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## ILO Disability Inclusion Policy and Strategy (2020–23) Independent Evaluation

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## List of Acronyms

ACTEMP:	Bureau for Employers' Activities
ACTRAV:	Bureau for Workers' Activities
ADG:	Assistant Director General
CPO:	Country Programme Outcome
CSO:	Civil Society Organisation
DCOMM:	Department of Communications
DWCP:	Decent Work Country Programme
GBDN:	Global Business and Disability Network
GSP:	Generalised Scheme of Preferences
ERG:	Employee Resource Group on Disability
FPRW:	Fundamental Principles and Rights at Work
FUNDAMENTALS:	Fundamental Principles and Rights at Work Branch
GEDI:	Gender, Equality, Diversity, and Inclusion Branch
HLCN-PN:	High-Level Committee on Management's Procurement Network
HLE:	High Level Evaluation
HRD:	Human Resources Department
ILC:	International Labour Conference
ILO:	International Labour Organization
ITC:	International Training Centre
ITCOM:	Information Technology and Communications Bureau
KII:	Key Informant Interview
M&E:	Monitoring and Evaluation
OHI:	Occupational Health Index
OPD:	Organisation of Persons with Disabilities
P&B:	Programme and Budget
PARTNERSHIPS:	Partnering for Development
SDG:	Sustainable Development Goals
SOCPRO:	Social Protection Department
TOR:	Terms of Reference
TVET:	Technical and Vocational Education and Training
UN:	United Nations
UNCRPD:	United Nations Convention on the Rights of Persons with Disabilities
UNCT:	United Nations Country Team
UNDIS:	United Nations Disability Inclusion Strategy
WCAG:	Web Content Accessibility Guidelines

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## Executive Summary

### **Background**

The importance of equal opportunities for persons with disabilities within the workplace is formalised in several ILO conventions, most notably the Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159) and the supplementing recommendation (R168). The importance of non-discrimination is also recognised in the 1998 Declaration on Fundamental Principles and Rights at Work (FPRW), which includes Discrimination (Employment and Occupation) Convention, 1958 (No. 111), and disability is recognised as one of the most prevalent bases for discrimination globally.

The United Nations Disability Inclusion Strategy (UNDIS) was launched in June 2019. It aims to provide a foundation for advancing disability inclusion within the UN system, both in its external and internal activities. It is formulated around four core areas of responsibility, leadership, inclusiveness, programming, and organisational culture. Each core area has a series of indicators that are reported against by entities and UN Country Teams (UNCTs) on an annual basis.

### **Present Situation of the Strategy**

Following the development of the UNDIS, which the ILO had played a significant role in supporting, the ILO Governing Body endorsed the development of a new Disability Inclusion Policy and Strategy for 2020-23, and this was approved by the ILO Senior Management Team in 2021. The Strategy is structured in a similar manner to the UNDIS and lays out how the ILO plans to approach, meet, or exceed requirements the 15 UNDIS indicators, including setting specific actions and targets.

In their first UNDIS report, the ILO assessed themselves to be missing on 8 indicators, approaches on 8, and exceeds on 1. The 2022 report showed missing on 2 indicators, approaches on 9, meets on 1, and exceeds on 4 indicators.

The Disability Inclusion team within the Gender, Equity, Diversity, and Inclusion (GEDI) branch has taken coordination responsibilities for the Strategy. Responsibilities for implementation are shared by several ILO UNDIS custodian departments. GEDI coordinates with the custodians to support progress on the indicators, as well as gather information for the annual report.

### **Purpose, Scope, and Clients of the Evaluation**

The purpose of the evaluation was to provide an independent assessment of progress towards the goals of the Disability Inclusion Policy and Strategy, provide recommendations and lesson learning for the next multiannual Strategy, and to allow reflection and dialogue among key stakeholders within the ILO.

The evaluation covered the entirety of the development and implementation period of the Strategy. The evaluation looked at the different aspects of implementation of the strategy including institutional operations and programme and policy action at the national, regional, and global level. The clients of the evaluation are the ILO, and in particular, although not exclusively, staff from the disability inclusion team in the GEDI branch, as well as other staff responsible for the implementation of the disability inclusion strategy, including the ILO UNDIS custodians and staff members who are members of the DCN, ILO staff with disabilities and with dependants with disabilities, including the ERG, senior management, the Governing Body, the staff union, and the ILO's constituents.

## Methodology

The evaluation was mixed methods, using both qualitative and quantitative techniques. A desk review of key internal and external documents was conducted, initially during the inception period but ongoing throughout the data collection period. Key informant individual and group interviews were conducted. These were mainly with ILO Officials, but three external stakeholders also agreed to participate in interviews. A total of 51 interviews were held with 65 individuals (35 women and 30 men). This included 62 ILO Officials (34 women, 28 men) and 3 external stakeholders, (1 woman, 2 men). One of the ILO staff was from ILOITC. At least eight persons with disabilities (4 women, 4 men) and four persons with dependants with disabilities (2 women, 2 men) were interviewed.

A survey was sent out to members of the DCN and ILO UNDIS custodians. The survey was sent to 86 staff, and 52 people (31 women and 21 men) responded. Three people who responded to the survey identified as having disabilities.

The evaluation was overseen by an evaluation manager who was independent of the Disability Inclusion Team in GEDI and the ILO UNDIS custodian departments. An Evaluation Reference Group was formed, consisting of external stakeholders who are experts in Disability Inclusion and had coordinated with the ILO during the strategic period.

Limitations of the evaluation included the limited involvement of staff with disabilities and staff with dependants with disabilities, the range of coverage of interviews, and the lack of involvement of tripartite constituents and only a very small sample of external stakeholders. The limited involvement of staff with disabilities and staff with dependants with disabilities was mitigated by the involvement of the Employee Resource Group on Disability Inclusion. The focus on the staff who have been involved in the work on disability inclusion was justified by the early stage that the ILO is at in implementing the UNDIS and was factored into consideration when assessing the evaluation data to present the results. The limited involvement of external stakeholders was mitigated to an extent by the involvement of the Evaluation Reference Group.

## Findings and Conclusions

### Key Findings- Relevance

**Key Finding 1:** The Policy and Strategy has been useful in helping the ILO advance its goals on disability inclusion through providing a structured approach for coordination and heightening awareness of disability inclusion.

**Key Finding 2:** The Policy and Strategy aligns with the ILO's goals and mandate. However, references to disability inclusion in key ILO documents such as the Programme and Budget (P&B), Decent Work Country Programmes (DWCPs), and Country Programme Outcomes (CPOs) could be strengthened.

**Key Finding 3:** The Disability Inclusion Team was proactive in engaging different departments in setting targets and implementing approaches to reach the goals of the strategy.

**Key Finding 4:** There is limited attention to gender equality in the Strategy, partly as a consequence of the Strategy focusing on initial entry points for working on disability inclusion. As such, there is greater potential in the second phase of the Strategy to have more focus on gender equality.

### **Key Findings: Coherence**

**Key Finding 5:** The ILO's Disability Inclusion Policy and Strategy is closely aligned with the UNDIS, and its actions are focused on achieving the UNDIS indicators.

**Key Finding 6:** The ILO has made significant contributions to the delivery of the UNDIS by UN entities, both by developing joint training programmes and through setting good examples that can be shared by the UNDIS team with other entities.

**Key Finding 7:** There is evidence of mutual leveraging and complementarity with other departments and some programmes in the field, but this is ad hoc and not systematic. Although the Disability Inclusion team has utilised its resources to coordinate with other departments, mainstreaming remains a work in progress. The limited references to disability in the Programme and Budget (P&B), Decent Work Country Programmes (DWCPs), and Country Programme Outcomes (CPOs) reduces opportunities for collaboration.

**Key Finding 8:** The intersectionality of different forms of discrimination has not been significantly addressed in the work on disability inclusion. The 2025-26 P&B has more significant references to intersectionality in the work done on the care economy and violence and harassment in the workplace but to date there has been limited interaction on the intersection of discrimination faced by different groups such as persons with disabilities, women, and other marginalised groups. Coordination within GEDI could be enhanced to address this.

### **Key Findings: Effectiveness**

**Key Finding 9:** The ILO has made considerable progress in implementing the Strategy. However, as demonstrated by the self-reported scoring of the UNDIS indicators, this remains a work in progress and continued attention to disability mainstreaming is needed.

**Key Finding 10:** The ILO has implemented several innovative and good practices. Mostly notable of these include the launching of the ERG, the voluntary nature of the Disability Champions Network (DCN), the UNDIS custodian system, and the development of various training courses, guides and manuals.

**Key Finding 11:** While senior leadership and the Governing Body has made several important commitments to disability inclusion, stronger leadership at different levels of the organisation is needed to encourage staff to prioritise disability inclusion in all aspects of their work.

**Key Finding 12:** The numbers of persons with disabilities recruited at all levels of the Office remains low.

**Key Finding 13:** Baselines for various indicators in the Strategy have not been identified. The lack of data makes it difficult to fully assess progress. Strengthening the monitoring and evaluation (M&E) system is important for the next stage of the strategy.

### **Key Findings: Efficiency**

**Key Finding 14:** The Strategy was not designed with a corresponding budget which to an extent has affected implementation.

**Key Finding 15:** The resources available for the Disability Inclusion team are limited and there is a corresponding lack of dedicated disability resources in the field. Although the Disability Inclusion



team are regarded by their colleagues as being responsive to requests for support, the limited resources does impact the input they can have into the design of projects and programmes.

**Key Finding 16:** Despite the limited resources, the ILO has implemented the Strategy efficiently, using innovative approaches to try to strengthen staff capacity. The DCN is one example of trying to utilise existing human resources to strengthen the capacities in headquarters and the regional country and regional offices.

**Key Finding 17:** The Disability Inclusion team management of the ILO's UNDIS indicators means they are responsible for not only the traditional programme and project support provided by GEDI, but also for coordinating with operational departments on various indicators. This puts a further strain on resources.

#### **Key Findings: Sustainability and Likelihood of Impact**

**Key Finding 18:** There have been several initiatives that are encouraging for long-term durability. These include the launch of the ERG, the development and expansion of the DCN, the improvements in office infrastructure, the launch of IGDS No.590, the development of manuals, handbooks, and accessible on-line and printed materials, and the capacity training of staff.

**Key Finding 19:** Strengthening leadership at different levels of the Office is needed to ensure longer-term sustainability.

#### **Relevance**

The evaluation found the Policy and Strategy have been relevant to the ILO advancing its goals on disability inclusion and has helped improve awareness of disability inclusion within the ILO. The document has helped shape the ILO's approach and provided a structured approach to coordination. It is aligned with key ILO policy documents and statements, such as the Centenary Declaration for the Future of Work (2019). However, attention to disability inclusion in the P&B and country DWCPs and CPOs remains sporadic. This currently limits progress, particularly on the programmatic side. There was also limited attention to gender equality and the intersection of gender and disability in the Strategy.

#### **Coherence**

There is strong coherence between the ILO's Strategy and the UNDIS, as the Strategy is built to allow the ILO to progress in its commitments to the UNDIS. The ILO contributed to the design and roll-out of the UNDIS, providing significant support to initiatives by the UN, most notably through designing and administering a course for UNDIS focal points and the co-chairing of working groups.

Analysis of collaboration between departments found mixed results. There has been strong coordination between certain departments. The collaboration between GEDI and SOCPRO to further work on disability inclusive social protection systems is an example of this. However, this appears to be more ad hoc than systematic. Stronger references to disability inclusion in the P&B and greater attention to mainstreaming disability into DWCPs and CPOs would help this.

There could also be greater attention intersectional discrimination and the lived experiences of marginalised groups through stronger coordination within GEDI. There are opportunities available, particularly through the work on the care economy and on the prevention of violence and

harassment in the workplace, where intersectional discrimination based on disability and gender could be addressed more.

### **Effectiveness**

Review of the ILO's self-reported achievements against the UNDIS indicators shows significant progress but also considerable work still to be done. Progress has been made in nine of sixteen UNDIS indicators, however, the ILO rated itself as meeting or exceed requirements in only five of the indicators by the end of 2022. ILO sets itself ambitious targets to achieve different levels of the UNDIS indicators and is rigorous in assessing when it has reached the target or not. In some cases, this does mask some of the progress that has been made in indicators that have not yet reached meeting or exceeds.

Successful achievements include the development of the Disability Champions Network (DCN), the launch of the Employees Resource Group (ERG) on Disability Inclusion, the development of the UNDIS training course, the improvements in digital and physical accessibility, and the development of various guides, policies, and manuals. Areas where attention is needed includes the recruitment and ongoing employment of persons with disabilities, completing the baseline for the accessibility of meetings, ensuring ownership of the Strategy and pushing for greater attention to disability inclusion programmatically and at the regional and country office level, and ensuring a stronger statement of disability inclusion in the introduction to the P&B. Additionally, strengthening leadership from Directors, HR officials and ILO Chiefs, Regional Administrative Services (CRAS), with a formal accountability mechanism developed to track implementation would help both the operational and programmatic parts of the Strategy. Monitoring of the progress the ILO is making on disability inclusion should be strengthened in the next multi-annual Strategy, with greater attention paid to performance on disability inclusion in evaluations.

### **Efficiency**

The Strategy was not accompanied by a budget. This has impacted the overall efficiency of implementation. While the ILO has in general maximised its uses of resources as efficiently as possible, the lack of dedicate budget for custodian departments reduced the momentum towards implementation.

The limited resources for GEDI in headquarters and lack of disability experts in the field also reduces the quantity, although not quality, of the technical support that can be given. The Disability Inclusion Team in GEDI has the responsibility of managing the Strategy with operational and programmatic aspects, as well as providing technical support to colleagues and constituents on operations, programming, projects, and policy. Other departments also lack specific disability experts. Increasing existing staff capacity through additional training and by expanding the DCN, as well as hiring new staff that have disability expertise, where budget allows, is needed.

### **Sustainability and Likelihood of Impact**

The ILO has set a strong base for continued work improving its disability inclusion across the organisation. Long-term commitment from the senior leadership and engagement of the regional and country offices it though crucial to ensure long-term impact and sustainability.

Several initiatives the ILO has undertaken offer the prospect of durability, including the ERG, the DCN, the improvements in accessibility, and the guidelines and handbooks. Attention is though needed to ensure the ILO improves in areas where it is not yet meeting requirements. A collaborative approach to designing the next strategy that meaningfully engages the ERG on

Disability Inclusion, the departments that are not custodian departments, the regional and country offices, and Organisations of Persons with Disabilities (OPDs) would strengthen ownership of the next phase of the Strategy. Additionally, engaging the tripartite constituents are in the work the ILO is doing on disability inclusion is important. The recruitment of persons with disabilities and engagement of OPDs in a meaningful manner would strongly enhance sustainability, and financing of disability inclusion activities are critical in the future.

## **Conclusion**

Overall, the evaluation found the ILO has leveraged the launch of the UNDIS to launch and implement a Policy and Strategy that has helped to further attention to disability inclusion within the Office. Progress has been made in several areas, but much remains to be done. The engagement of different departments to be ILO UNDIS custodians helped strengthen ownership of the strategy both in design and implementation. Collaboration with more departments, ensuring the input of the Regional and Country Offices, and strengthening the commitments from different levels of leadership will be critical for the next multi-annual strategy. Staff with disabilities, staff with dependants with disabilities, and persons with disabilities in Member States must be at the centre of all the ILO does on disability inclusion. High-level support for the ERG on Disability Inclusion and the engagement of OPDs at the global and country level will therefore need to be a driving element of the next multi-annual strategy. The ILO has laid a strong foundation for continued improvements in its approach to disability inclusion and needs to harness this momentum moving forward.

## **Lessons Learned**

1. Leadership at all levels is required to further disability mainstreaming across the organisation.
2. Resourcing is important to consider in developing and implementing strategies.

## **Emerging Good Practices**

1. The ownership of the Strategy developed through the ILO UNDIS Custodian approach and consultation with key departments.
2. The development of the voluntary network of disability champions.
3. The leadership shown by the ILO among UN agencies in supporting the development and implementation of the UNDIS.

## **Recommendations**

1. Strengthen further the commitments from senior and middle management to disability inclusion. This should include target setting and action plans for Regional departments Offices and different key departments, including Directors, HR officials and ILO Chiefs, Regional Administrative Services (CRAS), with a formal accountability mechanism developed to track implementation, including disability inclusion as a recurrent discussion item for the Senior Management Team, identifying a member of the senior management to chair an annual meeting of the ILO UNDIS custodians, providing senior level sponsorship of the ERG on Disability Inclusion, and ensuring a statement on disability inclusion in the introduction of the 2026-27 P&B.
2. Develop targets and actions for the recruitment of persons with disabilities and the level of satisfaction of staff with disabilities in the ILO. This should include regular consultation with the ERG on Disability Inclusion, outreach to OPDs, increased training of HR and hiring

managers, increased awareness of the Reasonable Accommodation Reserve, and greater flexibility in job/internship requirements.

3. Ensure the ILO's planned actions on disability inclusion are costed and accompanied by a budget. Develop a budget with the next multi-annual strategy and monitor its use, establish a central reserve for accessibility issues, increase attention on ensuring disability inclusive indicators in DWCPs and CPOs, launch an innovation fund for small grants for departments to bid for, and provide a budget for the ERG on Disability Inclusion.
4. Strengthen the monitoring of the new multi-annual Strategy. This should include finalising baselines, ensuring evaluations pay more attention to disability inclusion, establishing a consultation mechanism with the ERG on Disability Inclusion, and negotiating with regional offices and policy departments on new indicators to measure their progress on mainstreaming disability.
5. Set more detailed targets in the programmes and projects indicators in the next strategy. Indicators on policy and work at the regional level should be included in the strategy to encourage more attention to disability inclusion in the ILO's policy work and work at the regional and country level.
6. Increase cooperation within and between departments, paying particular emphasis to the opportunities offered by focusing on intersectionality of lived experiences and affected groups. In particular, there are opportunities to strengthen disability inclusion within work on the care economy and violence and harassment in the world of work, as well as building collaboration between disability champions and gender focal points.
7. Strengthen the focus on engaging the tripartite constituents and introducing disability inclusion into social dialogue. This would require support from Regional and Country Offices, and regional-level application of the Strategy and the UNDIS.
8. Continue to expand training opportunities for staff on disability inclusion. More detailed technical support on how to ensure disability inclusion in different aspects of the strategy is needed.
9. Encourage the signing of MOUs of cooperation with OPDs at a regional and country office level. OPDs should be consulted in programming and operations of the regional and country offices.
10. A holistic approach to accessibility should be taken, including in terms of physical and digital accessibility, communications, and ways of working that addresses the barriers faced by persons with both visible and invisible disabilities. This should include accessibility audits, prioritising accessibility over aesthetics, and finalising the baseline for the accessibility of meetings indicator.
11. Continue to grow the DCN including identifying ways to recognise the contribution champions make through additional training or inclusion in performance reviews, hold more thematically focused meetings, and ensure rotating start times to accommodate staff in different time-zones.
12. Consider if policy changes can be made to better support staff with dependents with disabilities who do not necessarily fit within the ILO's current definition of dependents.
13. To strengthen the ERG on Disability Inclusion further, continue to engage with other UN entities and, as the ERG expands, consider establishing regional groupings.
14. Ensure the development of the next Strategy is collaborative, including fully consulting the ERG on Disability Inclusion, engaging the regional and country offices, coordinating with programme and policy departments who are not ILO UNDIS Custodians, soliciting input from OPDs, and ensuring the management response to the evaluation is jointly developed by all relevant departments.

