability inclusion mainstreaming into programming; and (v) provide additional emerging elements identified during the analysis.

Complete list of entities whose strategies were analysed:

- **Approaches requirements:** DGACM, DGC, ICAO, MONUSCO, OCHA, OSASG Cyprus, SVAC, UNDRR, UNEP, UUNFICYP, UNRWA
- **Meets requirements:** DCO, DESA, DOS, DSS, ECA, ECLAC, ESCAP, OSE-Youth, OSRSG-CAAC, UNDP, UNICEF, UNOG, UNRCCA, UNSCOL, UNSOM-UNSOS, UNV, UNVMC, WIPO
- **Exceeds requirements:** DMSPC, IFAD, ILO, OHCHR, UN Women, UNECE, UNFPA, UNHCR, UNU, WFP, WHO.

Disability inclusion strategies of other development and non-UN actors

Several key non-UN development and private sector actors have established strategies for disability inclusion, reflecting a commitment to inclusivity in line with global standards like the UN Convention on the Rights of Persons with Disabilities (CRPD) and the Sustainable Development Goals (SDGs).

Objective: The comparative analysis of development actors' disability inclusion strategies identifies innovative approaches and good practices that can serve as benchmarks for analysis and inform potential recommendations for the future direction of UNDIS.

Scope: This analysis compares disability inclusion strategies from development actors. The identified strategies included: 1) from bilateral donors: The Australia's Government's Department of Foreign Affairs and Trade's [International Disability Equity and Rights Strategy \(2024\)](#); and the UK Government's Foreign, Commonwealth and Development Office's [Disability Inclusion and Rights Strategy 2022-2030](#); 2) from other development actors: The European Commission's [Strategy for the Rights of Persons with Disabilities 2021-2030](#); the World Bank's [Disability Inclusion and Accountability Framework](#) (updated in 2022); Oxfam Great Britain's [Disability Policy](#) (2018); 3) from private sector actors: JP Morgan Chase's [Disability Inclusion Office's initiatives](#); Barclays Bank's [Accessibility and Disability initiatives](#); [DisabilityIN](#); and the Global Business Disability Network's [Charter](#) – Hosted by the International Labour Organization.

Methodology: The methodology was based on a desk review, examining publicly available documents related to disability inclusion strategies, including policy documents, guidelines and accountability frameworks.

Dimensions: The analysis focused on the design of the strategies and the initiatives undertaken within their frameworks to promote uptake and implementation.

Block 5: Surveys

As part of the evaluation, the evaluation team designed and conducted a survey to augment existing data gathered from secondary sources. The team compared survey platform options and worked with Accessible Surveys, an online survey platform developed in partnership with the International Disability Alliance and in close consultation with persons with disabilities. The platform's features included customizable text sizes, a simplified interface, read aloud, voice recording options, sign language and in-built multi-language options.

The survey was targeted at the following stakeholder groups: UN employees with disabilities, UN employees with dependents with disabilities, external members of organizations of persons with disabilities and persons with disabilities involved with the work of the United Nations.

Block 6: Organizational analysis

Evolution of UNDIS architecture: This analysis was made to map out the evolution of the UNDIS architecture since it was approved and to examine how it is situated in the broader United Nations. The analysis of the evolution included a review of budgets and personnel in the Disability Inclusion Team in the EOSG and any arrangements before it was established.

Mapping the work of the Disability Inclusion Team in EOSG: The work of the Disability Inclusion Team in EOSG over time was analysed around its four main areas of effort:

- Targeted roll-out of the UNDIS accountability scorecard and reporting
- Capacity building and technical support
- Greater participation of organizations of persons with disabilities
- Strengthening internal and external accountability through coordinated implementation, outreach and communication of the strategy.

UNDIS partnerships: The analysis included an assessment of partnerships, especially those outside the United Nations, that have been developed to ensure more effective and efficient implementation of the UNDIS and greater sustainability of the results to which it contributes.

Knowledge management: An assessment was made of the materials available to support the implementation of the UNDIS and of the accessibility of those materials.

The team received a total of 1,407 responses. Question 5 (see below) was utilized to filter out 621 responses from unintended stakeholder groups. A further five responses were removed from the dataset due to erroneous or incomplete data entries, resulting in a total of 781 respondents. The findings were triangulated with other primary and secondary data sources outlined in Section 2.2 of the main report. Both quantitative and qualitative data from the survey were cited in the main report where relevant. Open-ended responses have not been listed in this section for data privacy purposes. Open-ended responses cited in the main report have been anonymized and evidence has been triangulated. Survey results can be found in Annex F.

Block 7: Review of evaluation evidence

Objective: This review consolidated and analysed evaluation evidence from evaluations conducted by United Nations system entities, including information on the United Nations system's activities to promote disability inclusion. The review sought to provide complementary evidence on how the United Nations system is promoting disability inclusion, both within its corporate policies and programming.

Scope: This exercise built upon the evaluation evidence map prepared by the UNSDG System-Wide Evaluation Office (SWE0), which identified 783 evaluations published by United Nations system entities between January 2021 and April 2024. The UNSDG evaluation evidence map classified all evaluations according to 24 priority areas established by the 2020 QCPR (A/RES/75/233), one of which is disability inclusion, totaling 227 evaluations that specifically analyse or reference disability inclusion.¹⁵

The UNSDG evaluation evidence map provides two types of classifications:

- A selected set of evaluations featuring detailed and relevant analysis focused on disability inclusion (Table 11)¹⁶
- A supplementary set of evaluations offering limited analysis pertinent to disability inclusion (n. 209)¹⁷

Additional evaluations identified during the evaluation process that were not included in the UNSDG evaluation evidence map were integrated into the analysis.

Methodology : This review employed a hybrid approach that combined in-depth manual analysis with AI-supported synthesis, providing scalability to consolidate valuable insights on disability inclusion across the United Nations system.

In-depth analysis of selected evaluations: An initial subset of 20 evaluations, identified as highly relevant to the scope, underwent a detailed manual analysis against the evaluation matrix criteria or indicators and the UNDIS accountability framework.¹⁸ This included a close review of each report's methodology, findings, conclusions and recommendations to extract nuanced insights on disability inclusion across different contexts.

AI-assisted analysis for broader set: The remaining 209 evaluations were analysed through AI-based coding and thematic identification.¹⁹ NVIVO was utilized to scan all evaluations and provide an initial coding based on the evaluation matrix and the UNDIS accountability framework, with the aim of establishing a consistent coding structure across all evaluations. This approach not only brings scalability to the analysis but also offers flexibility to test new prompts for data analysis through an iterative process as the evaluation evolved and advanced in data collection.

Quality assurance and validation: Quality assurance was conducted through iterative checks to minimize inaccuracies, including analysing a sample of representative evaluations and cross-checked AI-generated results.

Synthesis and reporting: Evidence from the evaluations was synthesized into a brief note and evidence table.

15. The evaluation evidence map includes global, regional, country-specific and emergency response evaluations and evaluations of joint programmes and pooled funding initiatives. It covers strategic, thematic and cross-cutting issues and areas related to development system management, functioning and funding.

16. A total of 18 evaluations relevant to the disability priority area feature in the UNSDG evaluation evidence map, however one is repeated.

17. The evidence classification and creation of evaluation abstracts were done through a collaborative process involving human expertise and artificial intelligence (AI). A large language model was used, with iterative testing and quality assurance steps implemented throughout the process. The complete series is available at the UNSDG System-Wide Evaluation Office [website](#).

18. In-depth evaluation evidence map found [here](#). Two additional evaluations were added to the initial set of 18 identified.

19. Evidence map found [here](#).

Table 11: Evaluations for in-depth analysis

#	Level	Evaluation	Date	Entities
1	Global	Evaluation of UNICEF's Reasonable Accommodation Fund	Feb-24	UNICEF
2	Global	Evaluation of the UNESCO Education Sector's work on Inclusion in Education (2016-2021)	Feb-22	UNESCO
3	Global	Evaluation of the knowledge products of the Social and Human Sciences Sector (SHS)	Mar-23	UNESCO
4	Global	ILO Disability Inclusion Policy and Strategy (2020-2023) - Final thematic evaluation	Sep-23	ILO
5	Global	Longitudinal Evaluation of UNHCR's Age, Gender and Diversity (AGD) policy: Synthesis Report Year 2	Aug-23	UNHCR
6	Global	Longitudinal Evaluation of UNHCR's Age, gender and diversity (AGD) policy: Final report	Dec-23	UNHCR
7	Global	Longitudinal Evaluation of the Implementation of UNHCR's Age, Gender and Diversity policy Year 1 Report	Feb-22	UNHCR
8	Global	Evaluation of the WHO Policy on Disability	2025	WHO
9	Global	Global Formative Evaluation of UNICEF work on Disability Inclusion 2018-2022	Nov-2024	UNICEF
10	Country level	Independent Country Programme Evaluation: Cambodia	Dec-22	UNDP
11	Joint Programmes	End-of-Programme Evaluation Strengthening Resilience of Pacific Islands States through Universal Social Protection	May-23	UNDP
12	Joint Programmes	Evaluation of the Joint SDG Programme "Transforming Social Protection for Persons with Disabilities in Georgia"	Nov-22	UNICEF, UNFPA, OHCHR, UN Women, WHO, UNDP
13	Joint Programmes	Evaluation of the Joint WFP/UNICEF/ILO Programme: "Towards a Universal and Holistic Social Protection Floor for Persons with Disabilities and Older Persons in the State of Palestine"	Jan-23	WFP, UNICEF, ILO
14	Joint Programmes	Evaluation of the SDG Funded Joint Programme for Supporting the National Social Protection Policy Framework in Cambodia	Apr-22	UNICEF, ILO, WHO
15	Joint Programmes	Evaluation of the UN Joint Programme on Strengthening Social Protection in Uzbekistan	Mar-22	UNICEF, ILO, UNDP
16	Joint Programmes	Final evaluation of the Joint UN SDG Funded Programme for Social Protection in Kenya	Mar-23	UNICEF, ILO, FAO
17	Joint Programmes	Improving Synergies between Social Protection and Public Finance Management - Final joint evaluation	Jan-24	UNICEF, ILO, Global Coalition for Social Protection Floor
18	Synthesis	Case Studies of Best Practice Evaluations by UN Agencies in Asia and the Pacific	Apr-24	UNICEF, UNDP
19	Synthesis	Meta-analysis of OHCHR evaluation findings, conclusions and recommendations relating to disability inclusion (2018-2023)	Jul-23	OHCHR
20	Synthesis	Evaluation Synthesis on Disability Inclusion	Apr-25	OIOS

Block 8: Key documents review

In addition to the documents analysed in the other blocks (for example, evaluation evidence or comparatives analysis) key documents were examined in relation to setting the context and answering evaluation question 1 on strategic positioning.

Table 12: Key documents reviewed

Documentation Type	Documents
UNDIS documentation	UNDIS
	Documents related to the evolution of the strategy
	Annual reports of the Secretary-General on the UNDIS
	Speeches related to UNDIS
	Guidance and support for UNDIS implementation
CRPD documentation	Convention on the Rights of Persons with Disabilities
	Reports, statements, declarations and observations of the Committee on the Rights of Persons with Disabilities
	National periodic reports
Other relevant United Nations documentation	Disability and Development Report 2024
	General Assembly Reports and Resolutions
Relevant external documents	The Global Disability Inclusion Report 2025

Block 9: Other data

A number of other secondary data sources provided background information and evidence to answer specific questions.

QCPR survey data

UN DESA conducts an annual survey of programme countries, Resident Coordinators, entity headquarters and United Nations country team members to gather feedback on global and country-level implementation of the QCPR. The evaluation team identified survey questions related to disability inclusion and UNDIS. Data were used to augment existing analysis. Where appropriate, time series analysis was conducted to examine potential changes over the years. See Annex H for additional detail.

Table 13: QCPR surveys analysed

Survey source	Survey	2019	2021	2022	2023	2024
DESA	Survey of programme countries on UN operational activities for development		<u>n = 118</u>	<u>n = 107</u>	<u>n = 116</u>	<u>n = 122</u>
	QCPR Monitoring Survey of UN Resident Coordinators	n = 116	<u>n = 120</u>	<u>n = 123</u>	<u>n = 129</u>	
	Survey of UN agencies' headquarters		<u>n = 29</u>	<u>n = 30</u>	<u>n = 30</u>	<u>n = 32</u>

UN entity staff surveys

Anonymized staff engagement survey data were analysed from four entities to examine overall satisfaction on a number of key areas (career advancement, work-life balance, employee well-being, human resources practices, etc.) between respondents who self-identified as having disabilities and respondents who identified as not having a disability.

Table 14: Entity staff surveys analysed

Survey source	Survey
UN Secretariat	2021 Staff Engagement Survey
	2024 Staff Engagement Survey
UNFPA	2021 Global Staff Survey
	2024 Global Staff Survey
UNICEF	2024 Global Staff Survey
WFP	Internal WFP analysis of 2024 Employee Engagement Survey on inclusion

UN disability inclusion training courses

Through consultation with stakeholders, the evaluation team came across three disability inclusion training courses across the UN system.

- ITCILO: Promoting Disability Inclusion: Make the change happen
- UN Secretariat: Disability Inclusion: Building an Inclusive and Accessible United Nations
- UNSSC: United Nations Disability Inclusion Strategy - Putting Words Into Action

The team received responses from two of the three course managers. The following types of training course data were obtained:

- Participation numbers disaggregated by gender, age, nationality, entity, RCOs, staff grade
- Course enrolment and completion rates
- Course satisfaction scores.

Training course data has been used to triangulate against other evidence sources for the evaluation findings and conclusions.

UN Secretariat Umoja disability inclusion marker

Umoja is the United Nations' internal financial, human and physical resources software management system. A "disability" marker was introduced in 2023 to allow for United Nations employees to tag projects to the marker at objective, outcome and output levels to indicate a project's relevance in improving accessibility across the system. Tagging against the marker was made mandatory for all types of project contributions in 2025.

The team engaged stakeholders responsible for the administration of the disability marker in the Office of Human Resources, Department of Management Strategy, Policy and Compliance (DMSPC) to learn about the uptake and usage of the marker and how it has improved transparency in disability inclusion project financing.

"United for Disability Inclusion" scheme

As part of its ongoing commitment to diversity and inclusion, DMSPC launched a Disability Inclusion Pledge Campaign "United for Disability Inclusion" in 2023. The campaign aims to encourage all personnel to pledge their commitment to an inclusive workplace for persons with disabilities.

The team interviewed stakeholders within DMSPC responsible for the campaign to understand the impact of the campaign in raising awareness across the United Nations system.

Annex F: Survey

The survey comprised 32 questions: 5 common identifier or background questions, 16 questions for UN employees and 11 questions for other stakeholder groups. Details of the questions are provided in Table 15. The 32 questions included a mix of open-ended and close-ended questions.

The survey was provided in English, French, Spanish, Russian and Arabic. A multi-channel dissemination strategy was utilized to increase outreach. This included sharing the survey with the International Disability Alliance, members of the Evaluation Advisory Group, UNDIS evaluation UN focal points, heads of UN staff unions, heads of UN employee resource groups and support networks, as well as posts on iSeek and Viva Engage.²⁰

Table 15: Survey questions

Survey Questions
Survey Questions (UN employees)
How inclusive do you consider the UN entity you work with?
What do you know about the UN Disability Inclusion Strategy (UNDIS)?
Since 2019, how has the UN entity you work(ed) with changed on: Provision of reasonable accommodation to persons with disabilities
Since 2019, how has the UN entity you work(ed) with changed on: Accessibility (physical and digital)
Since 2019, how has the UN entity you work(ed) with changed on: Inclusive workplace culture
Since 2019, how has the UN entity you work(ed) with changed on: Attracting and recruiting persons with disabilities
Since 2019, how has the UN entity you work(ed) with changed on: Retention and career development of persons with disabilities
In your experience, what has worked well to advance the employment of persons with disabilities in the UN so far? Please share any perspectives or good practice
Have you personally experienced discrimination in the workplace because of your disability / because you have a dependent with a disability?
If you experienced or if you fear that you might experience discrimination related to your disability, does it concern: Denial or failure to provide reasonable accommodation; Unfair treatment in recruitment; Unfair treatment regarding employment conditions; Unfair treatment regarding career development; Lack of action to address ableism and negative attitudes in the workplace; Other please specify
If you wish to share your personal experience, please describe here what happened and what actions you took:
Are you a member of any of the following: Member of an Employee Resource Group of staff with disabilities AND staffs with dependents with disabilities; Member of an Employee Resource Group of staff with disabilities only; Employee Resource Group of staffs with dependents with disabilities only; Member of a staff association or staff union; I am not a member of any employee group related to disability; I prefer not to say
How is your group consulted by the management or human resources in your agency?
Do you consider that inputs provided through consultations with your group: Are fully acknowledged and often acted upon by the organization; Are taken into account but only to a certain extent; Are not taken into account; I don't know
What have been the benefits of being part of this group for you personally?
What are the main successes of this group to advance the rights of UN employees with disabilities?
What are your recommendations for the UN to become an employer of choice for persons with disabilities?