## 1. Background and Project Description

### 1.1 Background

The ILO's commitment to disability inclusion is rooted within its mandate on social justice and decent work for all. The ILO has promoted equality of treatment and equal opportunities for persons with disabilities through a twin-track approach to disability inclusion, supporting disability-specific programming and the mainstreaming of disability inclusion into the ILO's programming.

The importance of equal opportunities for persons with disabilities within the workplace is formalised in several ILO conventions, most notably the Vocational Rehabilitation and Employment (Disabled Persons) Convention, 1983 (No. 159) and the supplementing recommendation (R168). The importance of non-discrimination is also recognised in the 1998 Declaration on Fundamental Principles and Rights at Work (FPRW), which included declaring that all Members, whether they had signed the fundamental conventions or not, have an obligation to respect, promote, and realise the principles concerning the fundamental rights. Included as one of the four principles was the elimination of discrimination in respect of employment and occupation. The Discrimination (Employment and Occupation) Convention, 1958 (No. 111) was included as one of the eight original core conventions. Although disability was not originally specifically mentioned in the definition of discrimination, the convention does include a clause allowing for, "such other distinction, exclusion or preference which has the effect of nullifying or impairing equality of opportunity or treatment in employment or occupation as may be determined by the Member concerned after consultation with representative employers' and workers' organisations, where such exist, and with other appropriate bodies.<sup>1</sup>" Disability has been broadly recognised as one of the most widely prevalent grounds for discrimination globally in the world of work<sup>2</sup>.

In addition to ILO conventions, the importance of the rights of persons with disabilities is recognised in various international frameworks. The United Nations Convention on the Rights of Persons with Disabilities (UNCRPD) reaffirms that all persons with all types of disabilities must enjoy all human rights and fundamental freedoms. The UNCRPD has been widely ratified; 186 States and the European Union are parties to the convention<sup>3</sup>. The UNCRPD contains various articles relevant to employment, social protection, and training, most notably articles 5, 24, and 27. The UNCRPD provides the global framework on the rights of persons with disabilities. Its importance can be identified by its inclusion in the draft list of required international conventions a country must be complied with to be part of the EU's Generalised Scheme of Preferences (GSP) for the period 2023-34<sup>4</sup>. Disability is also referenced in five of the Sustainable Development Goals (SDGs), including two which are particularly pertinent to the ILO's mandate: goal 8, "decent work and economic growth" and goal 10, "reduced inequalities".

More recently, the ILO has played an important supportive role in the roll out of the United Nations Disability Inclusion Strategy (UNDIS). The UNDIS was launched in June 2019 and provides a common vision and framework for UN entities and UN country teams (UNCTs) to assess progress and accelerate change on the inclusion of persons with disabilities within the UN system. The strategy

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<sup>1</sup> C111 - Discrimination (Employment and Occupation) Convention, 1958 (No. 111), [https://www.ilo.org/dyn/normlex/en/f?p=1000:12100:0::NO::P12100\\_ILO\\_CODE:C111](https://www.ilo.org/dyn/normlex/en/f?p=1000:12100:0::NO::P12100_ILO_CODE:C111)

<sup>2</sup> <https://www.un.org/development/desa/disabilities/resources/factsheet-on-persons-with-disabilities.html>

<sup>3</sup> <https://social.desa.un.org/issues/disability/crpd/convention-on-the-rights-of-persons-with-disabilities-crpd>

<sup>4</sup> [https://policy.trade.ec.europa.eu/news/commission-proposes-new-eu-generalised-scheme-preferences-promote-sustainable-development-low-income-2021-09-22\\_en](https://policy.trade.ec.europa.eu/news/commission-proposes-new-eu-generalised-scheme-preferences-promote-sustainable-development-low-income-2021-09-22_en)

includes an accountability framework for UN entities and an accountability scorecard for UNCTs. The strategy is based around four main thematic areas; leadership, strategic planning and management; inclusiveness; programming; and organizational culture. All entities and UNCTs are asked to report yearly and make a self-assessment on 15 indicators for the entities and 14 for the UNCTs. The scoring is kept anonymous by the UNDIS team in the Secretary General’s Executive Office, but the ILO has published its scoring in both its strategy (as a baseline) and a progress report to the ILO Governing Body in 2022. The reports from the entities and UNCTs are summarised in a report by the Secretary General every year.

The ILO Governing Body endorsed a strategy statement for the ILO on disability inclusion in 2012<sup>5</sup>. A subsequent Disability Inclusion Strategy and Action Plan was developed for 2014-17. Following the development of the UNDIS, the Governing Body endorsed the development of a new Disability Inclusion Policy and Strategy for 2020-23, which was approved by the ILO Senior Management Team in 2021. The policy is structured in a similar manner to the UNDIS and lays out how the ILO plans to approach, meet, or exceed requirements for 14 out of the 15 UNDIS indicators<sup>6</sup>. In October 2022, the Office reported on the progress towards achieving the indicators.<sup>7</sup>

The ILO’s policy statement on disability inclusion in the Disability Inclusion Policy and Strategy states:

“The ILO recognizes that social justice and decent work for all can be realized only if persons with disabilities, including those with physical, psychosocial, intellectual or sensory impairments, are fully and meaningfully included in the world of work, and that the ILO needs to lead by example.

To this end, the ILO will ensure that:

- a. Persons with disabilities, including ILO staff, can fully contribute, on an equal basis with others, to the work of the Organization, and benefit equally from all policies, programmes, projects and operations;
- b. Tripartite constituents, as beneficiaries of its programmatic work, and considering their key role in social dialogue, can fully contribute to disability inclusion in the implementation of the ILO decent work agenda;
- c. Its policies, programmes, projects and operations contain a human rights-based, gender-responsive approach to disability inclusion.”<sup>8</sup>

## 2. Evaluation Background

### 2.1 Purpose, Scope, and Clients of the Evaluation

#### **Purpose and Objectives**

The report on the progress in achieving the indicators submitted to the GB in October 2022, included the statement, “An independent evaluation will be undertaken during 2023 in order to gather lessons learned from the implementation of the current Strategy, make course corrections and contribute to informing the next multi-annual strategy for the period 2024–27 (tentatively). This is in

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<sup>5</sup> GB.316/POL/2

<sup>6</sup> By virtue of having finalised a disability inclusion strategy itself, the ILO has already achieved the requirements for indicator 3, “disability-specific policy/strategy”

<sup>7</sup> GB.346/INS/INF/5

<sup>8</sup> ILO Disability and Inclusion Policy and Strategy. 2020-23. (p.4)

keeping with the ILO Disability Inclusion Policy, which proposes regular monitoring and evaluation and periodical review.”

As the ILO has committed to a series of multi-annual strategies to strengthen disability inclusion within the Organization, the evaluation has both formative lesson learning elements as well as giving a summative appraisal of achievements to date.

The purposes of the evaluation set out in the TOR were:

1. Provide an independent assessment of progress on the achievement towards the goals of the Disability Inclusion Policy and Strategy, assessing performance as per the established indicators vis-à-vis the strategies and implementation modalities chosen and management arrangements;
2. Provide strategic recommendations, highlight good practices and lessons learnt to inform the development and implementation of the next multiannual Strategy (tentatively, 2024-2027);
3. Serve as a basis for reflection and dialogue amongst key stakeholders, including ILO Senior Management and ILO staff, to ensure continued support and innovation in disability inclusion.

### **Scope**

The evaluation covered the period of implementation of the current strategy from 2020-23. The evaluation looked at the different aspects of implementation of the strategy including institutional operations and programme and policy action at the national, regional, and global level.

### **Evaluation Clients/Users**

The main clients of the evaluation include the ILO, and in particular, although not exclusively, staff from the disability inclusion team in the Gender Equality, Diversity and Inclusion (GEDI) branch, as well as other staff responsible for the implementation of the disability inclusion strategy, including the ILO UNDIS custodians and staff members who are members of the disability champions network (DCN), ILO staff with disabilities and with dependants with disabilities, including the Employer Resource Group (ERG) on Disability Inclusion, ILO senior management including the Director-General and members of the senior management team, the ILO Governing Body, the staff union, and the ILO’s constituents.

### **Evaluation Management**

As per the ILO’s policy guidelines for results-based evaluation, the evaluation was managed by an ILO staff member who has had no involvement in the design or implementation of the Strategy. The evaluation manager undertook the following tasks:

- Served as the first point of contact for the evaluator;
- Provided background documentation to the evaluator in cooperation with the ILO’s Disability Inclusion Team;
- Briefed the evaluator on ILO evaluation procedures;
- Provided the first quality check of all major outputs
- Circulated the reports to all concerned stakeholders for comments; and
- Consolidated comments for the evaluator.

The ILO asked external stakeholders from the Office of the United Nations High Commissioner for Human Rights, the United Nations Children's Fund (UNICEF), the Centre for Inclusive Policy, the International Disability Alliance, and the Somalia United Nations Country Team to participate in an Evaluation Reference Group. They were invited due to their expertise in disability inclusion. The Reference Group reviewed the inception report and gave feedback at the start of the evaluation. Following the development of the first draft of the report, the Reference Group members were sent a draft of the report and participated in a results feedback workshop and shared feedback on the report.

## 2.2 Evaluation Criteria and Questions

The criteria for the evaluation were identified in the original TOR and followed the OECD/DAC criteria. A series of questions were proposed in the TOR. These were reviewed by the evaluator during the inception period and amendments proposed in the inception report.

The evaluation questions for the evaluation were:

### Relevance

1. To what extent were the Policy and Strategy useful for the ILO to advance its goals in relation to effective disability inclusion?
2. Were ILO's programme and policy frameworks (including Programme & Budget and Decent Work Country Programmes) relevant and conducive to support the design and implementation of the Policy and Strategy?
3. Did the Policy and Strategy design and implementation give adequate consideration to issues related to gender equality?
4. How well has the ILO engaged with constituents and with staff, during the design and implementation of the Policy and Strategy? Did the ILO engage with staff with disabilities and with family members with disabilities? How well does the Policy and Strategy respond to their needs?
5. Did objectives remain relevant during the COVID-19 pandemic? Did the pandemic change ILO priorities for implementation and delivery of disability inclusion actions?

### Coherence

6. To what extent were the Policy and Strategy in line with the United Nations Disability Inclusion Strategy (UNDIS)? Are the ILO actions under the Policy and Strategy fitting well in this context?
7. How well aligned are the Policy's and Strategy's objectives and actions with ILO programmes in HQ and in the field? Is there evidence of mutual leveraging and complementarity?
8. How well are the ILO's Policy's and Strategy's integrated into its normative and social dialogue mandate?

### Effectiveness

9. To what extent did the Policy and Strategy achieve the expected results at ILO Headquarters and country offices? In which areas/components (see figure 1 above) of the Policy and Strategy was the ILO able to make the most progress on (as per established targets) and in which ones the least, including the identification of bottlenecks? What are the most significant elements to-date that can be identified to explain this?
10. Did the Policy and Strategy results affect women, men, and non-binary persons differently? If so, why and in which way?



11. Did certain groups (such as ILO staff with disabilities and ILO staff with dependants with disabilities) benefit from ILO actions more than others?
12. Were actions (including at global, regional and national levels) effective in addressing the disability inclusion deficits caused or worsened by the pandemic?
13. Are there any innovative approaches that the ILO has been able to implement to advance the objectives of the Policy and Strategy?
14. Does the current monitoring and reporting allow for tracking the progress and informing the implementation of the ILO's strategy? How effective were the indicators (baseline and targets) in these regards, and what could be done in the future to make them more useful for informing management decisions?

#### **Efficiency**

15. To what extent were the financial and human resources (management arrangements), at global and country levels, adequate to achieve the expected results?
16. How well have the ILO's resource mobilization efforts supported its capacity to deliver the Policy and Strategy? To what extent development partners' and funding partners' priorities offer opportunities for resource mobilization and partnerships to achieve the objectives of the Policy and Strategy?

#### **Sustainability and Likelihood of Impact**

17. To what extent has the ILO as an institution enhanced its ability to support further work on disability inclusion in support of ILO staff primarily, but also ILO constituents?
18. To what extent are the results achieved during the current phase of the Policy and Strategy likely to be durable and maintained within the ILO (such as the removal of barriers to participation of persons with disabilities, and the prevention of new barriers)?
19. Taking into account current results and potential impact, what areas and actions should the next Strategy focus on?

## 2.3 Methodology

### **Methods**

The evaluation included both formative and summative elements, focused both on lesson learning for future strategies and accountability for the results of the current strategy period. The evaluation was mixed methods, using both qualitative and quantitative techniques. An inception period included initial briefings for the evaluator, a desk review of key documents which allowed for the design of the evaluation. The plan for the evaluation was presented to the ILO in an inception report which included an evaluation matrix detailing evaluation questions, suggested methods, and proposed data collection tools. The evaluation matrix can be found at annex 2, a sample interview guide and the survey questions at annex 6, and the survey results at annex 7.

The evaluation employed three main methods of data collection; desk review of key documents, key informant interviews, and an online survey:

- Desk review

A desk review of key documentation was conducted during the inception period of the evaluation. Initial documents were collated by the GEDI Disability Inclusion Team and shared with the evaluation. These included reviewing UNDIS progress reports, the report to the Governing Body, the ILO Disability Inclusion Policy and Strategy, the Programme and Budget documents, and the UNDIS

technical notes. Additional consultancy reports, staff surveys, and previous evaluations were also shared. Throughout the evaluation, the evaluator collected other relevant documents from desk-based searches of available material, the ILO intranet, and those forwarded by interview participants. These documents were used as a source of evidence to triangulate with findings from the interviews and survey. A list of documents consulted is at annex 4.

- Key informant interviews

Individual and group interviews were conducted with key stakeholders. Given the internal nature of the implementation of the Strategy to date, most of these were with ILO staff. The evaluator spent four days in Geneva conducting in-person interviews. Remote interviews of field staff, Geneva staff who were not present during the mission, and other stakeholders were conducted using Teams. Relevant stakeholders were proposed by the Disability Inclusion Team and agreed with the evaluator and the evaluation manager. Most, but not all of these staff were available for interview. Of the initial suggested 64 stakeholders, 54 were interviewed. Snowball sampling and suggestions from the evaluator led to an additional 11 stakeholders being interviewed.

A total of 65 individuals (35 women, 30 men) were interviewed in 51 interviews. This included 62 ILO Officials (34 women, 28 men) and 3 external stakeholders, (1 woman, 2 men). One of the ILO staff was from ILOITC. At least eight persons with disabilities (4 women, 4 men) and four persons with dependants with disabilities (2 women, 2 men) were interviewed<sup>9</sup>.

Category	Women	Men	Total
ILO HQ Staff	26	21	47
ILO Field Staff	8	7	15
External Stakeholders	1	2	3
<b>Total</b>	<b>35</b>	<b>30</b>	<b>65</b>

Table 1: Interview Sample

The survey was sent to 86 staff. 52 people (31 women, 21 men) responded (a response rate of 60%). Nineteen responses (37%) were from headquarters, nine from the Americas (17%), eight (15%) from Africa, thirteen (25%) from Asia and the Pacific, two (4%) from the Arab States, and one (2%) from Europe and Central Asia. Three people who responded to the survey identified as having disabilities.

## 2.4 Norms, standards and ethical safeguards

The evaluation was conducted in line with ILO’s Policy Guidelines for Results-Based Evaluation: Principles, Rationale, Planning, and Managing for Evaluations (2020). The evaluation also adhered to the UN Norms and Standards (2016), paying attention to the 10 norms laid out in the guidance. The evaluation was conducted independently with impartiality ensured by recruiting an evaluator not previously involved with implementing the Strategy.

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<sup>9</sup> Individuals were not asked about their disability status in the interviews. The numbers referenced are for those with visible disabilities or those who informed the evaluator that they or one of their dependants have disabilities.

## 2.5 Limitations and Potential Sources of Bias

Although the evaluation made every effort to avoid limitations and sources of bias, there are some limitations which were identified:

- Coverage of Staff Interviews

The broad nature of topics the Strategy covers and the number of departments and country offices the ILO makes it difficult to ensure a significantly wide coverage of the interview sample. The evaluation focused on talking to individuals who have been involved in the work conducted on disability inclusion and did not include a general sample of the ILO staff. This is justifiable given the focus is on what has implemented to date. The evaluation also did not conduct a survey of all staff to avoid confusion and duplication as HRD is planning one later in 2023. It will be possible to compare the results HRD's survey to this evaluation later though. Additionally, the evaluation was able to conduct a substantial number of interviews covering senior leadership, project and programme, and operations, involving headquarters and field staff, which helped mitigate considerably the other limitations in sampling

- No involvement of tripartite constituents and limited number of external stakeholders interviewed

The evaluation did not interview representatives of the tripartite constituents and a very limited number of external stakeholders. The implementation of the Strategy has focused on addressing the gaps in disability inclusion of the ILO. So, although the Governing Body has showed strong interest in the Strategy and there has been technical support given to Member States on disability inclusion, the focus of the evaluation followed this approach. The lack of involvement of external stakeholders was mitigated to an extent by the inputs given by the Evaluation Reference Group.

- Limited number of persons with disabilities interviewed

Approximately 18% of the interviewees were persons with disabilities or persons with dependents with disabilities. It was important for the evaluation to ensure the opinions of persons with disabilities was centered in the evaluation, and the inclusion of the ERG, as well as some other staff with disabilities was important. The limited number of staff with disabilities who have disclosed this in the ILO who have self-identified and disclosed that they are living with a disability made it challenging to interview more staff with disabilities.. Although the evaluation spoke to a global Organisation of Persons with Disabilities (OPD), ideally it would have been useful to have spoken to more OPDs. However, as the evaluation was focused on the ILO's global performance there are limited options for contacting additional OPDs. The evaluation has made every effort to incorporate the voice of the staff with disabilities and those with dependents with disabilities, and built their views into the recommendations.

## 3. Findings

### 3.1 Relevance and Strategic Fit

#### **Key Findings- Relevance**

**Key Finding 1:** The Policy and Strategy has been useful in helping the ILO advance its goals on disability inclusion through providing a structured approach for coordination and heightening awareness of disability inclusion.

**Key Finding 2:** The Policy and Strategy aligns with the ILO's goals and mandate. However, references to disability inclusion in key ILO documents such as the Programme and Budget (P&B), Decent Work Country Programmes (DWCPs), and Country Programme Outcomes (CPOs) could be strengthened.