20. iSeek is the internal communications platform for the UN Secretariat, providing a central access point to global information for UN personnel across the UN system. Viva Engage is a social employee communication platform utilized by the UN.

Survey Questions
Survey Questions (Members of OPDs)
If you compare today with 5 years ago, how has your involvement / the involvement of your OPD with the UN changed?
Do you know about the UN Disability Inclusion Strategy (UNDIS)?
How does the United Nations (UN) organization or programme that you work with make sure persons with disabilities can take part? Is the physical environment accessible? (such as offices, meeting venues, toilets)?
How does the United Nations (UN) organization or programme that you work with make sure persons with disabilities can take part? Is information and communication accessible? (such as Sign Language interpretation, captioning, hearing loop or microphone systems, accessible documents)?
How does the United Nations (UN) organization or programme that you work with make sure persons with disabilities can take part? Does the United Nations (UN) organization or programme have a positive attitude and are they willing to make sure persons with disabilities can take part?
How does the United Nations (UN) organization or programme that you work with make sure persons with disabilities can take part? Does the United Nations (UN) organization or programme have the knowledge on how to make sure persons with disabilities can take part?
How does the United Nations (UN) organization or programme that you work with make sure persons with disabilities can take part? Does this UN organisation or programme give funding to make sure you/ your Organization of Persons with Disabilities (OPD) can take part, such as money for transportation, a personal assistant, an interpreter?
On which issues are you/your organisation involved with the United Nations (UN)?
Do you consider that inputs provided through consultations by your group: Are fully acknowledged and often lead to concrete actions; Are taken into account but only to a certain extent; Are not taken into account; I am not sure
Do you consider that the ways the UN works with OPDs (select all options that are true): Builds OPDs' technical capacities; Builds OPDs' organizational capacities (e.g. project management, due diligence); Supports coalition building and cohesion among OPDs; Leads to divisions and tension between OPDs; Reinforces inclusion of most marginalized persons with disabilities; Adequately covers the costs of meaningful OPD engagement; Helps our OPD to advance our priorities; Creates extra work that does not always align with our OPD's priorities
In your opinion, what have been the most significant changes for persons with disabilities in your city / country / region in the last 5 years?
To your knowledge, how did the United Nations contribute to these changes?
What are recommendations to the UN to improve the way they engage with persons with disabilities and OPDs?

The UNSDG System-Wide Evaluation Office distributed the survey on 5 March 2025 with an initial deadline of 21 March 2025. Two reminders were sent, and the deadline was extended to 31 March 2025 following sustained interest and requests to complete the survey. A majority of survey respondents reported facing no issues with the accessibility features integrated in the survey platform. Two respondents reached out highlighting accessibility issues with the survey platform but these issues were resolved after reloading the survey link.

The team received a total of 1,407 responses and filtered out 621 responses from unintended stakeholder groups. A further 5 responses were removed from the dataset due to erroneous or incomplete data entries, resulting in a total of 781 respondents. The findings were triangulated with other primary and secondary data sources outlined in Section 2.2 of the main report. Both quantitative and qualitative data from the survey were cited in the main report where relevant. All open-ended responses have not been listed in this section for data privacy purposes. Open-ended responses cited in the main report have been anonymised and evidence was triangulated.

Profile of respondents

Of the 781 total responses, 49.2% (384) considered themselves to be a person with a disability who currently works or has worked as an employee of the UN. 23.4% (183) reported themselves as being a person with a dependent with a disability (child, other family member) who currently works or has worked as an employee of the UN. 25.2% of respondents were a member or a staff member of an organisation or association for persons with disabilities, while 2.2% (17) indicated that they were a person with a disability who is involved with the work of the United Nations, but not through an OPD.²¹

A majority (60.3%/471) of respondents were women, while 37.5% (293) of respondents were men. 0.6% (5) were nonbinary and 1.5% (12) preferred not to say. 36.9% (288) of respondents were 50 years old or above, 60.9% (476) were between the ages of 26 and 49 and 2.2% (17) were 25 years old and below.

Respondents were spread across a variety of geographies, including Africa (24.1%/188), Asia (18.1%/141), Middle East and North Africa (5.5%/43), Europe (23.6%/184), North America (13.3%/104) and the Latin America and the Caribbean (15.5%/121).

Respondents were able to self identify across a variety of disabilities and allowed to select all statements that were applicable to them. Table 16 shows the spread of responses. Of the 781 respondents, 672 identified as having one or more disabilities. 211 respondents were a family member or carer of a person with a disability. 52 respondents indicated that they did not have a disability.

Table 16: Survey question 1: Do you consider yourself to be:

Do you consider yourself to be:	
A blind or partially sighted person	66
A person with a physical disability	244
A deaf person	25
A person who is hard of hearing or has other hearing difficulties	54
A person with deaf blindness	1
A person with an intellectual disability	10
An autistic person	34
A person with a psychosocial disability	65
A person with short stature / little people	8
A person with albinism	8
A person affected by leprosy	1
A person with a cognitive impairment	22
A person with a chronic disease	98
A person with multiple disabilities	36
A person without a disability	52
A family member or carer of a person with a disability	211
Other – please write here:	27
prefer not to say	53

21. This question was used to filter survey respondents. Respondents who indicated that they were UN employees with disabilities or UN employees with dependents with disabilities were able to access survey questions for UN employees, while respondents who indicated that they were members of organizations of persons with disabilities or persons with disabilities involved with the work of the UN were able to access survey questions for members of OPDs. Respondents not in these categories were filtered out before data analysis and are not included in the survey results.

583 respondents who identify as UN employees

Of the 583 respondents who identified as UN employees, 12.2% (71) have worked at the UN for less than 1 year, 23.0% (134) for between 2 and 5 years, 18.7% (109) between 5 and 10 years and 43.4% (253) for more than 10 years. The table below shows the current positions of the respondents.

Table 17: Evaluation survey Q7: What is your current position with the UN?

What is your current position with the UN?		
Intern	5	0.9%
Consultant	43	7.4%
UNV	59	10.1%
Young Professional	5	0.9%
National staff (or equivalent)	80	13.7%
G staff (or equivalent)	160	27.4%
P1-P5 (or equivalent)	195	33.4%
D1 and above (or equivalent)	7	1.2%
Other (please specify)	9	1.5%
I have experience but do not currently work with UN	20	3.4%
Grand Total	583	100.0%

242 respondents who identified as members of organisations of persons with disabilities or persons with disabilities who are involved with the work of the UN system

The table below shows the distribution of the 242 respondents and the nature of the partnership between their OPDs and the UN.

Table 18: Evaluation survey Q23: How does your OPD engage with the United Nations and its work?

How does your OPD engage with the United Nations and its work?	A Man	A Woman	Nonbinary	I prefer not to say	Grand Total
We have a formal partnership with one or more UN agency	23.4%	22.5%	0.0%	0.0%	22.8%
We collaborate regularly with the UN but have no formal partnership	27.9%	15.8%	0.0%	0.0%	21.6%
We collaborate with the UN but not regularly	27.0%	30.0%	0.0%	100.0%	28.9%
We do not collaborate with the UN at all	9.0%	9.2%	0.0%	0.0%	9.1%
I don't know	10.8%	19.2%	0.0%	0.0%	15.1%
I prefer not to say	1.8%	3.3%	0.0%	0.0%	2.6%
Grand Total	111	120	0	1	232

Annex G: Analysis of UNDIS entity accountability framework and United Nations country team accountability scorecard data

Entity framework data

Table 19: Percentage of reporting entities meeting or exceeding UNDIS indicators 2019-2024

Indicator No.	2019	2020	2021	2022	2023	2024
1. Leadership	16.1%	33.3%	39.7%	46.8%	54.3%	52.9%
2. Strategic planning	18.2%	21.2%	34.7%	34.2%	43.8%	42.4%
3. Disability-specific policy/strategy	11.3%	30.8%	37.0%	48.1%	51.9%	54.1%
4. Institutional set-up	22.6%	21.2%	43.8%	48.7%	50.0%	65.1%
5. Consultations with PWDs	11.1%	10.6%	25.0%	32.5%	37.0%	48.2%
6. Accessibility	17.4%	13.6%	25.0%	27.9%	34.0%	25.5%
6 1. Conferences and events	20.4%	38.1%	45.1%	48.7%	38.8%	44.6%
7. Reasonable accommodation	16.0%	8.2%	48.6%	26.3%	27.8%	37.3%
8. Procurement	4.1%	1.7%	4.6%	6.0%	8.0%	22.5%
9. Programmes and projects	19.6%	10.2%	12.5%	14.3%	24.1%	32.8%
10. Evaluation	2.2%	7.8%	10.3%	33.3%	32.3%	37.1%
11. Country programme documents	21.7%	4.5%	31.8%	31.8%	41.7%	27.3%
12. Joint initiatives	48.0%	40.6%	45.8%	58.7%	63.3%	58.5%
13. Employment	17.0%	9.2%	20.8%	21.1%	18.8%	17.6%
14. Capacity development for staff	3.8%	9.4%	8.2%	5.3%	21.3%	24.7%
15. Communication	12.3%	12.3%	38.4%	44.2%	50.0%	59.5%

Source: Analysis of United Nations entity accountability framework data by the evaluation team.

Table 20: Average entity index scores

Average Score							
2019	2020	2021	2022	2023	2024	Average	AGR
0.74	0.86	1.14	1.28	1.35	1.38	1.16	13%

Source: Analysis of United Nations entity accountability framework data by the evaluation team.

Table 21: Average entity index scores by indicator number by year

Indicator No.	2019	2020	2021	2022	2023	2024	Average	AGR
1. Leadership	1.02	1.17	1.41	1.58	1.65	1.58	1.43	9%
2. Strategic planning	0.80	0.83	1.15	1.25	1.41	1.39	1.17	12%
3. Disability-specific policy/strategy	0.49	0.80	1.04	1.30	1.49	1.53	1.16	26%
4. Institutional set-up	0.98	1.29	1.58	1.72	1.71	1.87	1.57	14%
5. Consultations with PWDs	0.46	0.33	0.82	1.09	1.19	1.28	0.91	23%
6. Accessibility	0.74	0.80	0.98	1.21	1.21	1.09	1.01	8%
6 1. Conferences and events	0.80	1.11	1.27	1.37	1.31	1.33	1.22	11%
7. Reasonable accommodation	0.76	0.87	1.43	1.25	1.25	1.39	1.19	13%
8. Procurement	0.20	0.70	0.88	0.97	0.99	1.13	0.85	41%
9. Programmes and projects	0.70	0.59	0.75	1.04	1.09	1.31	0.93	14%
10. Evaluation	0.35	0.71	0.90	1.19	1.22	1.23	0.97	29%
11. Country programme documents	0.65	0.41	0.95	1.14	1.38	1.18	0.96	13%
12. Joint initiatives	1.64	1.56	1.67	1.81	1.92	1.78	1.74	2%

Indicator No.	2019	2020	2021	2022	2023	2024	Average	AGR
13. Employment	0.85	0.91	1.11	1.17	1.11	1.12	1.06	6%
14. Capacity development for staff	0.55	0.72	0.81	0.89	1.13	1.14	0.90	16%
15. Communication	0.40	0.46	1.16	1.39	1.50	1.60	1.14	32%

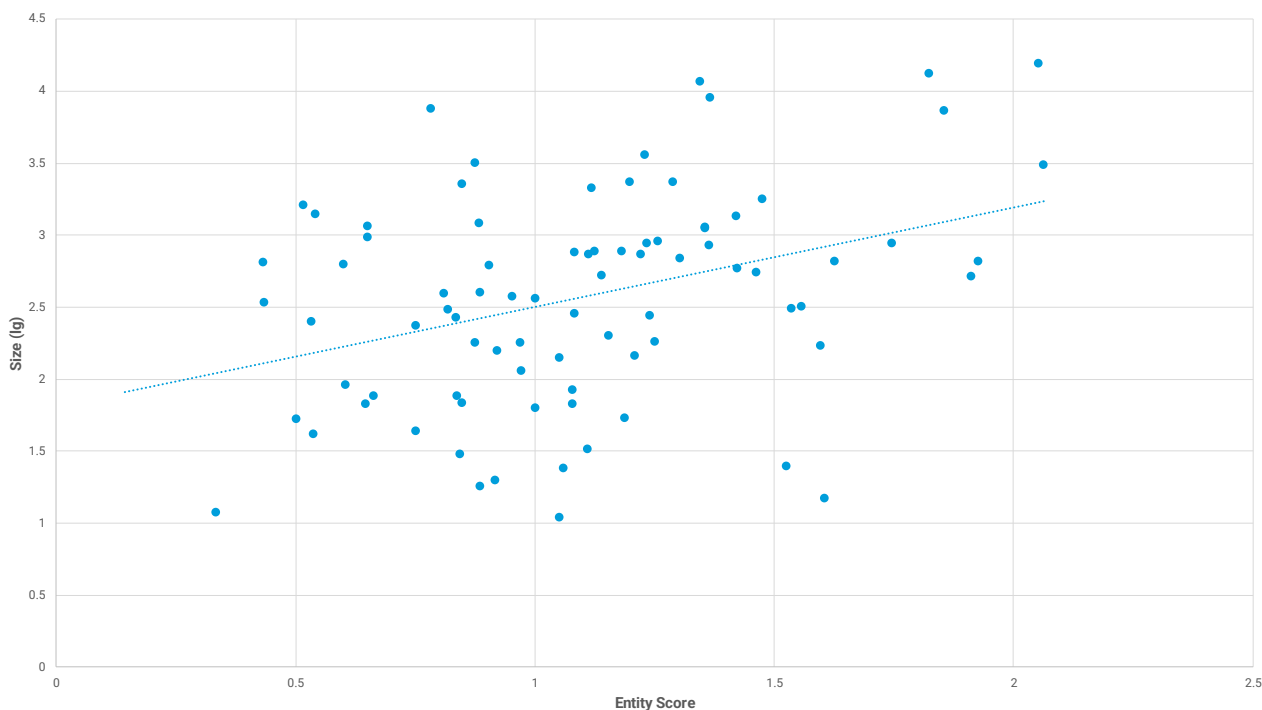
Source: Analysis of United Nations entity accountability framework data by the evaluation team.

Table 22: Average entity index scores by availability of resource group by year

Resource Group	2019	2020	2021	2022	2023	2024	Average	AGR
No	0.72	0.79	1.08	1.22	1.28	1.30	1.10	13%
Yes	0.83	1.11	1.38	1.56	1.70	1.78	1.41	16%

Source: Analysis of United Nations entity accountability framework data by the evaluation team. Resource group data obtained from interviews with key stakeholders.

Figure 2: Entity size against Average entity index scores



Source: Analysis of United Nations entity accountability framework data by the evaluation team. Entity size obtained from United Nations system’s Chief Executive Board for Coordination human resources statistics for personnel by organization.

UNCT scorecard data

Table 23: Percentage of reporting UNCTs meeting or exceeding UNDIS indicators, 2020-2024

Indicator No.	2020	2021	2022	2023	2024
1. Leadership	27.3%	32.1%	31.3%	48.1%	52.7%
2. Strategic planning	50.0%	66.7%	61.1%	69.0%	71.8%
3. Cooperation Framework	34.9%	37.7%	42.3%	58.9%	55.7%
4. UNCT set-up and coordination	17.2%	28.5%	35.1%	46.2%	52.7%
5. Consultations with PWDs	32.5%	35.2%	29.0%	37.3%	41.4%

Indicator No.	2020	2021	2022	2023	2024
6. Accessibility of UN premises and accommodation	7.1%	9.2%	7.7%	18.5%	16.0%
7. Inclusive procurement of goods and services	9.6%	10.9%	11.9%	22.0%	28.5%
8. Joint programmes	22.6%	25.2%	23.4%	28.2%	33.0%
9. Data	37.2%	46.9%	42.7%	55.0%	58.0%
10. Monitoring and evaluation	5.6%	7.9%	10.9%	22.7%	25.4%
11. Humanitarian	30.3%	35.3%	33.9%	48.2%	46.6%
12. Employment	14.3%	20.8%	17.6%	33.1%	38.2%
13. Capacity development for staff	9.4%	18.3%	20.6%	36.4%	41.2%
14. Communication	21.1%	30.5%	25.2%	46.9%	50.8%

Source: Analysis of United Nations UNCT scorecard data by the evaluation team.