**Key Finding 3:** The Disability Inclusion Team was proactive in engaging different departments in setting targets and implementing approaches to reach the goals of the strategy.

**Key Finding 4:** There is limited attention to gender equality in the Strategy, partly as a consequence of the Strategy focusing on initial entry points for working on disability inclusion. As such, there is greater potential in the second phase of the Strategy to have more focus on gender equality.

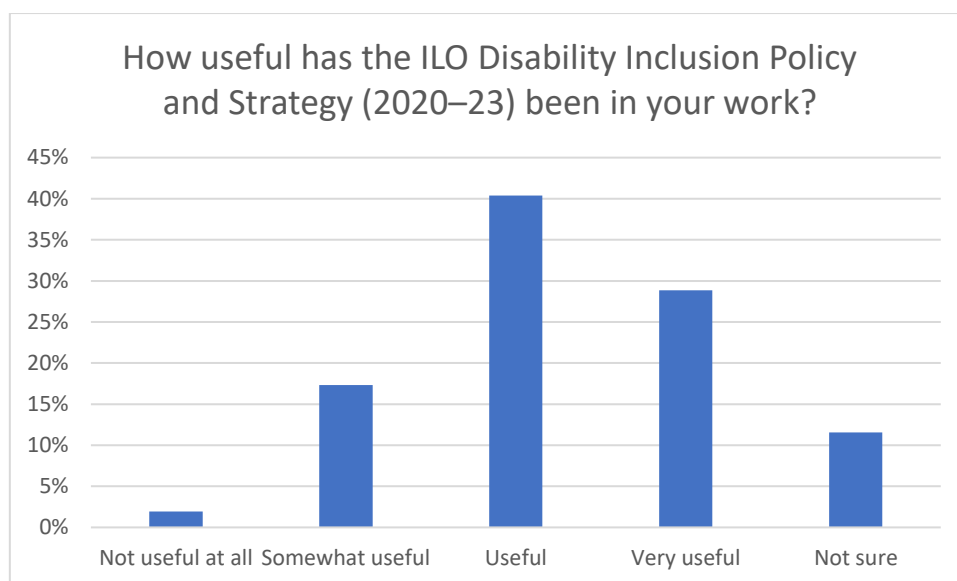
#### *Evaluation Questions*

1. To what extent were the Policy and Strategy useful for the ILO to advance its goals in relation to effective disability inclusion?
2. Were ILO's programme and policy frameworks (including Programme & Budget and Decent Work Country Programmes) relevant and conducive to support the design and implementation of the Policy and Strategy?
3. Did the Policy and Strategy design and implementation give adequate consideration to issues related to gender equality?
4. How well has the ILO engaged with constituents and with staff, during the design and implementation of the Policy and Strategy? Did the ILO engage with staff with disabilities and with family members with disabilities? How well does the Policy and Strategy respond to their needs?
5. Did objectives remain relevant during the COVID-19 pandemic? Did the pandemic change ILO priorities for implementation and delivery of disability inclusion actions?

#### **Advancing Goals**

At the 340<sup>th</sup> session of the ILO's Governing Body in October 2020, the Governing Body in GB.340/INS/9 requested the Director-General to finalise and implement the ILO policy on disability inclusion and put in place multi-annual strategies to implement the policy. This resulted in IGDS No.590 that detailed the ILO's disability inclusion policy and the accompanying strategy to implement the policy.

ILO Officials interviewed for the evaluation believed the Policy and Strategy to have been a significant document in supporting the achievement of the ILO's goals on disability inclusion. The Strategy was designed in a manner that engagement and empowered different departments to respond to gaps in disability inclusion. The design of the Strategy around the UNDIS has meant there are accompanying technical notes to support the definition of targets, and in certain categories, such as procurement, a joint UN taskforce disability inclusion and subject experts to develop UN-wide guidance to provide inputs.



Graph 1: Usefulness of the ILO Disability Inclusion Policy and Strategy

A large majority of members of the Disability Champions Network (DCN) and ILO UNDIS Custodians who responded to the evaluation’s survey believe the Policy and Strategy had been useful in their work. This was supported by ILO Officials in interviews who believed the Strategy had helped set a structure for addressing disability inclusion and had helped to raise awareness and change culture on disability inclusion.

ILO Officials indicated in interviews that the Strategy had provided a strong model for ensuring broad ownership, in part due to the clear process for developing the Strategy. This had supported staff working on disability inclusion to broach how to improve disability inclusion in their departments with their colleagues. The setting of targets within the Strategy and the consultative process between departments helped set frameworks for what work needed to be addressed. It should be noted though that the evaluation spoke to staff who have worked on disability inclusion ILO Officials acknowledged the Strategy is probably not as well known among colleagues not directly working on it.

### **ILO’s programme and policy frameworks**

ILO’s work on disability inclusion is rooted both within its mandate to advance social justice and promote decent work and in the work to eliminate discrimination as affirmed in the inclusion of Convention 111 in the 1998 Declaration on the Fundamental Principles and Rights at Work (FPRW), and further supported through Convention 159 on Vocational Rehabilitation and Employment (Disabled Persons). C111 has been ratified by 175 member states and C159 by 85 member states. Additionally, the UNCPRD, which contains crucial provisions on the access to education, training, and employment for persons with disabilities, has been ratified by 177 member states. The Sustainable Development Goals (SDGs) also contain several references to disability inclusion, including target 8.5, ‘By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value<sup>10</sup>, part of goal 8 that is closely linked to the ILO’s mandate.

<sup>10</sup> <https://sdgs.un.org/goals/goal8>

The rights of persons with disabilities are also recognised in other ILO declarations and policy statements, notably:

- [The Centenary Declaration for the Future of Work, 2019](#) declared that ILO must direct its efforts to “ensuring equal opportunities and treatment in the world of work for persons with disabilities, as well as for other persons in vulnerable situations.”
- [The Global Call to Action for Human-centred Recovery from COVID-19, 2021](#) noted that Covid-19 had affected the most disadvantaged and vulnerable disproportionately including persons with disabilities and Member States committed to “execute across the public and private sectors a transformative agenda for equality, diversity and inclusion aimed at eliminating violence and harassment in the world of work and discrimination on all grounds... taking into account the specific circumstances and vulnerabilities” of various groups including persons with disabilities.

The policy statement included in IGDS 590 is grounded within these key policy frameworks and focused on not just the ILO ensuring persons with disabilities are included in its projects and programmes and in the support given to tripartite constituents, but also that ILO internally ensures it follows these principles as an organisation. One of the driving goals of the UNDIS was to ensure the UN system led by example on disability inclusion. On this basis, the policy statement aligns both with ILO’s mandate and also one of the driving goals of the UNDIS.

The Programme and Budget (P&B) contains ILO’s proposals for each biennium adopted by the Member States. Since the 2020-21 biennium, there has been a specific outcome on gender equality and equal opportunities and treatment in the world of work. In 2020-21 and 2022-23 this was Outcome 6. In the coming biennium it will be Outcome 5, and is renamed ‘Gender equality and equality of treatment and opportunities for all’.

Each of the P&Bs contains roughly the same number of references to disability (approximately 20, not including the listing of the SDGs in annex 2). Most of these references are within the outcome on gender equality and equal opportunities. There are also significant references in the outcome on universal social protection in both P&Bs.

There are limited references within the other outcomes of the P&B. In some outcomes, the inclusion of disability has been removed from the coming P&B. The 2022-23 P&B references the disability in the outputs on peaceful and resilient societies (3.4) and inclusive learning opportunities (5.3). These are not included in the 2024-25 P&B, which instead uses the phrase ‘disadvantaged groups’ for learning and does not reference individual groups for peaceful and resilient societies.

There are a small amount of notable new inclusions in the 2024-25 P&B. The needs of migrant workers with disabilities are recognised in the outcome on protection for all under output 6.4, ‘Increased capacity of Member States to develop fair and effective labour migration frameworks’. The importance of disability inclusion is also recognised in the enablers sections on communication (A) and effective, efficient, results-oriented and transparent management (C), specifically ensuring a diverse workforce. These are directly linked to indicators in the UNDIS. Overall, though, the indicator set within area B by the ILO, “percentage of ILO programme and budget policy outcomes that include disaggregation of data by disability and/or mention disability issues”, which has a target of 62% remains considerably underachieved. Additionally, the ILO has not yet achieved the target of including a commitment to disability inclusion in the executive overview of the P&B, and until this is achieved, the indicator 2 (ILO Strategy area B) will remain missing.

There have been reviews by the ILO and through independent evaluations on the effectiveness of the ILO of ensuring the inclusion of disability in DWCPs and CPOs. The 2023 high-level evaluation (HLE) on the ILO's actions and strategy on FPRW found references to gender equality and inclusion in results frameworks of DWCPs tended to be very broad and results linked to mainstreaming often include a general catch-all for marginalised groups rather than stand-alone references to particular groups, such as persons with disabilities<sup>11</sup>. Although DWCPs may commit to disability inclusion in the narrative, there is often limited explanations or targets in the priorities, outcomes, and outputs as to how this will be achieved.

A consultancy which looked at the application of the ILO's disability tag found similar results. Although 35 DWCPs out of 48 had at least one policy outcome addressing disability inclusion<sup>12</sup>, only six countries reported results on disability inclusion in 2020-21 biennium and 11 had planned outputs on disability inclusion in the 2023-24 biennium. This aligns with the finding that the specificity of achieving disability inclusive results is often missing from the more general mainstreaming of vulnerability and marginalisation.

### Gender Equality

The policy statement of the ILO in IGDS No.590 states that ILO will ensure that "Its policies, programmes, projects and operations contain a human rights-based, **gender-responsive** approach to disability inclusion<sup>13</sup>" (emphasis added). The link to gender equality is quite limited in the strategy. There are two areas which are linked to this element of IGDS No.590, namely the development of a focal point system (area C) and DWCP Outcomes being disability inclusive. However, the strategy does not elaborate how the targets in these areas will contribute to a gender-responsive approach.

The UNDIS technical notes detail certain areas where gender equality can be considered by a UN Entity, and recommends entities to reflect on intersectionality of discrimination in their application of the UNDIS. The particular areas identified include ensuring the consultation of persons with disabilities includes OPDs that work on a range of subjects including gender, indigenous issues, and migrant rights, considering gender and geographical representation in the outreach to persons with disabilities during recruitment processes, and communications should consider the intersectional discrimination persons with disabilities face.

The [ILO's Gender Equality Plan, 2022-25](#) identifies disability as an important factor to disaggregate data during a gender-transformative analysis, and sets an indicator concerning ILO managers promoting and valuing diversity, including but not limited to gender balance, geographical representation, and inclusion of persons with disabilities.

As the ILO becomes more advanced in the different topics of disability inclusion it would be reasonable to expect greater attention to be paid to intersectional issues and this can be reflected more in the next strategy. As an example, once a country office has begun to engage with Organisations of Persons with Disabilities (OPDs), a next step would be to expand its engagement to a range of OPDs working on different issues (such OPDs for women with disabilities, indigenous and

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<sup>11</sup> Independent High-Level Evaluation of ILO's Strategies and Action on Fundamental Principles and Rights at Work, 2018-2023 (currently being typeset- refer to [https://www.ilo.org/eval/Evaluationreports/Strategyandpolicyevaluations/WCMS\\_889144/lang--en/index.htm](https://www.ilo.org/eval/Evaluationreports/Strategyandpolicyevaluations/WCMS_889144/lang--en/index.htm) for updates)

<sup>12</sup> This utilised a baseline study that PROGRAM undertook in July/August 2022 in coordination with the five regional offices.

<sup>13</sup> Page 4 of the ILO Disability Inclusion Policy and Strategy

ethnic groups with disabilities etc). During the first iteration of the strategy this was possibly a step beyond what was achievable but should be considered moving forward.

### **Engagement of Constituents, Staff, Staff with Disabilities and with Dependents with Disabilities, and OPDs**

The evaluation found that one of the key strengths of the strategy was the engagement of the ILO UNDIS Custodians during the design of the targets and that the Governing Body had shown key interest and engagement in the strategy. Consultation with staff with disabilities and with dependents with disabilities had been more limited during the design of the strategy, but the development of the Employee Resource Group on Disability (ERG) as bolstered by the strategy has led to more consultation with staff with disabilities and offers potential in the future for further engagement.

Although the ILO played an important role in the development of the UNDIS, the overall engagement of staff by the ILO in the development of the UN system wide strategy was understandably limited. Once developed, technical notes for UN entities on each indicator were developed by the UNDIS team to allow for common understanding of how to achieve an indicator. The ILO Strategy was developed to align with the UNDIS. However, the ILO Strategy also sets specific targets in each indicator and significant negotiation with the responsible units took place to understand what reachable actions could be taken to allow ILO to achieve the targets in the UNDIS. The development of the custodian system was a significant design achievement that supported the implementation of the strategy. Indeed, the custodian system is used as an example of good practice for other UN entities who request support on how to achieve the UNDIS goals from the Disability Inclusion team in the Executive Office of the Secretary General. The custodian system allowed for negotiation and discussion of the targets, engagement of key heads of departments on the Strategy, and on-going coordination between GEDI and the relevant departments. This has supported the departments to understand how to meet certain targets and develop guidelines and policies to achieve this. A notable example of this has been the coordination between GEDI and PROCUREMENT to understand how to meet the requirements of indicator 8 of UNDIS and the development and roll-out of inclusive procurement guidelines.

A caveat to the success of the custodian system that was raised was the engagement of departments and branches not nominated as custodians. In certain areas, engagement can be identified now but may have been initially delayed. For example, the Staff Union has a considerable role in negotiating with the administration on HR policies and their input is vital to the long-term achievement of indicators linked to employment. ILO Officials shared with the evaluator that it took considerable work to ensure the Staff Union was centralised in the discussions relevant to their mandate. This is generally understood now but was initially not the case. Identifying how to bring additional units into the Strategy as joint-custodians, while not diluting the accountability structure, should be a consideration for the next strategy.

Responsibility for the leadership, inclusiveness, and organisational culture<sup>14</sup> can be fairly clearly understood based on the needs of each indicator, at least at the HQ level. The responsibility for the programming indicators is less clear cut because the strategy compacts all of ILO's programming and

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<sup>14</sup> As noted in the background section, the UNDIS is split into four thematic categories, leadership, inclusiveness, programming, and organisational culture. In the ILO Strategy, areas A, B, and C are connected to the leadership category of the UNDIS, areas D, F, E, and G to inclusiveness, H, I, J and K to programming and F, L, and M to organisational culture.



project-based work into these indicators. Of the four programming indicators, it is fairly clear that EVAL has responsibility for the evaluation indicator, although collaboration with PROGRAM is definitely needed. The responsibility for the other three indicators is shared more broadly. The responsibility for mainstreaming disability into programmes and projects cannot just lie with GEDI, it needs to be implemented by all programming and policy branches. Similarly, responsibility for achieving indicators on joint initiatives and country programme documents lies with the country and regional offices. Spreading awareness and ensuring broad consultation on this thus becomes challenging. Ensuring policy is embedded into the Strategy is a further challenge.

The engagement of the tripartite constituents has been limited during the evaluation period. This is partly because of a focus on the ILO 'getting its own house in order' before working more closely with constituents on disability inclusion. At the Governing Body level, there has been strong support from the constituents. At the launch of the strategy, both the workers' and employers' representatives expressed strong interest in the Strategy, and the Governing Body required regular reporting and updates of progress. At the country level there has been less attention to the subject. This is perhaps demonstrated by the slow progress of bringing disability focused CPOs into the DWCPs. ILO Officials believed this does not show an unwillingness to work on disability inclusion, but that it is both not always a priority among the vast range of other labour related issues facing member states and that constituents are not necessarily aware of how to focus on disability inclusion. As such it is up to the ILO to push the agenda with the constituents.

There were though some examples of tripartite constituents requesting technical support and some ILO Officials believe requests concerning disability inclusion are becoming more frequent. For example, during the International Labour Conference (ILC) in June 2023, colleagues shared there had been concrete requests from the Cote d'Ivoire on setting up a fund to reintegrate persons with disabilities into the workforce and the mechanisms available to push more companies to recruit workers with disabilities. Argentina and Chile were also given as examples of countries wanting to do similar things. Another example is a study visit that will take place to South Korea from five African delegations to visit their vocational training centre for persons with developmental disabilities. A potential entry point for future engagement is the proposal to include the ratification and implementation of the UNCRPD in to be eligible for the European Unions Generalised Scheme of Preferences (GSP) linked to free trade<sup>15</sup>. There is the potential for more requests from Member States for technical support on disability inclusion to support new-generation free trade agreements as they are negotiated and implemented as a result of this new requirement.

The consultation of OPDs is critically important to disability inclusion work and ensuring the ILO adheres to the 'nothing about us, without us principle'. The ILO has worked on developing the capacities of staff to engage OPDs. One of the focus topics of the DCN in 2021 was on the inclusion of OPDs in their work and GEDI has developed guidance materials on the consultation of OPDs that will be published before the end of 2023. However, as demonstrated by the approaching rating in the UNDIS report, further consultation more broadly in the ILO is needed. At the headquarters level, consultation by the Disability Inclusion team with OPDs is undertaken. The International Disability Alliance is consulted on a broad range of issues and is a member of the steering committee of the Global Business and Disability Network (GBDN). Consultation is much more limited at the regional and country level, although one good practice from Fiji was shared with the evaluation. A memorandum of understanding (MOU) with the Pacific Disability Forum has been signed to provide

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<sup>15</sup> [https://policy.trade.ec.europa.eu/news/commission-proposes-new-eu-generalised-scheme-preferences-promote-sustainable-development-low-income-2021-09-22\\_en](https://policy.trade.ec.europa.eu/news/commission-proposes-new-eu-generalised-scheme-preferences-promote-sustainable-development-low-income-2021-09-22_en)

a skeleton agreement on how the Forum will be including in the ILO's project design and implementation. Consultation with OPDs is not just needed on projects and programmes, but also on the recruitment of persons with disabilities and other operational aspects of the Strategy, such as accessibility audits. Building consultation into all levels of the work the ILO does would help ensure the OPDs become valued partners:

“Consultation is something that ILO has taken seriously, it is pushed by the Disability Team. Consultation is the first step for inclusion, with the problem is that you need to go beyond that. OPDs want to be partners as well as being consulted. OPDs don't just want to be invited to launch the policy, they want to provide input to the policy. I think that OPDs are consulted by the ILO, but they are not yet here on the concept of equal partners for disability inclusion.” (External Stakeholder)

### Covid-19

The Secretary General's report on the [Implementation of the UNDIS \(2020\)](#) noted the Covid crisis had caused unprecedented challenges for persons with disabilities. As with many humanitarian crises, the burdens were disproportionately carried by persons with disabilities. The ILO was able to contribute significantly to the [UN Policy Brief on a Disability Inclusive Response to Covid-19](#) and participate in the time-bound emergency working group on Covid-19.