Table 24: Average UNCT index scores

Average Score						
2020	2021	2022	2023	2024	Average	AGR
0.86	1.02	0.98	1.28	1.35	1.10	12%

Source: Analysis of United Nations UNCT scorecard data by the evaluation team.

Table 25: Average UNCT index scores by indicator number by year

Indicator No.	2020	2021	2022	2023	2024	Average	AGR
1. Leadership	1.09	1.22	1.19	1.57	1.60	1.33	10%
2. Strategic planning	1.37	1.67	1.64	1.90	1.93	1.71	9%
3. Cooperation Framework	1.07	1.19	1.20	1.58	1.55	1.32	10%
4. UNCT set-up and coordination	0.65	1.00	1.12	1.38	1.46	1.13	22%
5. Consultations with PWDs	1.07	1.13	1.07	1.29	1.39	1.19	7%
6. Accessibility of UN premises and accommodation	0.44	0.57	0.55	0.88	0.84	0.66	18%
7. Inclusive procurement of goods and services	0.50	0.58	0.59	0.82	0.98	0.70	18%
8. Joint programmes	0.83	0.94	0.76	0.95	1.11	0.92	8%
9. Data	1.07	1.23	1.16	1.43	1.42	1.26	7%
10. Monitoring and evaluation	0.55	0.68	0.71	1.00	1.12	0.82	19%
11. Humanitarian	1.06	1.18	1.05	1.37	1.37	1.20	7%
12. Employment	0.73	0.84	0.72	1.10	1.25	0.93	14%
13. Capacity development for staff	0.60	0.83	0.89	1.33	1.33	1.00	22%
14. Communication	0.94	1.14	1.05	1.45	1.58	1.24	14%

Source: Analysis of United Nations UNCT scorecard data by the evaluation team.

Table 26: Average UNCT index scores by country income level by year

Income	2020	2021	2022	2023	2024	Average	AGR
High-income	0.89	1.01	1.02	1.25	1.31	1.10	10%
Low-income	0.84	0.96	0.91	1.18	1.25	1.03	10%
Lower middle-income	0.84	0.98	0.92	1.26	1.38	1.08	13%
Upper middle-income	0.88	1.06	1.05	1.34	1.37	1.14	12%
#N/A	1.18	1.50	1.38	1.69	1.69	1.51	9%

Source: Analysis of United Nations UNCT scorecard data by the evaluation team, country income data from DESA World Economic Situation and Prospects 2024 Report.

Table 27: Average UNCT index scores by LDC status by year

Indicator No.	2020	2021	2022	2023	2024	Average	AGR
No	0.93	1.00	0.98	1.27	1.36	1.12	10%
Yes	0.75	1.05	0.97	1.31	1.33	1.07	15%

Source: Analysis of United Nations UNCT scorecard data by the evaluation team, LDC data from DESA World Economic Situation and Prospects 2024 Report.

Table 28: Average UNCT index scores by region by year

Region	2020	2021	2022	2023	2024	Average	AGR
Africa	0.85	0.93	0.83	1.09	1.19	0.98	9%
Arab States	0.94	0.99	0.86	1.03	1.10	0.99	4%
Asia Pacific	0.77	0.99	1.07	1.45	1.51	1.16	18%
Europe and Central Asia	1.10	1.39	1.41	1.64	1.69	1.45	11%
Latin America and the Caribbean	0.79	0.97	0.93	1.36	1.40	1.09	16%

Source: Analysis of United Nations UNCT scorecard data by the evaluation team.

Table 29: Average UNCT index scores by availability of seed funding by year

Seed Funding	2020	2021	2022	2023	2024	Average	AGR
No	0.84	0.97	0.91	1.23	1.32	1.06	12%
Yes	0.98	1.25	1.34	1.60	1.51	1.34	11%

Source: Analysis of United Nations UNCT scorecard data by the evaluation team. Seed funding information provided by the Disability Inclusion team.

Table 30: Average UNCT index scores by presence of PRPD programmes in-country by year

PRPD Programmes	2020	2021	2022	2023	2024	Average	AGR
No	0.80	0.89	0.86	1.15	1.22	0.99	11%
Yes	0.93	1.15	1.11	1.42	1.49	1.22	13%

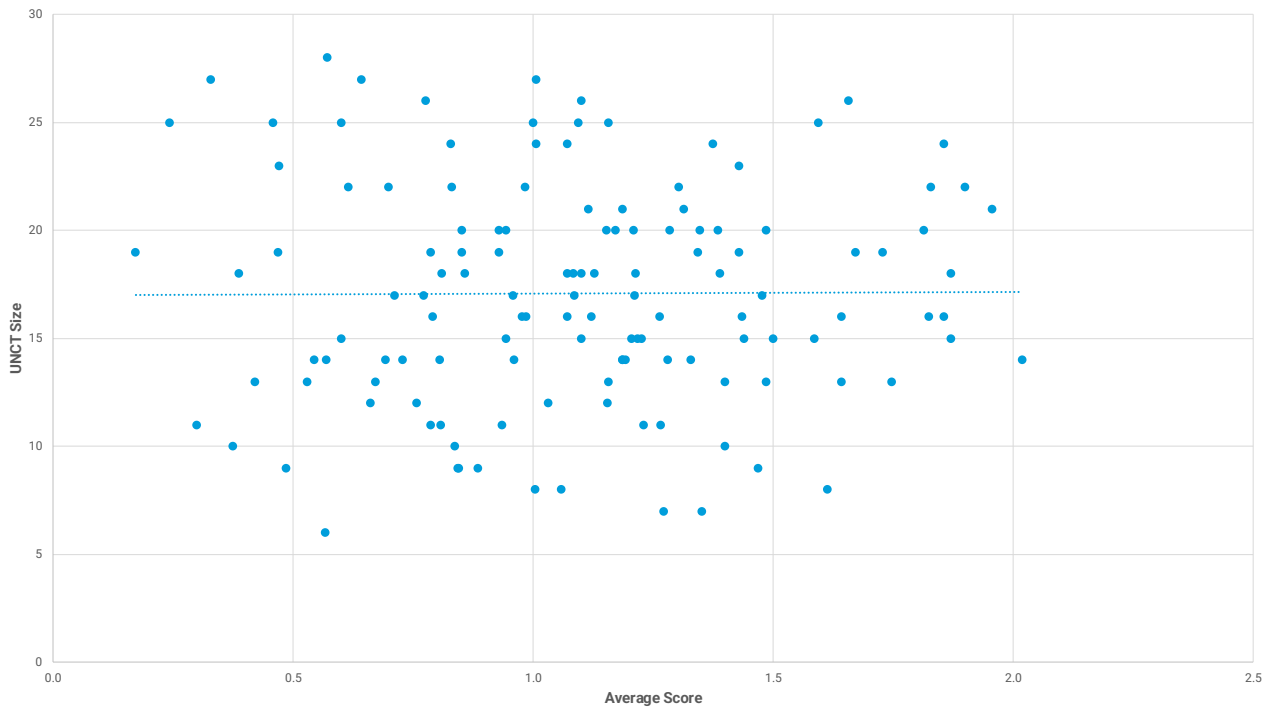
Source: Analysis of United Nations UNCT scorecard data by the evaluation team. PRPD programme data obtained from the Global Disability Fund and UNPRPD websites.

Table 31: Average UNCT index scores by humanitarian context by year

Humanitarian Context	2020	2021	2022	2023	2024	Average	AGR
Yes	0.89	1.03	1.02	1.27	1.35	1.12	11%
No	0.75	0.96	0.84	1.33	1.35	1.04	16%

Source: Analysis of United Nations UNCT scorecard data by the evaluation team. Data from Global Humanitarian Overview 2024 and OCHA website.

Figure 3: UNCT size against Average UNCT index scores



Source: Analysis of United Nations UNCT scorecard data by the evaluation team. UNCT size obtained from UNINFO.