Evaluation stakeholders generally believed the pandemic had not had a major impact on the ILO's work on disability inclusion. The main effects were felt in the initial stages of the crisis and the priorities of Member States may not have been as focused on disability inclusion. However, the crisis also heightened awareness of the challenges persons with disabilities face in the world of work and the focus on leave no-one behind has helped increase visibility on disability issues. Within the ILO's internal operations, the switch to remote working created both challenges and opportunities on disability inclusion. It allowed people to overcome some of the physical challenges of attending meetings, but at the same time raised concerns over ensuring digital technology was accessible for all persons with disabilities.

## 3.2 Coherence

### Key Findings- Coherence

**Key Finding 5:** The ILO's Disability Inclusion Policy and Strategy is closely aligned with the UNDIS and its actions are focused on achieving the indicators.

**Key Finding 6:** The ILO has made significant contributions to the delivery of the UNDIS by UN entities, both by developing joint training programmes and through setting good examples that can be shared by the UNDIS team with other entities.

**Key Finding 7:** There is evidence of mutual leveraging and complementarity with other departments and some programmes in the field, but this is ad hoc and not systematic. Although the Disability Inclusion team has utilised its resources to coordinate with other departments, mainstreaming remains a work in progress. The limited references to disability in the P&B, DWCPs and CPOs reduces opportunities for collaboration.

**Key Finding 8:** The intersectionality of different forms of discrimination has not been significantly addressed in the work on disability inclusion. The 2025-26 P&B has more significant references to intersectionality in the work done on the care economy and violence and harassment in the

workplace but to date there has been limited interaction on the intersection of discrimination faced by different groups such as persons with disabilities, women, and other marginalised groups. Coordination within GEDI could be enhanced to address this.

### *Evaluation Questions*

6. To what extent were the Policy and Strategy in line with the United Nations Disability Inclusion Strategy (UNDIS)? Are the ILO actions under the Policy and Strategy fitting well in this context?
7. How well aligned are the Policy's and Strategy's objectives and actions with ILO programmes in HQ and in the field? Is there evidence of mutual leveraging and complementarity?
8. How well are the ILO's Policy's and Strategy's integrated into its normative and social dialogue mandate?

### **Alignment with the UNDIS**

The ILO played a critical role in the development of the UNDIS and subsequently designed a disability inclusion strategy which is very closely aligned to the UNDIS. Achievement of targets in the ILO's strategy should ensure the ILO is able to meet or exceed the requirements of the UNDIS.

Additionally, the ILO has made significant contributions to support the Disability Team of the Executive Office of the Secretary General to provide support to UN Entities and UNCTs to meet their obligations under the UNDIS. Specifically identified by evaluation stakeholders were the ILO's development of the [Promoting Disability Inclusion: making the Change Happen](#) course for UNDIS focal points in UN entities and country-teams, the contribution to the development of webinars on the recruitment of persons with disabilities in the UN system, and the co-chairing of the newly established working group that has been established by the High Level Committee on Management to promote a more inclusive UN system for staff with disabilities.

Evaluation stakeholders noted that the ILO has considerable comparative advantages linked to its core mandate which strengthens its role as a key UN agency for the UNDIS. Its normative framework that promotes the fundamental principles and rights at work, its commitment to decent work, and its expertise in social protection, all strengthen its ability to lead on disability inclusion within the UN sector.

While the ILO's Strategy aligns well with the UNDIS, the UNDIS was developed to support all UN entities and country teams to improve their performance on disability inclusion. Many of the entities started at a much lower point than the ILO. The development of the next Strategy will therefore probably require the ILO to consider how it can continue to align with the UNDIS but go beyond it in areas where it is performing well. This will allow it to continue to be a leader among UN entities on disability inclusion.

### **Coherence with Programmes and Policy in Headquarters and the Field**

During the evaluation period, the Disability Inclusion team has coordinated effectively with different programmatic and policy departments at both the headquarters and field level. However, as a whole, the mainstreaming of disability into the work of the departments remains a work in progress and cooperation is often opportunity-based rather than systematic.

A significant area of collaboration has been between GEDI and SOCPRO to further work on disability inclusive social protection. The ILO collaborated with the International Disability Alliance on a consultation process which led to the adopting of a Joint Statement on Inclusive Social Protection by 21 major agencies and donors. GEDI and SOCPRO have also been able to collaborate with UNICEF through funding identified from the UN Partnership on the Rights of Persons with Disabilities on a project which sought to build on the momentum from the Joint Statement to developing the capacity of national governments, OPDs, development agencies and academia to support the reform of UNCRPD compliant social protection systems that were based around inclusion and empowerment.

There was also collaboration between GEDI and other sections of the EMPLOYMENT department, particularly the SKILLS and Youth branches. This has included working on various tools and projects connected to the provision of disability inclusive TVET opportunities and leading a global initiative on decent jobs for youth which has gathered 35 commitments on targeting youth with disabilities in actions on job. The GBDN is a very successful initiative which collaborates with the employment department, ACTEMP, and employers' federations and businesses in different countries. The GBDN was set up prior to the Disability Inclusion Strategy and the UNDIS, and the progress of the GBDN cannot be attributed to the Strategy. However, it does provide a valuable initiative to promote further collaboration among departments and with tripartite constituents, particularly the employers' federations. There are probably more opportunities for learning from the members of the GBDN on best practices on disability inclusion and potential for the GBDN to contribute further during the next strategic period.

The evaluation also reviewed whether the five flagship programmes of the ILO were promoting disability inclusion in their strategy documents or guidelines. Only the Social Protection flagship had significant references to disability. Better Work refers once to disability as part of addressing discrimination within its gender equality and inclusion priority theme, but the theme is mostly focused on gender equality. The Safety and Health for All strategy refers to acquired disabilities at work in its background but has no reference to disability inclusive programming in its strategic components, and the IPEC+ strategy makes no reference to disability at all. The Jobs and Peace for Resilience programme makes one reference to disability in its programming guide by noting how Covid-19 has exacerbated vulnerabilities and no references in its explanatory brochure<sup>16</sup>. The flagship programmes do address disability inclusion in their programming. For example, Better Work includes accessibility in its checklist. However, with the exception of Social Protection, the limited reference to disability inclusion in the strategies of the flagship programmes suggests mainstreaming of disability into key programmes remains a work in progress.

Additionally, the HLE of ILO's actions on FPRW (2023) found a lack of integration between the work on the four original fundamental principles of the elimination of child labour, the elimination of forced labour, gender equality and non-discrimination, and collective bargaining and freedom of association. Although there were some examples identified of collaboration between the branches responsible for the different areas of the Declaration on the Fundamental Principles and Rights at Work (1998), these were limited, and in general an integrated approach was not identified.

Even within GEDI, the ILO Officials shared there were still challenges in integrating work together on the different forms of discrimination and tackling intersectionality. It was believed that collaborative

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<sup>16</sup> The Jobs and Peace for Resilience programme does not appear to publish a strategy on the ILO's website so the evaluation used the programming guide and explanatory brochure as a proxy.

work had improved but work was still often completed in silos and opportunities for integration were missed. This included reaching out separately to other departments on one issue of discrimination rather than from GEDI as a whole.

“The work is mainly siloed. We have been working to try to mainstream cross-cutting work. For example, just transition for persons with disabilities, just transition of persons with HIV etc... However, colleagues have different priorities and they may not respond if they don't have this output in their workplan, as they don't see it as a priority.” ILO HQ Officer

“I don't see the intersectionality of discrimination addressed much. I haven't heard the team (in the region) present good experiences about disability. I am trying to include non-discrimination as an important principle but it isn't moving much. I can't understand how colleagues can work on forced labour and child labour for example without looking at discrimination.” ILO Field Based Officer

The P&B for 2022-23 pays limited attention to intersectionality within outcome 6, particularly Outputs 6.1, 6.2, and 6.3, that focus on equal pay for equal work, the care economy, and violence and harassment mainly from a gender equality approach. There is very little reference in these outputs to other forms of discrimination. Output 6.4 addresses other forms of discrimination, particular discrimination against persons with disabilities, and does reference intersectionality more at the global level, such as committing the ILO to undertaking research on discrimination and intersectionality at the global level. The outcome indicators and targets for outcome 6 are only on gender, and indicators on other forms of discrimination are not included. The main indicator in the P&B which allows for intersectional analysis is the long-term impact indicator, the unemployment rate that is disaggregated by gender, age, and persons with disabilities. The outcome indicator for outcome 8 also includes the collection of disaggregated data by several groups, including persons with disabilities.

The design of the P&B for 2024-25 shows greater attention to intersectionality. The wording of output 5.1 'Increased capacity of Member States to design and implement a transformative agenda on gender equality, non-discrimination and inclusion' by bringing the topics of non-discrimination, inclusion, and gender quality into one output. Output 5.2 also brings intersectionality into the work on the care economy in a manner that was missing in 2022-23, and there is reference to violence disproportionality impacting women and other groups in vulnerable situations in 5.3. The indicators show less evidence of intersectionality. The outcome indicators are still only focused on gender equality. The 2024-24 P&B does though provide more of a framework for the ILO to consider disability inclusion within the work focused on gender responsive programming. Stronger coordination between the teams working on these issues in GEDI would support this.

A further point of note about the P&B for both 2022-23 and 2024-25, although not limited to intersectionality, is the ILO could achieve its targets in outcome 6 without doing any work on disability. The relevant indicator is 5.1.2. 'Number of Member States that have taken measures to promote equality of opportunities and treatment for persons with disabilities **or** at least one of the following groups: indigenous and tribal peoples, people living with HIV or people facing discrimination on the grounds of race or sexual orientation and gender identity' (emphasis added). The [P&B Implementation Report 2020-21](#) acknowledged the over-achievement of results in outcome 6.4.1 'Member States with measures to ensure equality' was as a result of the ILO's work on HIV/AIDS. The report does acknowledge the contribution of the GBDN to the results but does not break down individual contributions by disability, HIV/AIDS, indigenous rights etc.

## Social Dialogue

The tripartite constituents have been involved in different initiatives on disability inclusion. However, these tend to be individualised work with a particular constituent and the focus on social dialogue has been limited. An example of this is the GBDN. The expansion of the GBDN into different national chapters, including chapters developed by agencies other than the ILO, has been rightly identified as a significant achievement in various ILO reports and statements. However, it is directed towards businesses and does not particularly involve the trade unions or focus on the issue of social dialogue. Similarly, GEDI has collaborated with ACTRAV to promote greater attention to disability inclusion for the unions. This has included working with unions to identify and recruit more members with disabilities, but to date has not focused particularly on social dialogue. There are individual examples of unions undertaking social dialogue activities. For example, in Brazil, the Metal Workers Union undertook a dialogue on improving disability inclusion in companies working in the industry. However, these remain individual examples rather a broad approach.

“With social dialogue, I’m inclined to think there are very few examples. You’re unlikely to see in a social dialogue context, the issue of persons with disabilities coming up.” (ILO Official- Headquarters)

Evaluation stakeholders identified promoting disability inclusion within social dialogue as an important topic for the next Strategy.

“One of the recommendations would be to support the work of the constituents and include a very strong action on promoting dialogue on disability inclusion. It needs to be a collective approach. Focus on how to improve the support to constituents without diluting the work internally.” (ILO Official- Headquarters)

Specific requests from staff included developing guidelines on how to include OPDs in social dialogue, strengthening the CPO tag on disability to include a stronger focus on social dialogue, and sharing of good practices on social dialogue with persons with disabilities.

### 3.3 Effectiveness

#### Key Findings- Effectiveness

**Key Finding 9:** The ILO has made considerable progress in implementing the Strategy. However, as demonstrated by the self-reported scoring of the UNDIS indicators, this remains a work in progress and continued attention to disability mainstreaming is needed.

**Key Finding 10:** The ILO has implemented several innovative and good practices. Mostly notable of these include the launching of the ERG, the voluntary nature of the DCN, the UNDIS custodian system, and the development of various training courses, guides and manuals.

**Key Finding 11:** While senior leadership and the Governing Body has made several important commitments to disability inclusion, stronger leadership at different levels of the organisation is needed to encourage staff to prioritise disability inclusion in all aspects of their work.

**Key Finding 12:** The number of persons with disabilities recruited at all levels of the Office remains low.

**Key Finding 13:** Baselines for various indicators in the Strategy have not been identified. The lack of data makes it difficult to fully assess progress. Strengthening the M&E system is important for the next stage of the strategy.

#### *Evaluation Questions*

9. To what extent did the Policy and Strategy achieve the expected results at ILO Headquarters and country offices? In which areas/components (see figure 1 above) of the Policy and Strategy was the ILO able to make the most progress on (as per established targets) and in which ones the least, including the identification of bottlenecks? What are the most significant elements to-date that can be identified to explain this?
10. Did the Policy and Strategy results affect women, men, and non-binary persons differently? If so, why and in which way?
11. Did certain groups (such as ILO staff with disabilities and ILO staff with dependents with disabilities) benefit from ILO actions more than others?
12. Were actions (including at global, regional and national levels) effective in addressing the disability inclusion deficits caused or worsened by the pandemic?
13. Are there any innovative approaches that the ILO has been able to implement to advance the objectives of the Policy and Strategy?
14. Does the current monitoring and reporting allow for tracking the progress and informing the implementation of the ILO's strategy? How effective were the indicators (baseline and targets) in these regards, and what could be done in the future to make them more useful for informing management decisions?

#### **Results**

The UNDIS lists fifteen indicators which UN agencies report against. Based on set criteria, the entity self-reports whether the indicator is missing, approaching requirements, meeting requirements, or exceeding requirements. The ILO's Strategy was developed to align with the UNDIS. Although not specifically in the same order as the UNDIS, the ILO's strategy includes each of the 15 indicators with the exception of indicator 3, "Disability-Specific Policy/Strategy" as by virtue of having the Strategy and being mandated to report to the ILO's Governing Body on its implementation every two years, the indicator has exceeded requirements already. That said, there are still issues for consideration under indicator 3, including the ongoing monitoring and implementation of the Strategy and ensuring OPDs are involved in the monitoring of its implementation.

The ILO Governing Body instructed the Office to monitor achievement and periodically report to the Governing Body on progress and areas for improvement. The first report ([GB.346/INS/INF/5](#)) was submitted to the Governing Body in October 2022 and lists the classification per indicator for 2019, 2020, and 2021. The report is publicly available. Entities are not required by the UNDIS to report their ratings publicly. Reports are received by the Disability Inclusion team in the Executive Office of the Secretary General and collated into overall scores for the United Nations as a whole. ILO is one of only 3 or 4 entities that publishes its scores, something that was highlighted as a strong practice for accountability by one UN Official during the evaluation.

The table below shows the scores reported to UNDIS and in GB.346/INS/INF/5, with the additional ratings from 2022. As the table shows, the ILO has reported progress in many of the indicators since 2019, although there is still limited progress in a number of indicators. Nine out of 16 indicators have

increased since 2019 (with an additional one being exceeds from the start). As such, approximately two-thirds of the indicators have demonstrated at least some progress and one third have remained the same. Two remain missing, strategic planning and the accessibility of conferences and events. While the ratings for the UNDIS are self-assessed, it was noted by external stakeholders that the ILO has a reputation for not over-stating its ratings. In 2022, five indicators were rated as meeting or exceeds, and overall ILO had reached or over-achieved on the target set in the strategy for five out of fifteen indicators, demonstrating that while progress has been made, there is still work to do. ILO sets itself ambitious targets to achieve different levels of the UNDIS indicators and is rigorous in assessing when it has reached the target or not. In some cases, this does mask some of the progress that has been made in indicators that have not yet reached meeting or exceeds.

<b>UNDIS Indicator (ILO Strategy Letter in brackets)</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023 Target</b>
1. Leadership (A)	Approaches	Approaches	Meets	Exceeds	Meets
2. Strategic planning (B)	Missing	Missing	Missing	Missing	Approaches or Meets
3. Disability specific policy/strategy (N/A)	Missing	Approaches	Meets	Exceeds	Exceeds
4. Institutional set-up (C)	Approaches	Approaches	Meets	Exceeds	Approaches
5. Consultation with persons with disabilities (D)	Missing	Missing	Missing	Approaches	Approaches
6. Accessibility (E)	Missing	Missing	Approaches	Approaches	Meets
6.1 Accessibility of conferences and events (E)	Missing	Missing	Missing	Missing	Meets
7. Reasonable accommodation (F)	Approaches	Approaches	Approaches	Approaches	Exceeds
8. Procurement (G)	Missing	Missing	Missing	Approaches	Meets
9. Programmes and projects (H)	Approaches	Approaches	Approaches	Approaches	Meets
10. Evaluation (I)	Approaches	Approaches	Approaches	Approaches	Meets
11. Country programme documents (J)	Missing	Approaches	Approaches	Approaches	Approaches
12. Joint Initiatives (K)	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
13. Employment (F)	Approaches	Approaches	Approaches	Approaches	Meets
14. Capacity development for staff (L)	Approaches	Approaches	Approaches	Meets	Exceeds
15. Communication (M)	Missing	Missing	Approaches	Approaches	Meets

Table 2: ILO's self-assessed reporting to UNDIS per indicator



The UNDIS provides a framework to measure progress against and has been the impetus for action within the UN system. However, given it is broadly designed to fit all UN entities, it does not provide specific numeric targets in most of the indicators. The ILO's strategy has set targets in most of the different areas of the strategy, and it thus goes beyond the UNDIS in this regard. For example, area B, ILO strategic framework becomes disability-inclusive has set the target of 62% of ILO Programme and Budget policy outcomes that include disaggregation of data by disability and/or mention disability issues. The monitoring of these targets is discussed in more depth later in this section.

### **Key areas of success**

The evaluation identified a number of areas of success and innovation that have contributed to achievements in the strategy.

- The development of the Disability Champions Network

To exceed requirements in UNDIS indicator 4, 'Institutional Set-Up', an entity must have a unit/individual with substantial expertise on disability, coordinate a focal point-system, and hold a meeting at least once a year. This is addressed in area C of the ILO's strategy. The disability inclusion team within GEDI covers the first point. A network of disability champions was set up in 2021 with approximately 50 champions. This has increased to over 80 by the time of the evaluation. Approximately 60% are from regional and country offices and 40% from HQ. The network includes staff from many programme and operations departments.

The voluntary nature of the DCN was identified by ILO officials as being critical to the success of the network. The development of the DCN was guided by lessons learned from the gender focal point system developed by the ILO for the UN SWAP. ILO officials believed the appointment of gender focal points by directors limited ownership of the focal point system. The DCN is set up on a voluntary basis, with members being individuals interested in disability inclusion, usually who have worked on disability inclusion in some regard and either request to be a member or are asked if they are interested by the Disability Inclusion team. The opinion of members of the network was that this approach has been successful. The DCN was picked as the most successful of 13 options given in the survey sent to DCN members and ILO UNDIS custodians, with 69% of respondents picking the network as one of the three most successful elements. Only one respondent picked it as one of the three least successful elements.

Members of the DCN indicated the network provides the opportunity for both learning about disability inclusion and networking with other staff who are focusing on it. Focusing on specific topics, such as how to engage OPDs was mentioned as a particularly successful approach. The survey completed by the champions and ILO UNDIS custodians found 46% agreed and 15% strongly agreed with they had been able to apply knowledge learned from the DCN or through participating as an ILO UNDIS custodian in their work. Specific examples shared included:

*"An example is the meaningful consultation of OPD session, which helped me to get the necessary knowledge to connect to an organization of people with disabilities."*

*"I followed up with IDA after meeting them at the Champions network. That connection wouldn't have been possible otherwise."*

*"The insights gained from the Disability Champions Network helped me design effective disability awareness campaigns within our organization. These campaigns have fostered a more inclusive work environment and encouraged open conversations about disabilities."  
(ILO Officials who responded to the survey)*

However, there were certain concerns raised about the DCN, namely the depth in which topics can be covered and the timing of meetings. The DCN includes individuals with a variety of knowledge on disability meaning the utility of the meetings varies for different individuals. Some more experienced staff indicated the networks did not provide much opportunity for learning for them, although they appreciated the opportunity to share their knowledge and experience with other staff. Some staff who have limited experience in disability inclusion felt they need more in-depth support to understand disability inclusion further:

“Other than three meetings we had online where a general overview of disability was provided, I don't have much understanding and knowledge of this topic. To practically implement the knowledge, I need to gain it first and so far this has not happened.” (ILO Official who responded to the survey)

The timing of the meetings was also a challenge for staff who are based away from Europe, the Middle East, and Africa as meetings are often late at night or early morning. As the network develops and expands, there is potential to hold more thematically focused meetings for particular staff and have rotating start times to broaden inclusion of different offices.

- The custodian system

As noted in the coherence section, the custodian system was identified by internal and external stakeholders as being a key element of success in the ILO's implementation of the strategy.

- The development of training courses

As previously identified, the development of the training course for UNDIS focal points has been acknowledged as an important contribution by the ILO to the overall UN system. Additionally, the development of the mandatory course on disability inclusion has a compliance rate of over 80%. Where the Disability Equality Training (DET) has been implemented, the departments have reported positive results. Stakeholders did though stress the need to expand the reach of the training through more detailed courses on how to be disability inclusive in particular areas. The intended roll out of a training of trainer programme for DET should support this. Additionally, it is important to ensure the postponed training for the Senior Management Team that had been planned for the ILC in June is conducted in October or November.

- The Employee Resource Group on Disability Inclusion (ERG)

The launch of the ERG on Disability Inclusion was identified by both ERG members and other ILO Officials as being a significant step forward in ensuring the voice of staff with disabilities and staff with dependents with disabilities can be heard by management. Building the membership is important for the new phase of the strategy, as well as increasing awareness of the role and mandate of the ERG and how it differs from the Staff Union among the staff body, and ideally identifying funding for promotional and awareness raising activities. Should the ERG expand its numbers, it may also need to consider if regional chapters would help support members with more regionally or nationally specific challenges they face.

Support from Senior Leadership is critical for the ERG to be effective in the long-term. Sponsorship or commitments from the most senior levels of an organisation can have a profound effect on the

level of impact the ERG is able to achieve<sup>17</sup>. The ERG met with the Director General in February 2023 and asked him to be a sponsor. A decision on this is still pending. The ERG was also scheduled to meet with the Senior Leadership Team during the ILC in June 2023, but as with the DET, had to be postponed. Strengthened commitments from leadership to the ERG will be needed in the next phase of the Strategy.

- Accessible procurement tendering

One of the most complicated indicators in the UNDIS is indicator 8, procurement. ILO Officials shared with the evaluation that the launch of the UNDIS provided them with complicated challenges on how to define and meet the indicator. With this in mind, the development of the accessible Procurement Manual and the creation of an accessible tendering template are notable achievements. In addition, coordination with other UN entities through the High-Level Committee on Management's Procurement Network (HLCN-PN) has been important in this indicator. The collaboration between the Disability Inclusion Team in GEDI and PROCUREMENT was also cited as crucial in achieving the successes in this area.

- Accessibility

There has been considerable work conducted on indicator 6 on accessibility by several departments. This indicator requires attention to physical and online accessibility. FACILITIES, DCOMM, INFOTEC, INTSERV, and PRODOC all contribute to this indicator, along with RELMEETINGS for indicator 6.1 on conferences and meetings. There are still challenges, and some of these are identified below, but there has also been progress in this indicator. The involvement of so many departments makes achieving the indicator more complicated but the coordination of GEDI with the different departments was praised as effective. It was though noted that there is a lack of a formal communication structure to bring the different departments together and this could be addressed in the next strategy.

### **Areas requiring attention**

Delivering on the UNDIS is an on-going activity. There is the potential for an entity to slip back its scoring if it does not continuously work on disability inclusion. Most, if not all, of the areas of the strategy remain a work in progress with attention needed to ensure continued progress. This is not surprising given this is the first cycle of the implementation of the ILO strategy and reporting to UNDIS. The evaluation identified particular areas where progress has been limited or attention is needed:

- Leadership

The ILO has assessed it had exceeded requirements under indicator 1 of the UNDIS, 'Leadership'. This is based on the ILO's Senior Management, specifically the Director-General and the Deputy-Director General for Policy making statements and producing resources on disability inclusion and the reporting of the results to the Governing Body. In contrast, the question concerning leadership was top picked selection on the question "In which of the following areas do you think the ILO has been the least successful in creating change related to disability inclusion since 2020? (pick up to

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<sup>17</sup> <https://www.purpleconsultinggroup.com/employee-resource-groups> and <https://askearn.org/publication/ERG-toolkit>

three)". Forty-eight percent of respondents picked senior leadership as being the least successful area in creating change.

The differences between the self-assessed rating and the response of staff are linked to the level of leadership. The UNDIS indicator is targeted at the very senior leadership and governing body and the reporting mechanism. During the evaluation period, the ILO's Governing Body demonstrated commitment to disability inclusion and both the previous and current Director-General made statements reinforcing the importance of disability inclusion to the ILO's mandate. However, the survey data and interviews with key staff suggest that more attention is needed towards disability inclusion from the lower levels of senior leadership and middle-management. The ILO has not developed an accountability mechanism for senior leadership or chiefs of branches and departments to make commitments on disability inclusion and be held accountable for them. Interest and understanding of disability inclusion was reported to be mixed among department and regional leadership as a result. There are good examples of best practices which could be formalised more broadly. For example, the Regional Office for Arab States (ROAS) region has developed an informal action plan which is monitored by the leadership.

The custodian system was identified as a good practice, and the involvement of the relevant branch chiefs during the development of the strategy helped strengthen ownership. The monitoring and reporting of the indicators are though conducted by the disability inclusion team in GEDI. There is not a formalised structure of a senior management member convening a meeting each year to review progress and setting targets for the next year. Such a system would help reinforce the importance senior leadership attaches to the strategy.

Additionally, it was noted that ILO does not have a person with a visible or publicly known disability in the senior management team. While it may be that there is an individual with a disability in the senior management team and disclosure of this is completely their choice, it is also the case that research suggests one of the best approaches to advance disability inclusion in an organisation is to ensure representation of persons with disabilities within the senior leadership<sup>18</sup>.

- Ensuring the strategy is implemented throughout the ILO

To fully achieve the ILO's goal on disability inclusion, the strategy must be implemented throughout the ILO's offices and not just at headquarters. This requires regional and country offices to ensure that DWCPs and CPOs are disability inclusive, pursue funding opportunities with donors who are proactive on disability inclusion, meaningfully engaging with OPDs, and ensure projects effectively mainstream disability in both design and implementation. Additionally, the offices need to effectively engage tripartite constituents and other partners on disability inclusion. It also though requires the operational and organisational culture elements of the strategy are implemented as well, including among others, ensuring accessible offices and meeting spaces, the recruitment of persons with disabilities and provision of reasonable accommodation, and building the capacity of all staff on disability inclusion.

The evaluation found that while progress has been made to an extent in regional and country offices, this is inconsistent and progress has been more marked at headquarters. Accountability for implementing disability inclusive goals is less clear cut outside of Geneva. For example, it is very clear that the responsibility for ensuring official meetings in Geneva are accessible lies with RELMEETINGS specifically, and from the more general point of accessibility of the office, FACILITIES.

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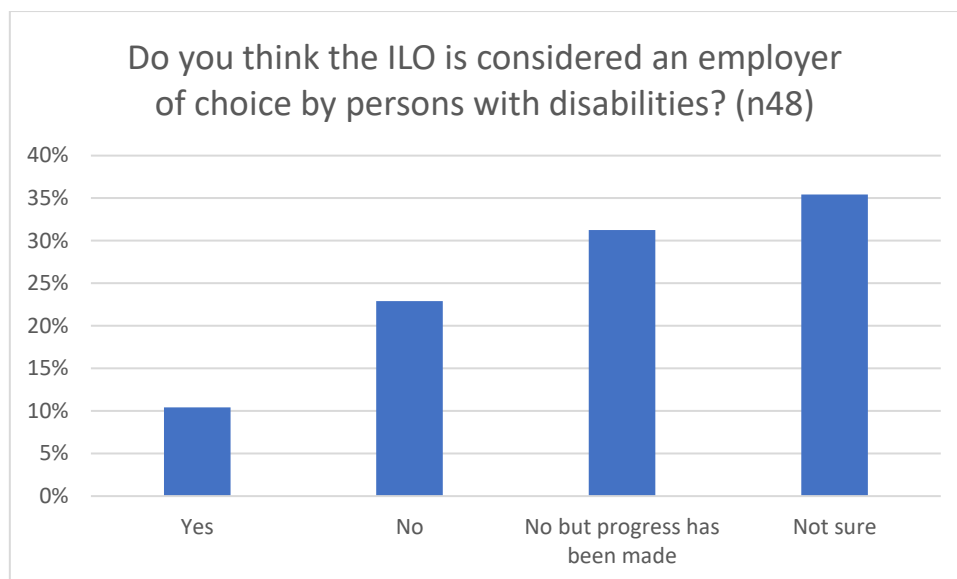
<sup>18</sup> <https://www.inclusionhub.com/articles/the-importance-of-disability-representation-in-leadership>

However, accountability for ensuring ILO's workshops and conferences in field locations is less clear. The ultimate responsibility would lie with the Regional or Country Director, but the specific event implementation is more likely to be conducted by a project or programme. Differing national culture and laws also make it challenging to take a one-size fits all approach. Different cultural attitudes towards disability impact the level of initial awareness and attitudes of staff and tripartite constituents, and differing laws means different considerations in various elements of the strategy, particularly in office accessibility, are needed. The leadership of the regional and country offices is important for ensuring disability inclusion is maintained as a priority. This speaks to the responses of ILO Officials in the evaluation which noted differing levels of attention given to disability inclusion across regions and as a result different levels of progress.

- Employment of persons with disabilities

The number of staff with disabilities remains low. It is not possible to present the actual numbers of staff with disabilities as the ILO does not know these with accuracy. The 2021 ILO Organisational Health Index (OHI) Staff Survey found 38% of staff indicated they have disabilities and 6.7% of staff had dependants with disabilities. This survey was not specifically aimed at identifying information on disability and did not use the Washington Group Questions. The ILO Staff Survey on Disability Inclusion in 2014 found 8.3% identified as having a disability and a further 7.2% exclusively expressed functional limitations. 16% of staff had dependants with disabilities. The planned survey by HRD this year should give further information so long as it is designed in a way that staff feel comfortable responding to the questions. That said interviews with staff at the headquarters, regional, and country levels suggest the numbers are very low. Certain locations could not identify any person with disabilities who had even applied for a position, let alone work for the ILO. The ERG currently has about twenty members. This is an important innovation from the implementation of the strategy and appreciated by its members. It is also new, and it can be expected to grow. However, considering the size of the ILO's staff, 20 members who either have a disability or a dependent with a disability, or both, is a low number. Concerns over the self-disclosure of disability may also contribute to the low numbers of members of the ERG and also challenges in identifying numbers of staff with disabilities through surveys. Concern over stigma, particularly towards invisible disabilities, discrimination, and repercussions for their current job or future opportunities can be a significant constraint on staff disclosing disability status. This is especially the case where there is concern over the commitment of an organisation to disability inclusion. This highlights the importance of the ILO developing a transparent, trustworthy, and inclusive organisational culture including through high-level support for the ERG and strong leadership on commitments to disability inclusion.

The survey conducted for the evaluation found that generally ILO staff do not believe that the ILO would yet be considered an employer of choice by persons with disabilities. The number of respondents with disabilities was low and so this question was mainly asking staff without disabilities what they believed persons with disabilities would think about the ILO. None of the small sample of staff with disabilities who completed the survey answered yes to the question.



Graph 2: Is ILO considered an employer of choice by persons with disabilities?

Participants in the evaluation noted a number of barriers to the employment of persons with disabilities. Staff attitudes towards disability remains a challenge, particularly in some locations. The outreach to OPDs is still in its early stages and more focus needs to be placed on this. Support for and concerns about travel remains a challenge that can affect opportunities to apply for certain positions.

The hiring of interns was mentioned as an area that could be leveraged more as an entry point for increased opportunities for persons with disabilities. The ILO has one of the best packages for interns in terms of benefits and stipends within the UN system. However, ILO Officials shared examples of difficulties in recruiting interns with disabilities due to both difficulties in identifying candidates and inflexibility over the educational requirements for positions. Similar challenges concerning educational requirements for staff positions were also mentioned by ILO Officials. The ILO adapted its policy on educational requirements in August 2022 in IGDS 609, specifically to allow work experience in lieu of a masters degree and it is important to ensure this policy is universally applied and wording of job descriptions does not go beyond the needs of the position.

ILO Officials also referred to rules around dependant definitions and allowances as being a concern. The ILO consider spouses and children to be dependants. However, staff often have family members who become dependants. A staff member whose sibling is unable to live independently may find they become their dependant should their parents pass away or become unable to provide the necessary care. Although family allowances do exist to support a dependent sibling, mother or father, staff do not seem to be aware of this, and the allowance is only payable in the case that no spouse allowance is being paid. Even staff who have a dependant with a disability under ILO's definitions still face considerable challenges including how comfortable they are in disclosing to their managers and colleagues, and concerns over taking positions in different locations such as what services are available to their family there. There was a belief from evaluation participants that the ILO needed to strengthen its awareness and support towards staff with dependants with disabilities, something which has considerable connections to its programmatic work on the care economy that has become a key focus of the ILO's work on gender equality in the last two biennia.

- Missed Opportunities

In addition to the areas highlighted above the evaluation also identified certain missed opportunities on disability inclusion. These were often in areas or departments where some good progress has been made in other respects and are reported as examples of the additional opportunities that exist:

- Accessibility

While as noted there have been some significant improvements in accessibility made by the Office recently, there were also several areas where it was felt there had been missed opportunities during the upgrades. The cobble stones near the entrance of the building and the cafeteria in ILO-HQ were in particular identified as being difficult for individuals in wheelchairs or with mobility issues. These were reportedly left in place because they were a present from the Government of Switzerland in the 1960s. It seems surprising and very hard to justify that in the 2020s this would prevent them from being removed to ensure an accessible environment, particularly given the importance the Government of Switzerland places on disability rights. Some of other areas such as handrails on some of the stairs, the height of the serving area in the new café, and some functions of the restaurant were also highlighted as challenging.

- Staff Surveys

There was evidence that staff surveys are missing opportunities to collect disaggregated data on the views of persons with disabilities. For example, a survey on the new mobility policy sent out in July 2023 did not include a question on disability status. Given the challenges on mobility which staff with disabilities and staff with dependants with disabilities face, this seems to have been a missed opportunity to understanding differences in opinions between staff with and without disabilities. The lack of automatically thinking of ensuring there is disaggregated data on disability in surveys that currently contributes to this bottleneck could be addressed through strengthened awareness of disability inclusion and engaging departments that are planned upcoming surveys.

- Reasonable Accommodation

The ILO has a reasonable accommodation reserve that is available for a staff member or an applicant applying for a position. However, this currently does not apply to external collaborators who work with the ILO (and some staff believed to interns as well). As a result, an external collaborator who needs certain accommodations, either financial or time-based may find themselves at an uncompetitive disadvantage when bidding for a contract. Another option of developing a system for allowing an external collaborator to include additional costs in their bid but not be penalised for these costs in terms of competitiveness, also does not appear to have considered as yet. This is particularly relevant to consultants who need to travel, such as someone contracted for an evaluation. This is in contrast to the policies of UNDP, UNICEF, WHO, and the World Bank.

### **Impact on Different Groups**

As previously described in the relevance section, there was limited attention to gender differences in the design of the Strategy. The issue of intersectionality from a programming perspective is addressed in the coherence section that identified that intersectionality is being considered in some aspects of ILO's work, but it is not systematic. There are some, but again, limited differences in how the implementation of the rest of the strategy affected men, women, and non-binary persons or groups such as persons with disabilities and staff with dependants with disabilities differently.

From a gendered perspective, implementation has not had much difference at this stage. The 2021 ILO Organisational Health Index (OHI Staff Survey) found that staff with disabilities, staff with dependants with disabilities, and women all had a lower perception of how inclusive the ILO was to work in than men. The survey did find that men with disabilities actually have a higher perception of inclusion in the ILO than men who did not identify as having a disability. Women with disabilities on the other hand had a much more negative view than women without disabilities. It should be noted that the percentage of women who identified as having a disability was higher than men. 2.7% of men identified as having a disability compared to 4.6% of women. The overall sample size was low as well (22 men and 42 women), that may affect the ability to draw conclusions from the results. The survey being conducted by HRD in late 2023 may provide additional information on this.

Some evaluation stakeholders have noticed certain effects from the Strategy. The installation of individual accessible toilets on each floor of headquarters was noted as being a positive for non-binary individuals who may not be comfortable using gendered facilities. Additionally, PROCUREMENT has developed both a gender responsive procurement guideline and disability inclusive guidelines and is working to consider how to assess competing bids where one is disability inclusive and the other gender inclusive.

Evaluation stakeholders believed there are differences in the effectiveness of addressing different challenges and barriers for people with different categories of disabilities. In general, the ILO was perceived at being more understanding of visible disabilities, particularly physical disabilities, than non-visible disabilities. It was noted though that without more complete data on disabilities, it was difficult to assess this thoroughly.

### **Monitoring of Progress**

The evaluation found that monitoring of progress is conducted regularly, allowing the ILO to report on the UNDIS and the Governing Body but the ILO still lacks the means to measure specific targets in the strategy. The design of the UNDIS and the decision to have indicator custodians has supported the monitoring of progress for UNDIS. As noted, ILO has a reputation for accurate reporting on the UNDIS that does not over-inflate performance. As part of the design of the strategy, the heads of the custodian departments were consulted what level for each indicator was possible and how to achieve these. The requirement to report annually on UNDIS and the Governing Body request to report biannually help support the interaction between departments to produce the necessary information.