Annex H: Analysis of Quadrennial Comprehensive Policy Review surveys

QCPR survey for governments (2021-2024)

Figure 4: Please rate the effectiveness of UN development system support to your country in the past year in expanding targeted measures of social protection policies and programmes for persons with disabilities

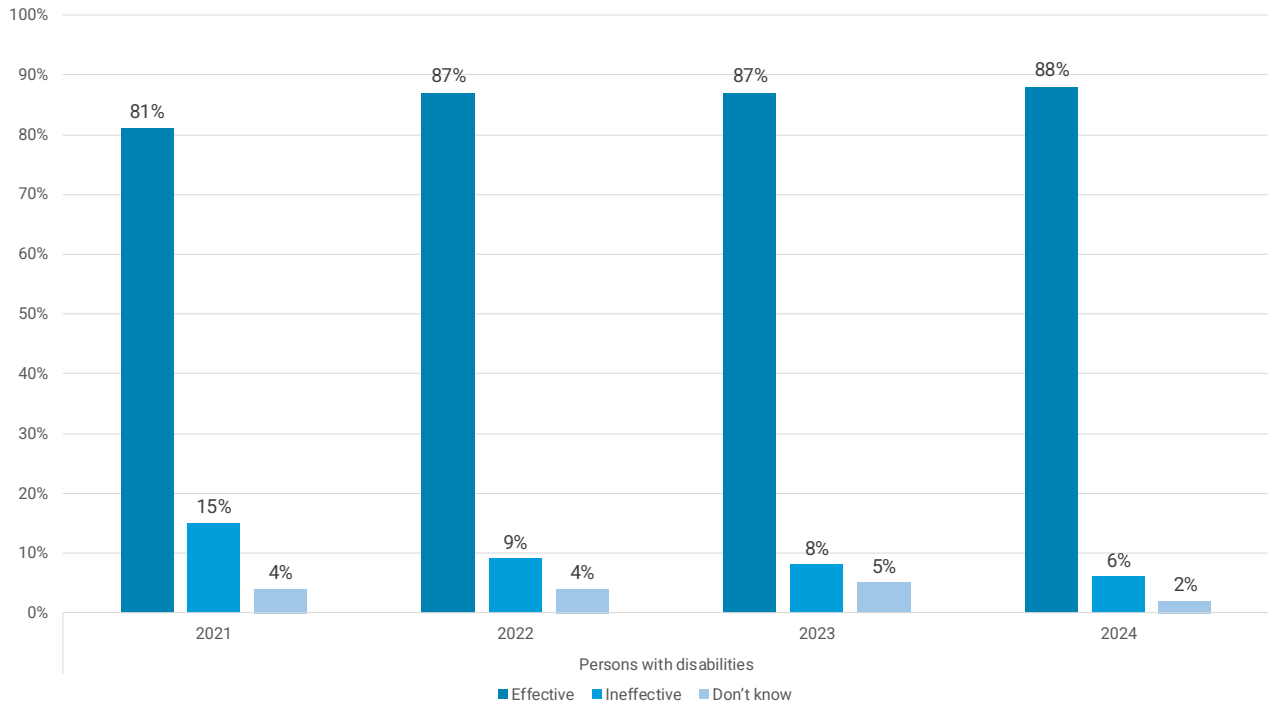


Table 32: Please rate the effectiveness of UN development system support to your country in the past year in expanding targeted measures of social protection policies and programmes

Group	Year	Effective	Ineffective	Don't know
Persons with disabilities	2021	81%	15%	4%
	2022	87%	9%	4%
	2023	87%	8%	5%
	2024	88%	6%	2%
Indigenous peoples	2021	52%	23%	25%
	2022	61%	22%	17%
	2023	48%	20%	32%
	2024	35%	7%	20%
Children and youth	2021	99%	1%	0%
	2022	97%	0%	3%
	2023	91%	6%	3%
	2024	92%	2%	1%

Figure 5: The United Nations country team engages meaningfully with persons with disabilities

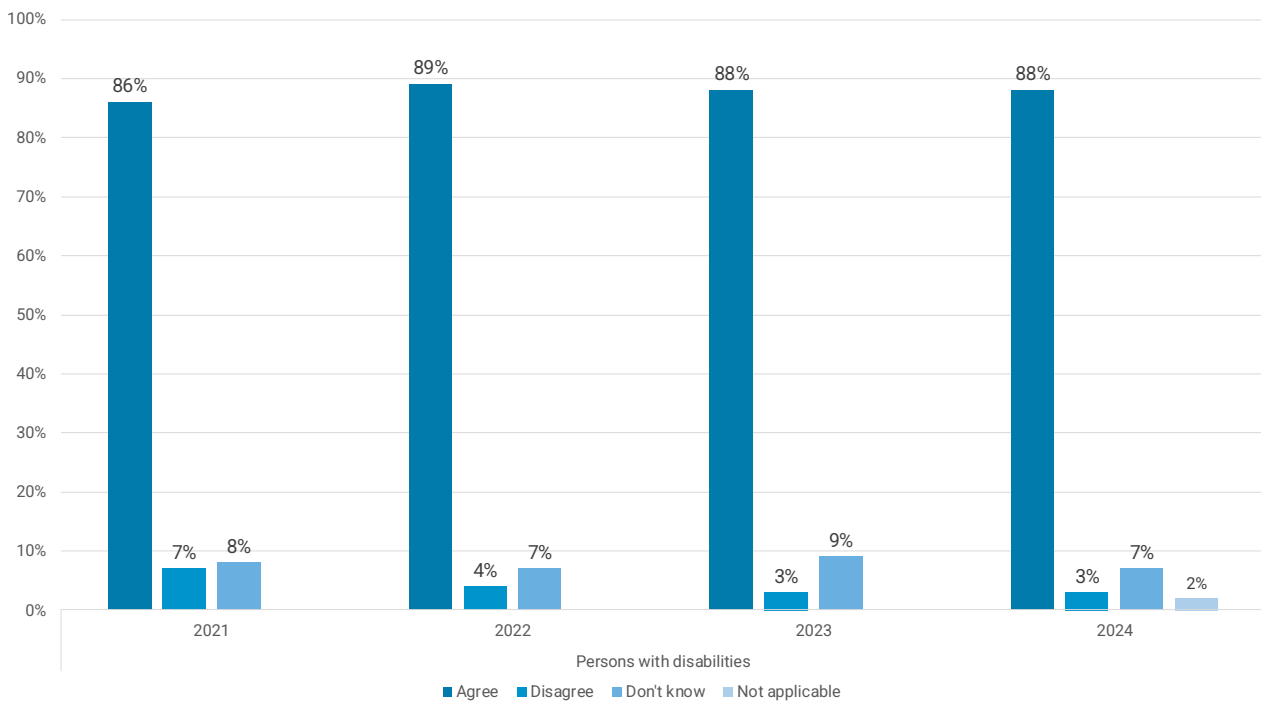


Table 33: The United Nations country team engages meaningfully with persons with disabilities

Group	Year	Agree	Disagree	Don't know	Not applicable
Persons with disabilities	2021	86%	7%	8%	
	2022	89%	4%	7%	
	2023	88%	3%	9%	
	2024	88%	3%	7%	2%
Indigenous peoples	2021	63%	12%	25%	
	2022	65%	13%	23%	
	2023	61%	14%	25%	
	2024	34%	3%	17%	47%
Children and youth	2024	92%	0%	7%	1%
	2021	91%	5%	5%	
	2022	94%	2%	4%	
	2023	93%	3%	4%	
Women groups	2021	90%	4%	6%	
	2022	97%	0%	3%	
	2023	92%	2%	6%	
	2024	94%	0%	4%	2%

QCPR survey for Resident Coordinators (2019, 2021-2023)

Figure 6: Does the Cooperation Framework/UNDAF substantively address the needs of persons with disabilities? (2019)

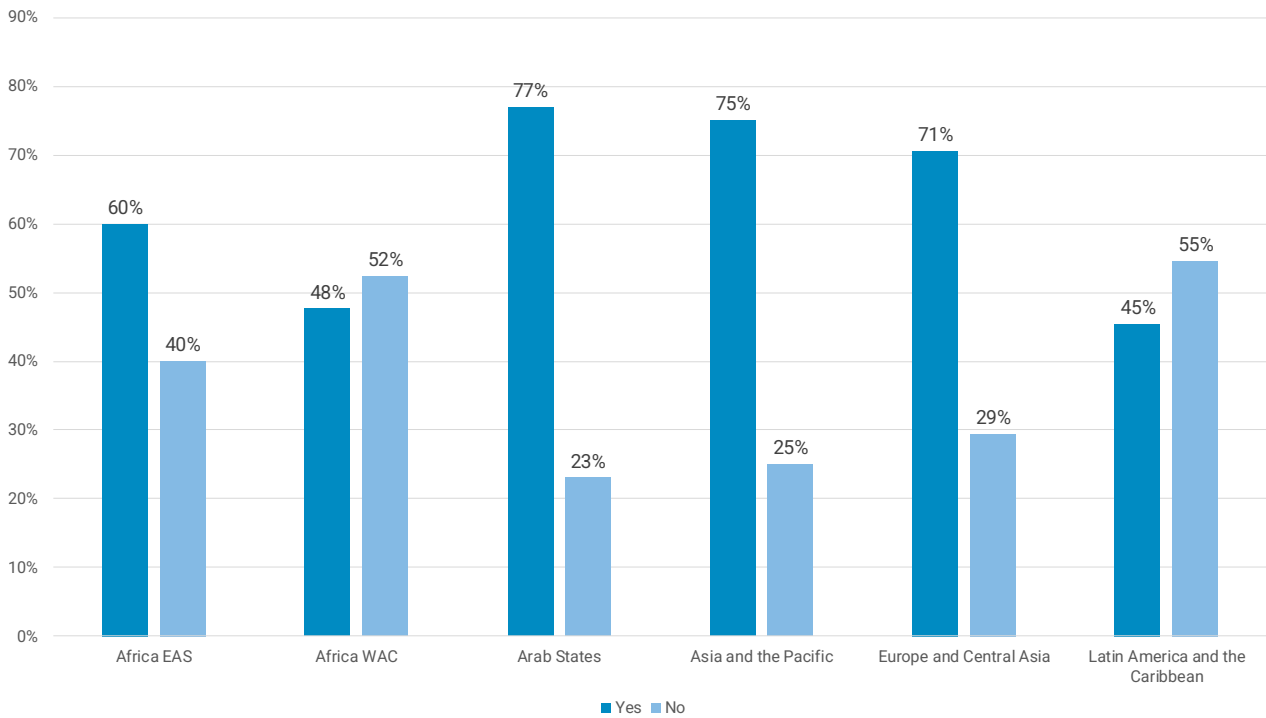


Figure 7: To what extent has the UNCT provided effective support to the host country in the past year in expanding targeted measures of social protection policies and programmes for: persons with disabilities

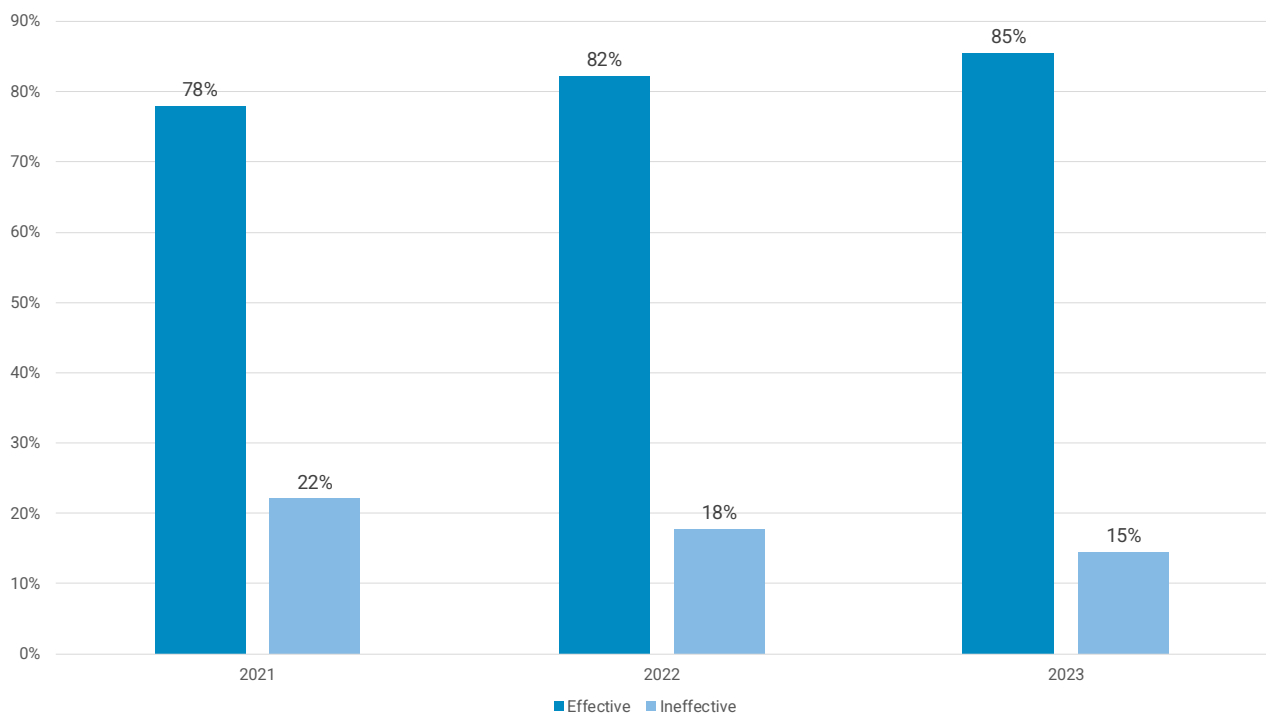


Table 34: To what extent has the UNCT provided effective support to the host country in the past year in expanding targeted measures of social protection policies and programmes for: persons with disabilities

Group	Year	Effective	Ineffective
Persons with disabilities	2023	85%	15%
	2022	82%	18%
	2021	78%	22%
Women and girls	2023	98%	2%
	2022	98%	2%
	2021	97%	3%
Children and youth	2023	99%	1%
	2022	99%	1%
	2021	98%	2%
Indigenous peoples	2023	75%	25%
	2022	75%	25%
	2021	75%	25%

QCPR survey for UN headquarters (2021-2024)

Figure 8: Does your entity’s strategic plan include provisions aimed at elevating programming targeting persons with disabilities and their representative organizations?

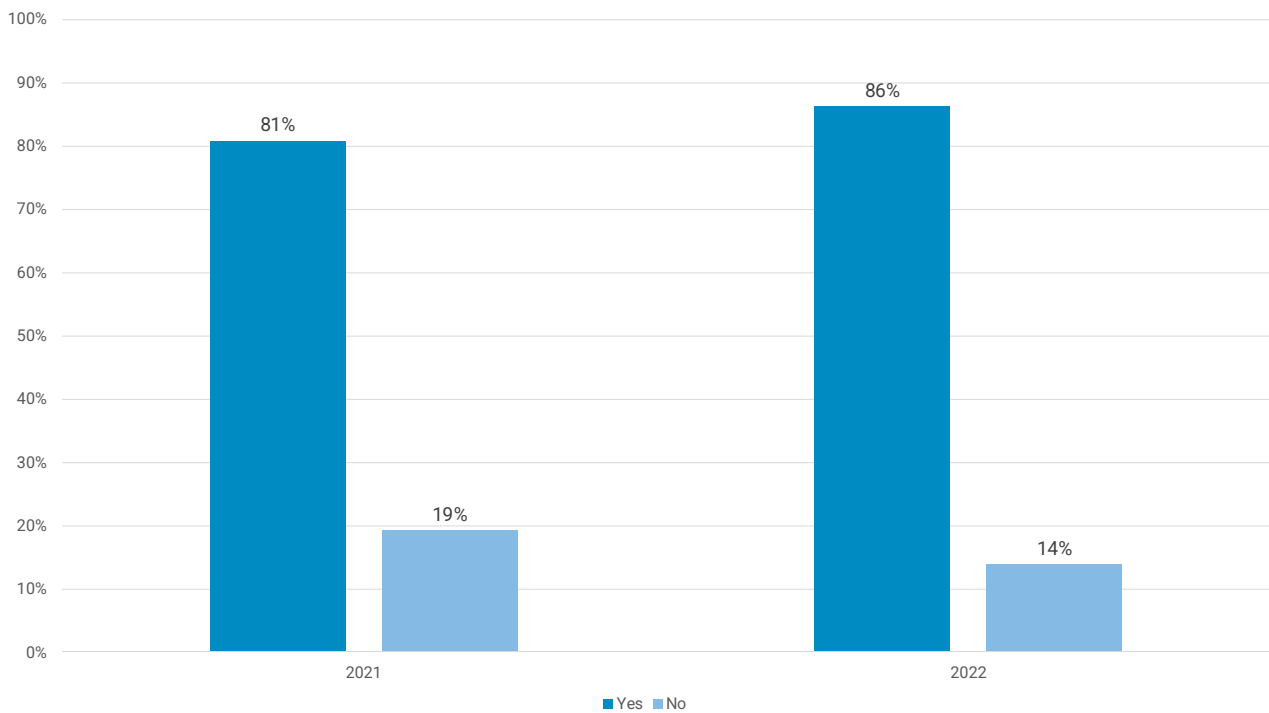


Figure 9: Does your entity's corporate policies/guidance include provisions aimed at mainstreaming of disability inclusion across your entity's programmes and operations, in line with the United Nations Disability Inclusion Strategy?