In addition to the UNDIS targets, the ILO's Strategy defined targets per indicator. Each area, with the exception of area A, leadership, has indicators and targets<sup>19</sup>. Many of the areas did not define numerical targets for the indicators because research was needed to set a baseline. Missing baselines were, in general, supposed to be developed in 2021. Obtaining data for the baselines has been challenging. Some or all baselines for areas D, E, F, G, H, and M had not been finalised by the end of 2022. Work is ongoing in many of these areas to identify the baselines. For example, HRD is conducting a survey on disability for all staff in late 2023 that should provide a baseline for the numbers of staff with disabilities, something the Director-General has identified personally as being a gap in information.

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<sup>19</sup> Targets for Leadership are contained in the actions described in the Strategy, but the area does not have indicators and targets listed in a box in the manner all other areas have.



Not all baselines will be identified by the end of 2023, something the ILO will need to consider in the design of the next strategy. One of the challenges facing the ILO is gathering the information from various offices. The indicator for area D is “number of ILO field offices that involve Organisations of Persons with Disabilities in their work”. This is a difficult indicator to identify given it requires the field office to have awareness of the strategy, understanding of what OPDs are, and how to engage them, and to report on this on a regular basis. In 2022, the disability inclusion team worked with the DCN to build capacities on the engagement of OPDs and this should lead to an improvement in the ILO’s engagement and its ability to measure this, but was perhaps an ambitious indicator to measure during this strategic period. A further example would be setting a baseline for the level of accessibility attained by the ILO’s field office. This indicator requires each office to conduct an accessibility assessment or audit to understand their level of accessibility. While the ILO hopes a fairly comprehensive understanding of country and regional offices may be achieved by the end of 2023, the target of setting a baseline by 2021 was very ambitious (regardless of the pandemic).

Area I, Evaluation has an important role to play in supporting the monitoring of the other programme and project indicators. This requires evaluation TORs to be disability inclusive and evaluation managers that ensure evaluators are considering disability. Recent assessments suggest there is considerable work to do to strengthen this. The data from EVAL’s independent assessment of evaluation reports for 2021 found that 34% of evaluations had a highly unsuccessful rating for the consideration of persons with disabilities, with only 23% being rated highly successful or successful. The draft report for 2022 found very similar results<sup>20</sup>. The synthesis review of evaluations conducted for the HLE of ILO’s Actions on FPRW also found that a significant number of evaluations did not address disability inclusion, including a small amount that indicated their methodology was disability inclusive but did not report any findings on disability inclusion at all.

Strengthening the inclusion of disability into evaluations has the potential to help assess the effectiveness of other areas of the strategy including understanding how effectively the disability marker is being used, assessing how effectively the ILO is achieving its CPOs linked to disability, understanding the success in mainstreaming disability into projects, and identifying missed opportunities on disability inclusion. The recruitment of evaluators with disabilities could strengthen this approach and is closely linked to the indicators on employment and reasonable accommodation. The Evaluation Office does not keep records of consultants with disabilities, but also could not recall the recruitment of an evaluator with a disability.

A quick review of high-level evaluations (HLE) since 2020 found that six out of the seven strategy evaluations and two out of three regional country programme evaluations did consider the ILO’s performance on disability inclusion in the particular topic they were assessing<sup>21</sup>. HLEs are more directed by the central EVAL department rather than voluntary evaluation managers trained by EVAL suggesting that EVAL as a department is aware of the importance of disability inclusion in an

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<sup>20</sup> Decent Work Results and Effectiveness of ILO Operations: An Ex-Post Meta-Analysis of Development Cooperation Evaluations, 2022

<sup>21</sup> The evaluations reviewed were the strategy evaluations on FPRW (2023), the Rural Economy (2023), the Covid-19 response (2022), Gender Equality and Mainstreaming (2021), Migration (2021), Research and Knowledge Management (2020), and Sustainable Enterprises (2020) and the regional country programme evaluations were Central Asia (2022), Bangladesh, Nepal, Sri Lanka, and Pakistan (2021), and the Andean Countries 2020. The HLE for post conflict work in the Arab States (2023) was not published at the time of the report drafting.

evaluation but efforts are needed to ensure evaluation managers who develop TORs and approve methodologies and reports for project are more aware of disability inclusion.

### 3.4 Efficiency

#### **Key Findings- Efficiency**

**Key Finding 14:** The Strategy was not designed with a corresponding budget which to an extent has affected implementation.

**Key Finding 15:** The resources available for the Disability Inclusion team are limited and there is a corresponding lack of dedicated disability resources in the field. Although the Disability Inclusion team are regarded by their colleagues as being responsive to requests for support, the limited resources do impact the input they can have into the design of projects and programmes.

**Key Finding 16:** Despite the limited resources, the ILO has implemented the Strategy efficiently, using innovative approaches to try to strengthen staff capacity. The DCN is one example of trying to utilise existing human resources to strengthen the capacities in headquarters and the regional country and regional offices.

**Key Finding 17:** The Disability Inclusion team management of the ILO's UNDIS indicators means they are responsible for not only the traditional programme and project support provided by GEDI, but also for coordinating with operational departments on various indicators. This puts a further strain on resources.

#### *Evaluation Questions*

15. To what extent were the financial and human resources (management arrangements), at global and country levels, adequate to achieve the expected results?

16. How well have the ILO's resource mobilization efforts supported its capacity to deliver the Policy and Strategy? To what extent development partners' and funding partners' priorities offer opportunities for resource mobilization and partnerships to achieve the objectives of the Policy and Strategy?

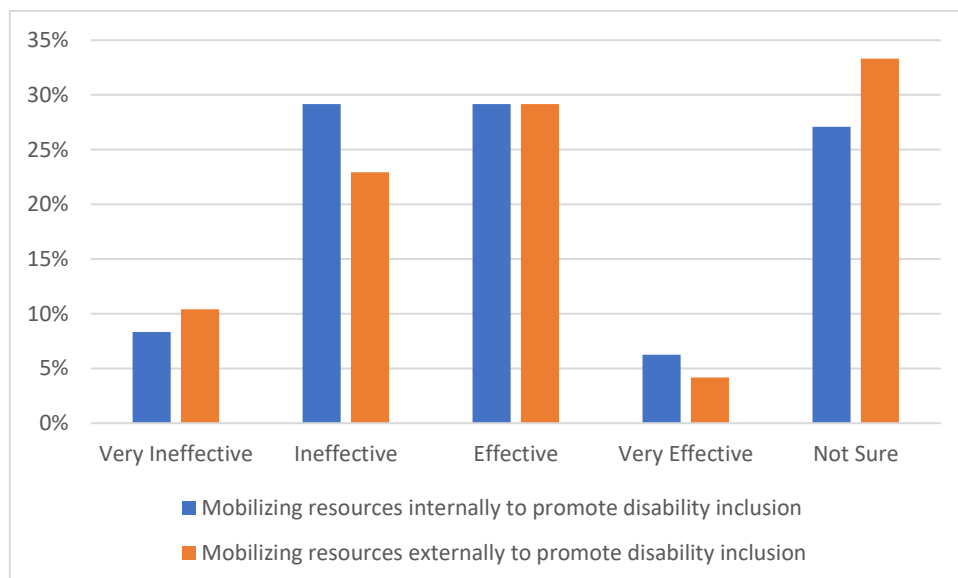
The resources available for the disability inclusion team are limited and the strategy was not developed with a corresponding budget. However, the disability inclusion team and other departments implementing UNDIS were able to make use of the resources they had available to them to efficiently achieve the results reported.

The Disability Inclusion team in GEDI consists of six staff, one of who will retire this year. Two of these staff are not on long-term contracts. Two of the Disability Inclusion team are almost exclusively focused on the GBDN. In the field there are no regular budget funded specific disability inclusion experts. Expertise on disability inclusion is provided by the Gender and Inclusion experts based in regional offices who are responsible for providing support to regional and country offices on gender, disability inclusion, LGBTQI rights, and indigenous rights, as well as in some cases HIV/AIDS. The technical expertise available to staff is therefore limited, and while there was generally universal praise for the quality of support provided by the Disability Inclusion Team, it was acknowledged that it is not possible to be fully aware of all work being conducted on disability inclusion or to provide input into all project proposals developed.

Stakeholders believed that GEDI resources in the country and regional offices could be shared more efficiently in some cases. The most resourced area of GEDI’s work is HIV/AIDS, coming from ILOAIDs previously being an individual department and the partnership with UNAIDs provided considerable (although declining) resources for the ILO. As noted in the coherence section, there were questions concerning the collaboration within GEDI at times. There are opportunities for ILO’s work on HIV/AIDS to intersect with work on disability inclusion. There are some examples of this. In Indonesia and Zambia, business training for persons living with HIVs has specifically targeted the inclusion of persons with disabilities and LGBTQI persons living with HIV. The Disability Inclusion team has worked with the HIV/AIDS team on inclusive programming in China and Kenya. Data from key informant interviews did show though that ILO Officials perceive that both interactions and utilisation of resources could be stronger, through both better cooperation within GEDI and if other departments, who seek to integrate either HIV/AIDS or disability inclusion into their work, take a more intersectional approach.

The operational departments charged with implementing several ILO UNDIS indicators also do not have specialised positions on disability. There is not a diversity and inclusion unit within HRD or anywhere else in the ILO that focuses on internal diversity, and this was noted as a significant gap by several stakeholders. The departments rely on individual expertise and interest among their existing structures to implement the strategy.

Staff who participated in the survey for the evaluation were slightly more inclined to believe the ILO had been ineffective at mobilising both external and internal resources to promote disability inclusion, although responses were very split, and many were not sure.



Graph 3: Effectiveness in promoting disability inclusion

In interviews, ILO Officials indicated that GEDI and other departments had made progress in strengthening capacities on disability inclusion and maximising the resources that are available. Given the limitations of resourcing, it is reasonable to assume there is unlikely to be a significant change in resources for GEDI on disability inclusion, beyond those that can be funded through additional DC projects. It is also unlikely that additional positions and sub-units on diversity and inclusion will be resourced in the near future. As such, the ILO needs to focus on strengthening the capacities of its existing staff and recruiting staff with technical knowledge of disability when existing positions become vacant. The strong partnerships developed between the Disability Inclusion team

and other departments was cited as an example of how the ILO has addressed this during the evaluation period. The DCN provides another outlet for strengthening disability technical knowledge within existing human resources.

Additionally, GEDI's main function is a programme/policy/project branch. The achievement of the UNDIS indicators require significant attention to operations and organisational structure. The Disability Inclusion team also coordinates with various operational departments to deliver on several indicators, including areas E, F, G, L, and M. This does raise a question as to whether GEDI is the correct place to house management of the strategy. ILO Officials were mainly, but not overwhelmingly, of the opinion that GEDI was the correct location to house the strategy. Given the strategy covers leadership, programme and projects, and operations, no one department has responsibility for all of these elements, and the approach of appointing custodians and having GEDI as the technical experts of disability coordinate overall was considered effective by many ILO Officials. This position is reinforced due to the strong collaboration the Disability Inclusion team has with key members of the UN system responsible for the UNDIS. However, this does draw resources from GEDI's core mandate of supporting other branches and tripartite constituents and thus resourcing of the Disability Inclusion team does need to be considered for the next period of the Strategy.

### **Disability Inclusion in the ILO's Programming and Projects**

It was acknowledged by GEDI staff that one of the challenges they face is obtaining a full picture of what projects and programmes are being implemented on disability inclusion. This is because in instances where disability is mainstreamed into a project, it may not be reported against the P&B outcome on gender equality and non-discrimination, and to date the disability tagging system at the level of the CPO/Global Product has been inconsistently applied. The report on the application of the ILO's disability tag in programming and reporting found that the disability tag was being used across all of the P&B outcomes but the actual results reported were poor. The quality of disability mainstreaming is also hard to assess from the current system. The tag is applied at the CPO level, with the options of yes or no for disability inclusion in the CPO. There are challenges with this system. ILO Officials acknowledged the lack of guidance on when to click yes leads to inconsistent use of the tag. The tag also has the option of being left blank (rather than selecting yes or no), that gives no information as to why it was left blank. ILO Officials in some interviews for the evaluation indicated giving more options for the tag would make it more effective, as it currently offered by the gender marker.

It is also not possible to place a numeric value on the funds being utilised by the ILO for disability inclusion. The ILO Development Cooperation Dashboard does show the total value of projects that are linked to a CPO that utilised the disability tag, and the Dashboard gives a total line expenditure for all these projects. However, this does not show what funding in the project was spent on disability inclusion. The Dashboard does show that for the 2018-19 biennium, thirty projects were linked to a disability tagged CPO, for the 2020-21 biennium there were forty-nine projects, and so far for the current biennium, there are 61 projects. The lack of guidance on the disability tag and inconsistent use in relation to results reported and deliverables planned, as identified by the report on the disability tag, makes it difficult to read much into these findings.

### **Mobilising of Resources**

The ILO has been able to leverage its leadership among UN agencies on disability inclusion to solicit grants from the United Nations Partnership on the Rights of Persons with Disabilities (UN PRDP)

Multi-Partner Trust Fund (MPTF). In the 2020-21 biennia, 17 projects listed on the dashboard were funded by the UN PRPD MPTF. This MPTF requires joint implementation by UN agencies. The ILO's leadership in supporting the design and launch of the UNDIS and its comparative advantage on worker rights and international labour law make it a strong partner for other UN agencies to work with and a number of successful projects have been launched as a result.

Evaluation stakeholders identified other bilateral donors who have a significant interest in disability inclusion. Australia was referred to most regularly by ILO Officers. An example of the impact of this interest was the focus the TRIANGLE programme on migration in South East Asia has put on disability inclusion, including the topic being a recurrent discussion item in the project update meetings held with the donors from Australia and Canada. The ILO has also made small partnerships with NGOs implementing disability inclusion projects. The i2i project implemented in Bangladesh and Kenya was undertaken by a consortium led by Leonard Cheshire and allowed the ILO to work with the National Bureaus of Statistics in each country to introduce the Washington Group Questions into the labour-force surveys, as well as support the launch of the Kenya Business and Disability Network. The ILO has also partnered with Light for the World on disability inclusive rural transformation in India and Malawi.

The concerns over funding for disability inclusion in projects and programmes link back to the issues raised about the level of disability inclusion in DWCPs and CPOs. The DWCPs and CPOs map out the priorities of the country for the upcoming period. If the documents are not disability inclusive, then is less likely that Programme Officers and other project designers will consider disability inclusion in both their project proposals and in pitches to donors. It is also less likely the tripartite constituents will have the issue on their radar when asking for technical support.

PARTNERSHIPS begun implementing in June 2023 a new process to strengthen the attention to disability inclusion in the appraisal process for tier 3 DC funded project proposals (those above \$1 million). The appraisal process now allows four responses, similar to those allowed on gender. This should help the measurement of the indicator set in Area H of the Strategy for the percentage increase in the number of projects over 1 million mainstreaming disability. It should also support greater reflection by project designers on the including disability inclusion in a project, as a result of the questions being there in the appraisal process.

ILO Officers also identified some instances of regular budget supplementary account (RBSA) and regular budget technical cooperation (RBTC) funding being used for disability inclusive programming. For example, in Indonesia, the Country Director allocated RBTC funding for activities related to disability under CPO IDN 126. Of the project with the disability tag in the 2020-21 biennia, 7.8 million, or approximately 15% was RBSA funding.

### **Resources for Implementing the Strategy**

The lack of an allocated budget provided a challenge for various of the departments to implement the activities they had identified as necessary for meeting the requirements of the Strategy. For example, PROCUREMENT identified a number of activities needed to achieve their targets in the Strategy but did not have the budget to ensure their new procurement manual was accessible for screen-reader users. GEDI was able to identify funds that could be used for technical expertise for this. However, this means those funds were not spent on the work GEDI is implementing itself. A central 'accessibility' budget that departments can utilise to help them meet the ILO Strategy and UNDIS targets would help address this concern. However, the Strategy was not accompanied by a corresponding budget, something that should be considered during the design of the next Strategy.

## Stakeholder suggestions for making resources more available for Departments and Offices

Stakeholders suggested that the ILO needed to do more to push resources for both specific disability and mainstreaming work. A couple of innovative suggestions were offered as options for consideration. Granting a small amount of regular budget for a disability inclusion innovation fund that asks country offices and departments to bid for funds for work on disability inclusion that is particularly innovative. This should be open to both programmes and projects and operations. As well as sparking ideas which can be piloted and then replicated throughout the ILO, this may also strengthen the important message that disability inclusion work does not have to be expensive. The other proposed idea to mirror UNICEF would be to add a small percentage to every travel ticket purchased by the ILO to be put into a fund for disability inclusion work (UNICEF manages the fund for both disability inclusion and environmental sustainability work).

## Awareness raising of the Strategy

The ILO has publicised the Strategy and activities linked to it on the intranet as well as through statements by the Director-General and the report to the Governing Body. However, evidence from the evaluation suggests that greater awareness of the Strategy and the ILO's goals on disability inclusion is needed. Many ILO Officials interviewed for the evaluation believed that awareness of the strategy was mixed throughout the organisation, and probably more limited in the field than headquarters. Even among those interviewed for the evaluation there was some evidence of confusion about the goals of the strategy or lack of awareness of the achievements to date. Feedback from some ILO Officials suggested they thought the strategy was mainly focused on the employment of persons with disabilities and not aware of the programmatic indicators in the strategy. Some of the successful achievements were also not recognised by ILO Officials. There is a lot of information and initiatives which come from the ILO to staff and it was noted it can be difficult to stand out from the other initiatives. Therefore, continuing to identify innovative ways to raise awareness about the Strategy and its achievements remain important. The training of senior management which was postponed during the June ILC presents one ideal opportunity for this, as does using the trainer of trainer approach to expand the amount of DET workshops conducted for staff.

## 3.5 Sustainability and Likelihood of Impact

### Key Findings- Sustainability and Likelihood of Impact

**Key Finding 18:** There have been several initiatives that are encouraging for long-term durability. These include the launch of the ERG, the development and expansion of the DCN, the improvements in office infrastructure, the launch of IGDS No.590, the development of manuals, handbooks, and accessible on-line and printed materials, and the capacity training of staff.

**Key Finding 19:** Strengthening leadership at different levels of the Office is needed to ensure longer-term sustainability

### Evaluation Questions

17. To what extent has the ILO as an institution enhanced its ability to support further work on disability inclusion in support of ILO staff primarily, but also ILO constituents?

18. To what extent are the results achieved during the current phase of the Policy and Strategy likely to be durable and maintained within the ILO (such as the removal of barriers to participation of persons with disabilities, and the prevention of new barriers)?

19. Taking into account current results and potential impact, what areas and actions should the next Strategy focus on?

The ILO has set itself long-term goals on disability inclusion. This is the first period of implementation after the UNDIS strategy was launched. Although the ILO has worked on disability inclusion for several years, this is the first time a Governing Body endorsed strategy has been implemented. The evaluation therefore assessed the initial stages of the ILO's journey towards its disability inclusion goals, considering the progress that has been made and to what extent the results will be long-lasting.