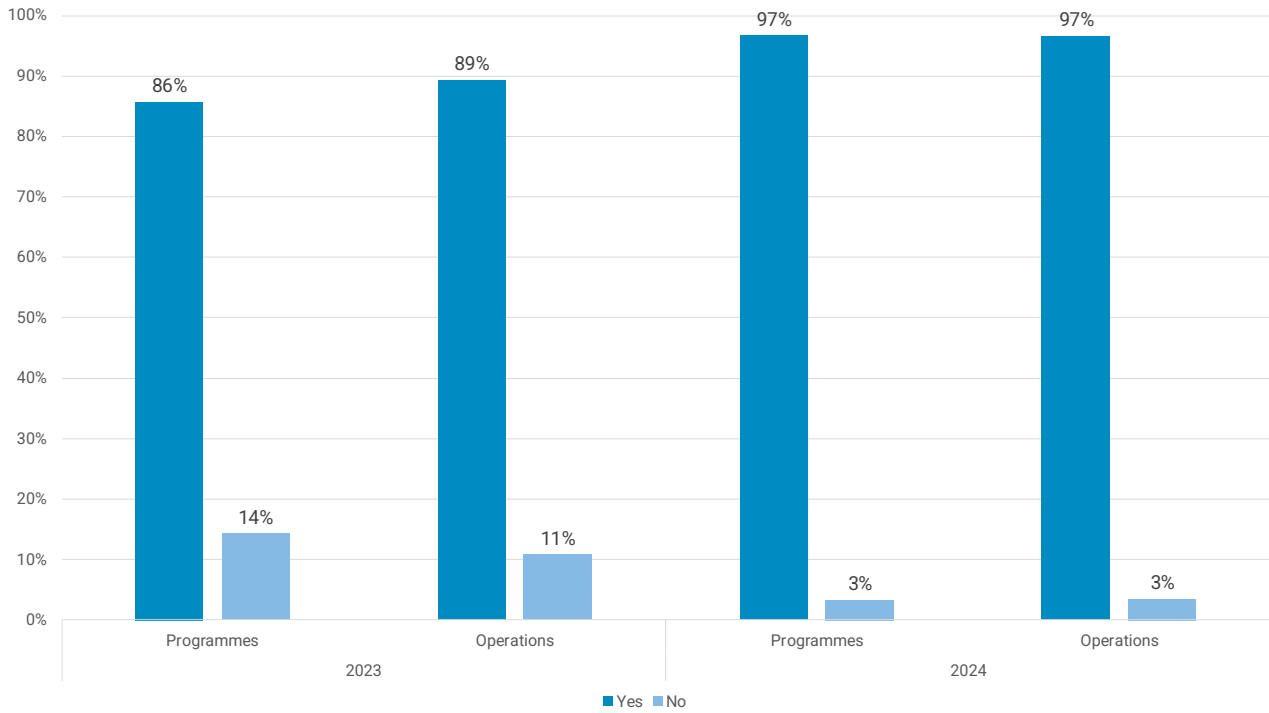


Figure 10: Which group(s) does your entity disaggregate the data and measure its progress for? Persons with disabilities

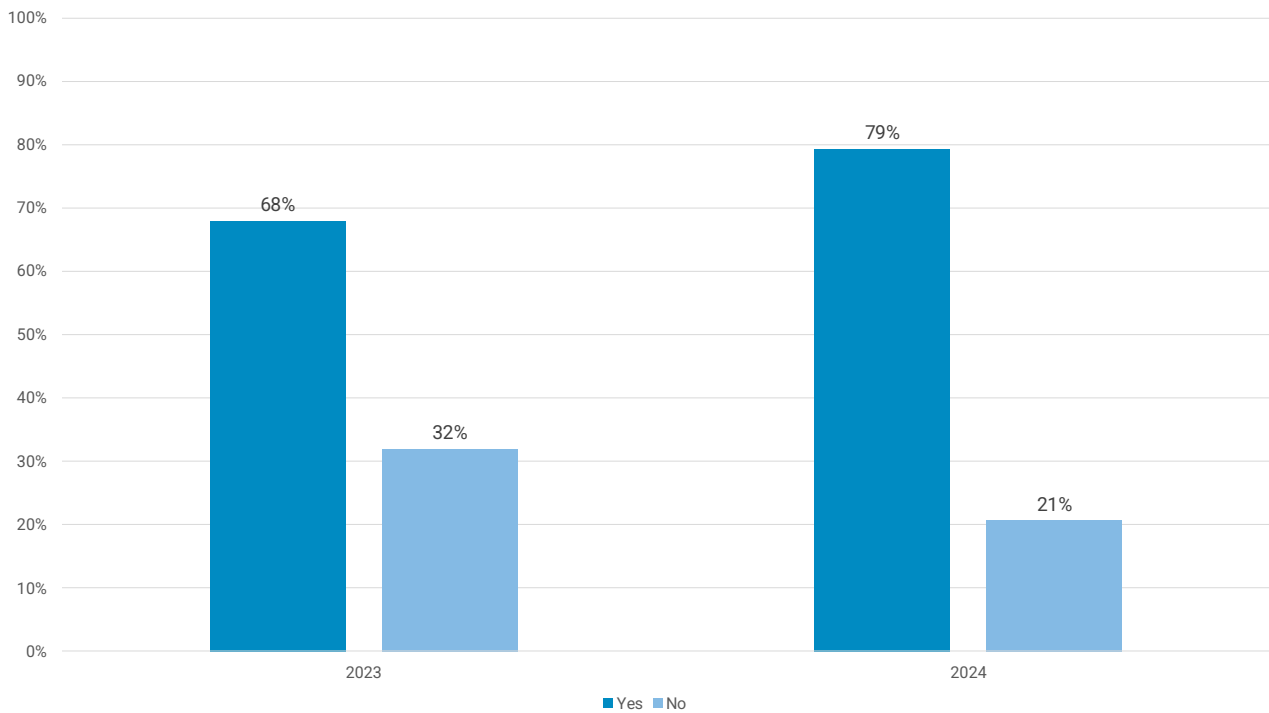


Table 35: Which group(s) does your entity disaggregate the data and measure its progress for?

Group	Year	Yes		No		Total
Persons with disabilities	2023	68%	17	32%	8	25
	2024	79%	23	21%	6	29
Women and girls	2023	96%	25	4%	1	26
	2024	93%	28	7%	2	30
Children	2023	50%	11	50%	11	22
	2024	59%	16	41%	11	27
Youth	2023	79%	19	21%	5	24
	2024	83%	24	17%	5	29
Indigenous peoples	2023	33%	7	67%	14	21
		44%	11	56%	14	25

Annex I: Mapping recommendations, conclusions and findings

Key conclusion and corresponding recommendation	Key finding(s)
Overarching conclusion	1, 2, 7, 10
1. UNDIS 2.0: Overall UNDIS vision and goals	2, 4, 5, 6
2. UNDIS 2.0: Means of implementation	2, 3, 5, 7, 8, 9, 11, 12, 14, 15, 16, 18, 19, 20, 22, 24
2.1 Revision of the UNDIS accountability framework	3, 5, 7, 16
2.2 UNDIS institutional arrangements	12, 14, 19, 20
2.3 System-wide UNDIS action plan	2, 15, 18
2.4 United Nations entity disability inclusion action plans	8, 11, 22
2.5 UNCT disability inclusion action plans	9, 11, 24
3. Sustainable investment and resources for UNDIS implementation	9, 11, 17, 18, 19, 23
3.1 Tracking resource allocations to disability inclusion	9, 18, 23
3.2 Leveraging partnerships	11, 17, 24
4. Knowledge management, learning and capacity strengthening	8, 11, 13, 15, 16, 19
4.1 Effective knowledge management systems	13, 15, 16, 19
4.2 Learning and capacity strengthening	8, 11, 15, 19
5. Inclusive organizational culture, accommodation and accessibility	8, 11, 12, 13, 18, 21, 22, 24
5.1 Recruitment and retention of persons with disabilities	8, 13, 21
5.2 Reasonable accommodation for persons with disabilities	8, 13, 18
5.3 More inclusive and accessible workplace	8, 12, 22

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Evaluation of the United Nations Disability Inclusion Strategy

September 2025

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This is a publication by the United Nations Sustainable Development Group System-Wide Evaluation Office.

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