### **Durability of Results**

Although it is difficult to identify impact in many areas of the strategy at this stage, there are several achievements which give potential for longer term impact if the ILO continues to prioritise disability inclusion. These align with the particularly good practices and successes identified in the effectiveness section and include the launch of the ERG on Disability Inclusion, the development of the disability inclusive procurement handbook, the work on improving the accessibility of offices, and the launch and strengthening of the DCN. How durable the results are will depend to a large extent on the level of priority given to disability inclusion by senior management and the resources made available for disability inclusion.

- IGDS NO.590

The fact the ILO's commitment to disability inclusion has been formalised in a policy issued by the Director-General provides a strong basis for sustainability. This gives a formal policy that be referred to and cited by individuals working on disability inclusion.

- Guidelines and tools

The development of guidelines and manuals on disability inclusion. Work done on accessible procurement systems and engaging with OPDs are examples of these that provide the ILO with durable tools. Ensuring the dissemination and use of these through the Office is critical for long-term sustainability.

- Improved accessibility

While noting that there is still work to do, the improvements made in building and online accessibility should be durable. Utilising the principles of universal design in building upgrades should ensure improved accessibility for as long as these building are in-use (assuming maintenance and upgrades where necessary). Ensuring accessibility of digital materials (websites, documents etc) is built in from the start is another important requirement for sustainability. The progress made by INFOTEC and DCOMM in building accessibility into their work culture demonstrates good progress towards durability.

- ERG

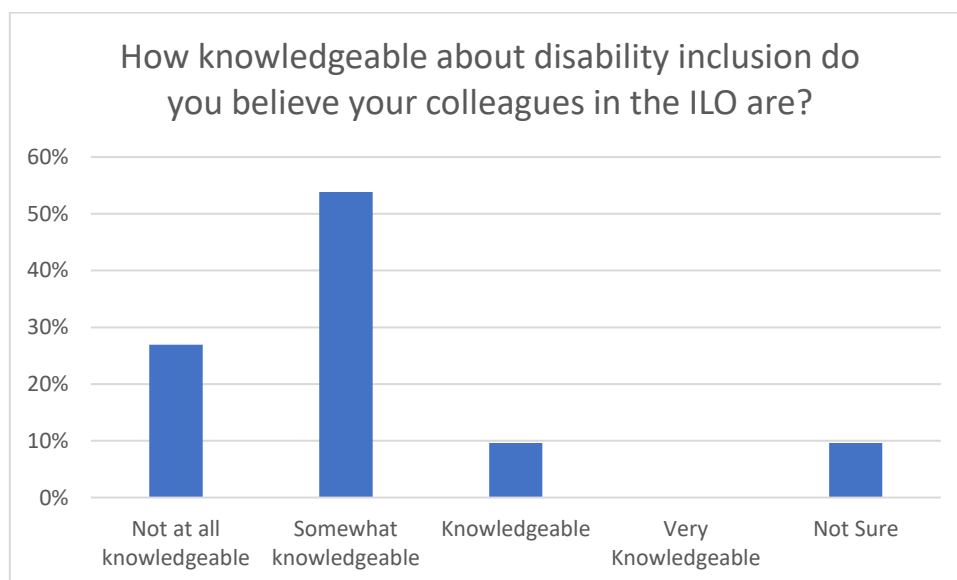
The ERG is a new group that has considerable potential to advocate for changes for staff with disabilities and dependants with disabilities. So long as the ERG is continued to be supported by senior leadership and listened to by the relevant departments, it can expect to expand and prove a

durable grouping. Providing a formal budget would help strengthen the activities they do further. Additionally, sustainability would be strengthened through the establishment of a formal consultation mechanism to consolidate and affirm the role of the ERG in several areas of the Strategy including the employment of persons with disabilities, reasonable accommodation, accessibility, and leaderships. This should start with consultation of the ERG in the development of the Strategy itself, and be built into the operationalisation plan for the next Strategy.

### Capacity Building of Staff and Constituents

During the evaluation period, the ILO has developed an online course on disability inclusion which is now mandatory for staff, delivered DET, and developed a course for UNDIS focal points open to all UN disability inclusion focal points, including ILO staff. The ILO ITC also continues to offer a free online course on disability in the workplace for ILO constituents and their members. Other capacity building of staff has taken place through less formal means. The DCN gives one avenue for capacity building. Additionally individual departments conduct capacity building on new disability materials. For example, PROCUREMENT held a session including International Sign interpretation on disability inclusive procurement for the ILO Procurement Practitioners Community which includes members at headquarter and the field and FACILITIES supports colleagues responsible for office upgrades in understanding accessibility requirements.

The results of the evaluation survey suggested DCN members and ILO UNDIS Custodians believe there is fairly limited knowledge of disability inclusion among their colleagues. The Disability Inclusion team has attempted to address this deficit through publicising the achievements of the strategy, supporting the DCN members to enhance awareness among their colleagues, and working with HR to make the online course on disability inclusion compulsory. While interview participants believed that the awareness of disability inclusion had increased since the launch of the strategy, and this is supported by the results of the survey where 65% indicated they believed their colleague’s knowledge on disability inclusion had improved, most interview participants also believed there is still considerable work to be done on strengthening awareness further.



Graph 4: Knowledge of Disability Inclusion Among Colleagues

The survey findings were supported by qualitative responses in the survey and in interviews. ILO Officials believed that progress had been made, and the over 85% compliance rate of the now mandatory disability inclusion training was evidence of this, but that more specific and in-detail



training was needed to move to the next level. This included training targeted to certain groups such as senior management and shop stewards:

“We need to provide targeted training sessions, share best practices, and establish accessible resources. Additionally, fostering a culture of open dialogue and collaboration, where colleagues can share challenges and successes, would further support their efforts.”  
Survey Response

“Leadership, we need the senior management to be vocal and say this is a priority, this is important, I expect you all to take this seriously.” Survey Response

“We know we need training at the level of senior management, we know we need to do things for the shop stewards in the union, and then there is the next level of training for your average staff who want to go to the next level.” ILO Official- Headquarters

There was though a belief that some initial steps had been taken in changing awareness of and attitudes towards disability inclusion. Awareness-raising material produced by GEDI and DCOMM, with the support of the ERG has had some impact and disability inclusion is becoming more recognised as something integral to the mandate of the ILO, providing further support of the belief there is movement but it remains a work in progress.

“Advocacy and awareness since 2020 has improved. The organisation has been effective in raising awareness on rights. There has been some work on communication. The ERG has worked with GEDI on various movies.” (ILO Official, Headquarters)

The development of capacities on disability inclusion within a department does take time but there are examples within the ILO of this being successful. The INFOTEC department has been working on ensuring the ILO internet is accessible since approximately 2014. This was the initiative of staff in the department and based on publicly available web content accessibility guidelines (WCAG). The department does not have specific staff dedicated to accessibility but through commitment of the staff and ensuring consultants are capable of meeting WCAG requirements have had considerable success in ensuring the ILO’s publicly facing website is accessible. This process started a number of years ago and was not driven by the strategy. It presents an example of how the ILO can utilise existing human resources to promote disability inclusion through increased awareness and capacity building in key departments.

Strengthening staff awareness and capacities of disability inclusion is fundamentally important to the sustainability of the ILO’s efforts in this area. Ensuring staff have the awareness to consider disability inclusion and capacities to know how to be disability inclusive from the start of an activity can ensure the effects are longer lasting and also contribute to efficiency by reducing costs. This applies to both programmes and operations. Building in disability inclusion from the start of a process is both more effective and cheaper than trying to retrofit it later. If the ILO can utilise both the tools it has developed and strengthen capacities of staff to naturally utilise these resources, then sustainability will be stronger. This also shows the inter-connectedness of ILO’s work on disability inclusion. If HRD recruits more persons with disabilities and staff with knowledge of disability inclusion, projects and programmes should perform better on disability inclusion but this may also partly rely on FACILITIES ensuring the offices are accessible. Tripartite constituents are more likely to ask for support on disability inclusion if they see both successful projects in their countries but also if they can interact with constituents who have disabilities at the ILC.

## Focus of the next strategy period

The evaluation has identified that the ILO has made significant progress in implementing its goals on disability inclusion but this remains a work in progress and there is still considerable work to do. The next strategic period should focus on consolidating the gains of this period as well as paying particular attention to the areas in the Strategy where the ILO is currently missing or approaching requirements.

Notable areas identified from by stakeholders or through analysis of the data include:

- Advocating with Senior Leadership and the Governing Body to have a stronger statement about disability inclusion in the introduction to the P&B.
- Strengthening the visible commitment to disability inclusion from senior management and other levels of management that demonstrates to the ILO staff, tripartite constituents, and other stakeholders the importance of disability inclusion to the ILO.
- Recruiting more persons with disabilities to the ILO, particularly in regular budget and senior positions. Identifying how many persons with disabilities are on the staff is a needed first step followed by working at both headquarters and regional offices to encourage more persons with disabilities to apply for positions and ensure hiring managers are disability confident. Engaging with OPDs is critically important in this regard.
- Conducting the baseline of the accessibility of meeting and conferences and clarifying how this indicator will be met in the field.
- Strengthening the monitoring of the implementation of the strategy, including finalising baselines.
- Ensuring accountability mechanisms on disability inclusion are developed such as regional and country office workplans, and staff performance targets that are reviewed in annual assessments.
- Formalising the consultative role of the ERG more clearly and budgeting for it.

The development of the next Strategy itself should follow a similar consultative approach as the Disability Inclusion team took for this Strategy but should ensure the ERG and OPDs are centralised in this discussion.

## 4. Conclusions, Recommendations, Lessons Learned and Emergent Good Practices

### 4.1 Conclusions

Since the launch of the UNDIS, the ILO has developed a holistic strategy covering key areas for attention by the Office, that has been implemented in a participatory manner using an innovative custodian approach. There have been some impressive gains in disability inclusion since 2020 and there is evidence the organisation is committed to further improvements. However, this remains a work in progress and continued attention to key topics will be needed in the coming strategy period.

- Relevance

The Policy and Strategy have been useful in helping the ILO advance its goals on disability inclusion. The document has helped shape the ILO's approach and provided a structured approach to coordination. Awareness of and attention to disability inclusion has improved as a result. It is aligned with key ILO policy documents but there should be greater attention to disability inclusion in the P&B and country DWCPs and CPOs. This currently limits progress, particularly on the programmatic

side. There was also limited attention to gender equality and the intersection of gender and disability in the Strategy.

- Coherence

The ILO's Strategy is built to respond to the UNDIS indicators and thus is closely aligned with it. Additionally, the ILO has made significant contributions to the UN-wide implementation of the UNDIS, most notably through designing and administering a course for UNDIS focal points and the co-chairing of working groups. The ILO should though look to strengthen the coherence between departments. While there is strong collaboration between certain departments, this is more ad hoc than systematic, and there are more opportunities that could be utilised to address intersectional discrimination, particularly through the work on the care economy and on the prevention of violence and harassment in the workplace. The coherence of the approach could be supported better with more references to disability inclusion throughout the different areas of the P&B including in the indicators and greater inclusion in DWCPs and CPOs.

- Effectiveness

Review of the ILO's self-reported achievements against the UNDIS indicators shows significant progress but also considerable work still to be done. Given this is the first strategy period since the launch of the UNDIS, this is not surprising. Particularly successful achievements include the development of the DCN, the launch of the ERG, the development of the UNDIS training course, the improvements in digital and physical accessibility, and the development of various guides, policies, and manuals. The number of persons with disabilities employed by the ILO remains a concern, and identifying more clearly how many persons with disabilities are employed by the ILO is important, as is addressing ways to support staff with dependants with disabilities who are not necessarily covered by or aware of existing policies. Identifying ways to strengthen leadership at the regional and country office and department levels, as well as installing accountability mechanisms, would help both the operational and programmatic parts of the Strategy. A focus on establishing measurable baselines and targets is also important for the next phase of the strategy.

- Efficiency

The ILO has in general maximised its uses of resources as efficiently as possible. However, the limited resources for GEDI in headquarters and lack of disability experts in the field is limiting the support that can be given. While the Disability Inclusion team has a reputation among its colleagues for providing effective support, it was acknowledged that there are limits to what can be achieved. The focus on both managing the Strategy with operational and programmatic aspects, as well as providing technical support to colleagues and constituents on programming, projects, and policy stretches resources. Other departments also lack specific disability experts. Increasing existing staff capacity, as well as hiring new staff that have disability expertise, where budget allows, is needed. The DCN and some of the training conducted by the Office are attempts to strengthen expertise within the House. Future strategies should be budgeted, and this should be matched in the P&B and regional and country level documents.

- Sustainability and Likelihood of Impact

Long-term impact and sustainability will depend on the continued support for the Strategy, particularly from senior leadership. Several initiatives the ILO has undertaken offer the prospect of durability, including the ERG on Disability Inclusion, the DCN, the improvements in accessibility, and the guidelines and handbooks. It is important that the ILO does not lose momentum from the first

stage of the Strategy and continues to improve, particularly in the areas where it is not meeting requirements. The ILO needs to ensure the Strategy is fully rolled out in the field and that tripartite constituents are engaged in the work the ILO is doing on disability inclusion. The recruitment of persons with disabilities and engagement of OPDs in a meaningful manner would strongly enhance sustainability, and financing of disability inclusion activities are critical in the future.

#### 4.2 Recommendations

Recommendations	Addressed To	Priority and Timeframe	Resource Implications
<p>1. Strengthen further the commitments from senior and middle management to disability inclusion. Potential options include:</p> <ul style="list-style-type: none"> <li>• Ensure there is target setting and action plans from commitments from senior leadership for Regional Offices and key departments, including Directors, HR officials and ILO Chiefs, Regional Administrative Services (CRAS), with a formal accountability mechanism developed to track implementation;</li> <li>• Have disability inclusion as a recurrent discussion item for the global management team. This will allow a regular stock-take of progress and may encourage competition between regions and departments to achieve more.</li> <li>• Identify a member of the global management team who can chair a meeting of the ILO UNDIS Custodians once a year to monitor progress and agree action plans.</li> <li>• Provide senior level sponsorship of the ERG to visible demonstrate commitment to organisational change toward greater disability inclusion.</li> <li>• Ensure there is a stronger statement about disability inclusion introduced in the opening section of the 2026-27 P&amp;B.</li> </ul>	Senior Management	High ASAP	Staff time
<p>2. Develop targets and actions for the recruitment of persons with disabilities and the level of satisfaction of staff with disabilities in the ILO. Actions could include:</p> <ul style="list-style-type: none"> <li>• Increase outreach to persons with disabilities through OPDs and other means;</li> <li>• Ensure regular and continuing consultation with the Employee Resource Group on Disability Inclusion (ERG) on HR policies, measures and actions, and other key ILO policies relevant to the ERG members, and</li> </ul>	HRD and hiring managers, with support from GEDI	High Ongoing	Training costs Meeting costs Increase in the use of the reasonable accommodation reserve, building over time

<p>the incorporation of their feedback;</p> <ul style="list-style-type: none"> <li>• Increased training of hiring managers and interview panel participants (both in HRD and other departments) on disability inclusion to ensure they are ‘disability confident’ in their interviewing and hiring practices;</li> <li>• Increase awareness of the Reasonable Accommodation Reserve, ensuring it is inclusive of job applicants, interns, and external collaborators (where consultancies require travel such as an evaluation contract), monitor its use, and ensure that adequate funding is guaranteed to meet reasonable accommodation needs;</li> <li>• Ensure that job requirements do not go beyond the needs of the position and take into account the minimum requirements for education and experience in IGDS 609, which include the possibility to consider other relevant experience in lieu of certain educational qualifications. Combine this with awareness raising among HR and hiring managers as to how IGDS 609 should be applied to all applicants, including persons with disabilities.</li> </ul>			
<p>3. Ensure the ILO’s planned actions on disability inclusion are costed and accompanied by a budget. This includes:</p> <ul style="list-style-type: none"> <li>• Budget developed with next multi-annual Strategy and the funding necessary for operational activities being costed and budget identified;</li> <li>• Establish a centralized budget for accessibility issues, separate from the Reasonable Accommodation Reserve;</li> <li>• A monitoring mechanism should be developed to track actual identification and use of expenditure proposed in the budget;</li> <li>• Increase attention to ensuring disability inclusive outcomes and indicators in DWCPs and CPOs. This will encourage greater attention to ensuring disability inclusive projects are developed and outreach to donors, as well as encouraging tripartite constituents to ask for technical support on disability inclusion;</li> </ul>	<p>Senior management, DW teams, Country Directors and Programme Managers, PROGRAM, GEDI</p>	<p>High Ongoing</p>	<p>Would need to be budgeted through P&amp;B and CPO planning.</p>

<ul style="list-style-type: none"> <li>• Launch an innovation competition for departments, branches, country offices etc to apply for small scale funding for innovative ideas and pilot projects;</li> <li>• Provide a budget for the ERG on Disability Inclusion annual workplan, including conducting outreach and advocacy activities</li> </ul>			
<p>4. Strengthen the monitoring of the new multi-annual Strategy including:</p> <ul style="list-style-type: none"> <li>• Finalise baselines and review with each department what are feasible indicators to be measured for the next Strategy;</li> <li>• Ensure evaluations pay more attention to disability inclusion. One option is utilising the disability marker in the project appraisal process to provide entry points for evaluators to consider the effectiveness of disability inclusion in projects. This would include analysing if a project’s actual attention to disability issues aligned with the original assessment of the opportunities the project offered for disability inclusion;</li> <li>• Establish a consultation mechanism with the Employee Resource Group on Disability Inclusion to support reflection on the achievements measured by the monitoring system;</li> <li>• Identify approaches to measure progress in field offices, including through regional-based reviews of UNDIS implementation.</li> <li>• Negotiate with Regional Offices and Policy Departments to create new indicators for their disability inclusion work, to ensure accountability at the Department and field level.</li> </ul>	<p>GEDI Custodian departments</p>	<p>Medium, Ongoing</p>	<p>Staff time</p>
<p>5. Set more detailed targets in the programmes and projects indicators in the next strategy. As programmes and projects are mainly positioned in one to two indicators in the strategy, the targets are quite generalised. This could be addressed through a more detailed action plan on how to increase disability inclusion throughout ILO’s programming. Indicators on policy and work at the regional level should also be included in the strategy to</p>	<p>GEDI PROGRAM Programme and policy implementing departments</p>	<p>Medium, At the developme nt of the next strategy</p>	<p>Staff time</p>

encourage more attention to disability inclusion in the ILO's policy work and work at the regional and country level.			
6. Increase cooperation within and between departments, paying particular emphasis to the opportunities offered by focusing on intersectionality of lived experiences and affected groups. In particular, there are opportunities to strengthen disability inclusion within work on the care economy and violence and harassment in the world of work. Additionally, strengthening collaboration between the disability champions and the gender focal points will help strengthen attention to intersectional discrimination. Building on the resources of the ILO/AIDS staff in country offices should also be considered.	GEDI Other key departments	High Ongoing	Staff time
7. A stronger focus on engaging the tripartite constituents and introducing disability inclusion into social dialogue should be included in the next phase of the strategy. The current phase has focused mainly on internal activities. There is evidence of greater interest from the tripartite constituents at the national level in disability inclusion and thus there should be a stronger focus on the engagement of the constituents in the next strategy, particularly in terms of projects and programmes in the field. This would require support from Regional and Country Offices, and regional-level application of the Strategy and the UNDIS.	GEDI Other key departments Regional and country offices	Medium Ongoing	Staff time Meeting and training costs
8. Continue to expand training opportunities for staff on disability inclusion. More detailed technical support on how to ensure disability inclusion in different aspects of the strategy is needed. Expanding the DET training should help, but each custodian should consider what specific thematic training is needed to raise the ILO's performance in that indicator.	GEDI, HRD, other operational departments where relevant	Medium Ongoing	Training costs Course development costs
9. Encourage the signing of MOUs of cooperation with OPDs at a regional and country office level. OPDs should be consulted in programming and operations of the regional and country offices.	Regional and country offices	Medium Ongoing	Staff time Potential operational costs
10. A holistic approach to accessibility should be taken, including in terms of physical and digital accessibility, communications, and ways of working	Senior Management Facilities	Medium ASAP	Renovation costs

<p>that addresses the barriers faced by persons with both visible and invisible disabilities. Key actions include:</p> <ul style="list-style-type: none"> <li>• Accessibility audits of HQ and the field Offices should be undertaken to identify particular accessibility needs.</li> <li>• Ensure accessibility is prioritised over aesthetics in building renovations. As an example at ILO-HQ, it would demonstrate a strong commitment from the ILO leadership to the importance of accessibility by requesting the removal/resurfacing of the cobblestones in the entrance of the building in Geneva in order to ensure persons with physical and visual disabilities are able to navigate this area more easily.</li> <li>• Conducting the baseline of the accessibility of meeting and conferences and clarifying how this indicator will be met in the field.</li> </ul>			
<p>11. Continue to grow the DCN. Actions related to the DCN that can be taken include:</p> <ul style="list-style-type: none"> <li>• Identify a way to recognise the work of the disability champions. The DCN is voluntary as it was judged the best way to ensure individuals who are committed to disability inclusion were involved. It would though provide extra encouragement by recognising the contribution individuals make through including in performance appraisals, show-casing the individual's work on the intranet or providing additional training options, potentially in collaboration with ILOITC.</li> <li>• Ensure regular publicity of the DCN to ensure other staff working on Disability Inclusion are aware of its existence. Ensure Regional and Country Directors and CRAS are briefed on the DCN with the goal of them encouraging their team members to join.</li> <li>• Ensure the DCN meetings are held at different times on a rotating basis to include more staff in different time zones. Rotating roughly on a schedule of lunchtime in Geneva, lunchtime in Bangkok, and lunchtime in Lima, would</li> </ul>	<p>GEDI, HRD</p>	<p>Medium Ongoing</p>	<p>Staff time Training costs</p>



<p>allow staff in different time-zones to participate more regularly.</p> <ul style="list-style-type: none"> <li>• Hold more thematically focused meetings addressing specific issues in a particular area of the Strategy.</li> </ul>			
<p>12. Consider if policy changes can be made to better support staff with dependants with disabilities who do not necessarily fit within the ILO's current definition of dependants.</p>	HRD Senior Management	Medium ASAP	Potential costs in terms of leave allocations, benefits, travel costs etc.
<p>13. To strengthen the ERG on Disability Inclusion further:</p> <ul style="list-style-type: none"> <li>• Continue to engage with other UN entities such as UNICEF, who have longer established ERGs, to understand best practices, common challenges, and how to overcome these and plan joint initiatives.</li> <li>• As the ERG expands, consider establishing regional groupings and ensure meetings and activities are organised in a manner that accounts for different time-zones.</li> </ul>	ERG members	Ongoing	Staff time
<p>14. Ensure the development of the next Strategy is collaborative. One of the strengths of this Strategy was the consultation by GEDI with other custodian departments. This approach should be replicated but also expanded upon, including:</p> <ul style="list-style-type: none"> <li>• Ensure the ERG on Disability Inclusion are fully consulted and given meaningful opportunity to influence the Strategy and establish a formal consultation mechanism with the ERG's role in different areas of the Strategy clearly laid out;</li> <li>• Ensure the consultation of OPDs and incorporation of their feedback;</li> <li>• Identify ways to better engage the country and regional offices in the development and roll-out of the new Strategy;</li> <li>• Coordinate with programme and policy departments who are not ILO UNDIS custodians to identify potential commitments and indicators from them.</li> <li>• Ensure the management response to this evaluation is a collaborative effort involving GEDI, all other custodian departments, and senior leadership.</li> </ul>	GEDI, all other custodian departments, Senior leadership	High ASAP	Staff time

### 4.3 Lessons Learned

More detailed descriptions of the lessons learned are contained in annex 5.

1. Leadership at all levels is required to further disability mainstreaming across the organisation.

Although the commitments made by the senior leadership of the ILO have been important for the implementation of the strategy, ILO officials indicated they believe stronger leadership at different levels of the Office could be shown. Commitments to disability inclusion from senior management of regional and country offices and individual departments should be encouraged for the next phase of the Strategy. Without the involvement of this level of management, the accountability for achieving the goals of the strategy will be unclear and ultimately the resources not made available.

2. Resourcing is important to consider in developing and implementing strategies.

The Disability Inclusion team has limited human resources and specific disability experts are not present in the field. There also is not a diversity and inclusion position in HRD. The Strategy did not have an accompanying budget, which impacted the work of various departments. Additionally, the challenges of ensuring disability inclusive DWCPs and CPOs limits the programmatic budget. While the ILO has made significant achievements on disability inclusion in this strategy period, the lack of a specified budget has limited progress in many ways.

### 4.4 Emerging Good Practices

1. ILO UNDIS Custodian approach and consultation with key departments

The development of the custodian approach that ensures individual departments have accountability for implementing particular areas of the Strategy was identified by both internal and external stakeholders as being an important good practice. ILO Officials compared this approach favourably to other strategies launched by the ILO that have not have the same level of ownership. Critical to this approach was the level of consultation between the Disability Inclusion team and the respective departments.

2. Building on lessons learned from other ILO strategies

The Disability Inclusion Strategy was able to employ lessons learned from the implementation of the Gender Equality Strategy. In addition to strengthening of ownership through the custodian system, the DCN also built on lessons learned from previous strategies, particularly the gender focal point system to develop a voluntary network of individuals who are focused on disability inclusion. The voluntary nature of the network means individuals do not see membership as an additional burden on top of their other responsibilities, but as a peer network that can enhance their capacities to carry out their functions and/or allow them to support their peers to build their capacities.

3. Leadership among UN agencies

The ILO's involvement in supporting the development of the UNDIS and then subsequent support to its implementation helps ensure the ILO is seen as a leading agency on disability inclusion. This allows international labour standards to be a key element of the work the UN-wide system does on disability inclusion. It also positions the ILO in a favourable position to accessing funding for joint UN activities.

## **ILO Disability Inclusion Policy and Strategy (2020–23)**

### **Terms of Reference – annex 1**

Policy Outcome	ILO P&B 2020-2021 and ILO P&B 2022-2023 /Outcome 6: Gender equality and equal opportunities and treatment in the world of work
Contribution to SDGs:	SDG 8, targets 1.3 (1.3.1), 8.5, 10.2 and 17.18
Administrative Unit:	Disability Team within the Gender, Equality, Diversity and Inclusion Branch (GEDI)
Technical Backstopping Unit:	Disability Team within the Gender, Equality, Diversity and Inclusion Branch (GEDI)
Type of Evaluation:	Independent
Period:	2020-2023
Geographical Coverage:	Global

### **1. Introduction**

#### **The United Nations Disability Inclusion Strategy**

The United Nations Disability Inclusion Strategy (UNDIS) was launched in June 2019, with the United Nations (UN) Secretary-General describing it as a tool “to bring about the unified and transformative change we need” for disability inclusion in the UN. Addressing issues such as strategic planning and management, inclusiveness, and organizational culture, the UNDIS comprises a UN system-wide policy and an accountability framework against which all UN entities will report annually.

The Strategy enables the UN system to support the implementation of the Convention on the Rights of Persons with Disabilities and other international human rights instruments, as well as the achievement of the Sustainable Development Goals, the Agenda for Humanity and the Sendai Framework for Disaster Risk Reduction.

Under the annual UNDIS reporting process, UN entities rate themselves based on an entity accountability framework covering 15 indicators in four core areas, namely: leadership, strategic planning and management; inclusiveness; programming; and organizational culture.

#### **The ILO’s approach to disability inclusion**

Persons with disabilities make up an estimated one billion, or 15 per cent, of the world’s population. About 80 per cent are of working age.<sup>22</sup> The right of persons with disabilities

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<sup>22</sup> [https://www.ilo.org/global/topics/disability-and-work/WCMS\\_475650/lang--en/index.htm](https://www.ilo.org/global/topics/disability-and-work/WCMS_475650/lang--en/index.htm)

to decent work, however, is frequently denied. Persons with disabilities, particularly women with disabilities, face enormous attitudinal, physical and informational barriers to equal opportunities in the world of work.

Guided by the ILO's mandate to advance social justice and promote decent work and informed by the United Nations Disability Inclusion Strategy, the ILO reaffirms that persons with disabilities have the same universal human rights and fundamental freedoms, including labour rights, as all persons. This is consistent with the Declaration of Philadelphia that affirms that "all human beings, irrespective of race, creed or sex, have the right to pursue both their material well-being and their spiritual development in conditions of freedom and dignity, of economic security and equal opportunity" and follows the human-centred approach set out in the ILO Centenary Declaration for the Future of Work, which includes "ensuring equal opportunities and treatment in the world of work for persons with disabilities". This is also in line with the interrelated four pillars of decent work – promoting jobs and enterprises, guaranteeing rights at work, extending social protection, and promoting social dialogue. The ILO's approach to disability is also informed by international labour standards, including ILO Convention no. 111 on Discrimination (Employment and Occupation) and ILO Convention no.159 on vocational Rehabilitation and Employment (Disabled Persons).

Since its founding, the ILO has promoted equality of treatment and opportunities for persons with disabilities in the labour market. Disability inclusion is at the heart of the ILO's mission, because social justice and decent work can only be realized fully if all persons can participate on an equal basis in the world of work.

The ILO is committed to including persons with disabilities in a meaningful way in its work, and to effectively incorporate a disability-inclusive approach in all its research, policies, programmes, projects and operations. The current ILO Programme and Budget provides a basis for disability-inclusive programming, as it includes disability issues at the levels of long-term impact, policy outcome and output. The ILO's disability inclusion work is coordinated and technically supported by its Disability Team, located within the Gender, Equality, Diversity and Inclusion Branch (GEDI).

### **The ILO's role in the establishment and implementation of the United Nations Disability Inclusion Strategy**

Based on its long-standing expertise in disability inclusion, the ILO served as Co-Chairperson of the working group of the Inter-Agency Support Group for the Convention on the Rights of Persons with Disabilities, which coordinated the work that led to the development of the UNDIS.

In addition to this key coordinating role, the ILO provided particularly pertinent input to the UNDIS regarding: the indicators corresponding to the employment of persons with disabilities and the provision of reasonable accommodation; references to the ILO's international labour standards; the role of staff unions and federations; and consultation

with staff members with disabilities and staff members who have dependents with disabilities.

Over the past years, the ILO has made steady progress in disability inclusion, closely following the requirements of the UNDIS indicators and their accompanying technical notes and guidelines.

### **The ILO's Disability Inclusion Policy and Strategy**

In November 2020, the ILO Governing Body, at its 340th Session considered document GB.340/INS/9 on the ILO disability inclusion policy and strategy.<sup>23</sup> This document provided an overview of the ILO's long-standing commitment to disability inclusion and its leadership in, and implementation of, the United Nations Disability Inclusion Strategy (UNDIS). The document further outlined potential elements of future multi-annual disability inclusion strategies, based on the UNDIS accountability framework, and set out a proposed ILO policy on disability inclusion for the Governing Body's approval.

The Governing Body expressed strong support for the draft policy and further strengthened it by their comments. In its decision, the Governing Body requested the Director-General to finalize and implement the policy, taking into account its guidance. It further instructed the Office to put in place multi-annual strategies to implement the policy, starting with the 2020–23 period, in the light of the UNDIS. In addition, the Governing Body instructed the Office to monitor its implementation of the UNDIS and to produce a report for information on a biennial basis on progress and areas for improvement.

Comments made by Governing Body members were incorporated into the draft policy, and work was carried out to develop the first multi-annual ILO strategy which would contain ILO-specific indicators and targets. In July 2021, ILO senior management approved the final version of both the ILO Disability Inclusion Policy and the Strategy.

The ILO Disability Inclusion Policy was issued on 16 September 2021 in a Director-General's Announcement, designated as Internal Governance Document System (IGDS) No. 590. The Office subsequently published the ILO Disability Inclusion Policy and Strategy 2020–23 as a single document with a foreword by the ILO Director-General in which he characterized greater inclusion of persons with disabilities in the ILO as "a moral imperative for each and every one of us".

The main goal of this policy is to ensure that the ILO is a fully accessible and inclusive organization that values disability as an expression of human diversity. Through the Strategy, the Office seeks to advance the ILO's focus to improve labour market outcomes for persons with disabilities, and to strengthen their access to social protection and to skills development and training, by addressing discrimination, stigmatization and related barriers. As COVID-19 and the resulting economic shocks have exacerbated

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<sup>23</sup> [https://www.ilo.org/gb/GBSessions/GB340/ins/WCMS\\_755821/lang--en/index.htm](https://www.ilo.org/gb/GBSessions/GB340/ins/WCMS_755821/lang--en/index.htm)

existing inequalities for persons with disabilities, recent ILO efforts have highlighted the strong need for disability inclusion in the response to, and recovery from, the pandemic.

**Figure 1. ILO Disability Inclusion Strategy 2020-23**



## 2. Rationale for the evaluation

### Independent evaluation

The “Report on the implementation of the ILO Disability Inclusion Policy and Strategy (2020–23)”, submitted to the Governing Body’s 346th Session, Geneva, October–November 2022, reads that: “An independent evaluation will be undertaken during 2023 in order to gather lessons learned from the implementation of the current Strategy, make course corrections and contribute to informing the next multi-annual strategy for the period 2024–27 (tentatively). This is in keeping with the ILO Disability Inclusion Policy, which proposes regular monitoring and evaluation and periodical reviews.”

### 3. Purpose, scope and clients of the evaluation

#### Purpose

The Evaluation will serve the following main purposes:

- Provide an **independent assessment of progress** on the achievement towards the goals of the Disability Inclusion Policy and Strategy, assessing performance as per the established indicators vis-à-vis the strategies and implementation modalities chosen and management arrangements;
- Provide **strategic recommendations**, highlight **good practices and lessons learnt** to inform the development and implementation of the next multiannual Strategy (tentatively, 2024-2027); and
- Serve as a **basis for reflection and dialogue** amongst key stakeholders, including ILO Senior Management and ILO staff, to ensure continued support and innovation in disability inclusion.

#### Scope

The evaluation will cover the duration of the Disability Inclusion Policy and Strategy, 2020-2023. The evaluation will look at the institutional operational dimension of the Office's Policy and Strategy, and into the dimension of programme and policy action at global, regional and national levels. Thematically, the evaluation will cover the area of disability inclusion.

#### Clients

The main clients for the evaluation are:

- the International Labour Office, which is responsible for the implementation of the Disability Inclusion Policy and Strategy, in particular although not exclusively ILO staff from the Disability Team within the ILO's Gender, Equality, Diversity and Inclusion Branch (GEDI);
- ILO staff with disabilities and staff with dependents with disabilities;
- ILO senior management, including the Director-General and members of the Senior Management Team at Headquarters and in the field (Regional Directors); and
- ILO constituents (government representatives, workers' and employers' organizations at country and global levels).

It should also serve as a source of information for:

- ILO staff, in particular for those working on both mainstream and disability-specific issues;
- ILO staff participating in disability-related networks (such as the ILO Disability Champions Network, and the ILO/UNDIS Indicator Custodians Group);

- ILO staff with disabilities and with dependents with disabilities (such as members of the ILO's Employee Resource Group on Disability Inclusion (ERG on DI));
- The ILO Staff Union; and
- the ILO Governing Body.

The evaluation might also be of interest to development partners and policymakers.

The Evaluation will serve as a key input for the development of the ILO Disability Inclusion Strategy (tentatively, 2024-2027).

#### **4. Evaluation criteria and questions**

The evaluation will adhere to the [OECD Development Assistance Committee \(DAC\) evaluation criteria](#) and establish the relevance, coherence, efficiency, effectiveness and evidence of impact, and sustainability.

The questions will seek to address priority issues and concerns that will help to confirm and validate the objectives of the ILO Disability Inclusion Policy and Strategy (2020-23), their strategy and achievements, being instrumental in developing and implementing the next multiannual Strategy. When designing the questions, the evaluation team will consider availability and reliability of data, how the answers will be used and if the data are regarded as credible. Further evaluation questions will be proposed and refined by the evaluation team during the inception report phase.

The proposed evaluation questions are available below. These questions could be subject to change during the evaluation's inception phase, as relevant.

##### Relevance

1. To what extent were the Policy and Strategy useful for the ILO to advance its goals in relation to effective disability inclusion?
2. Were ILO's programme and policy frameworks (including Programme & Budget and Decent Work Country Programmes) relevant and conducive to support the design and implementation of the Policy and Strategy?
3. To what extent did the Policy and Strategy support the integration of disability inclusion into the ILO results framework, and vice versa? Were actions underpinned by a sound program logic and theory of change?
4. Did the Policy and Strategy design and implementation give adequate consideration to issues related to gender equality?
5. How well has the ILO engaged with constituents and with staff, during the design and implementation of the Policy and Strategy? How well does the Policy and Strategy respond to their needs?



6. Did objectives remain relevant during the COVID-19 pandemic? Did the pandemic change ILO priorities for implementation and delivery of disability inclusion actions?
7. Moving forward, what actions will the ILO need to prioritise to maximise the relevance of its Policy and next multiannual Strategy?

#### Coherence

1. To what extent were the Policy and Strategy in line with the United Nations Disability Inclusion Strategy (UNDIS)? Are the ILO actions under the Policy and Strategy fitting well in this context?
2. What are the positive synergies between the ILO Policy and Strategy and those from other partners, including UNDIS partners? Is there evidence of obstacles and challenges in relation to synergies?
3. How well aligned are the Policy's and Strategy's objectives and actions with ILO programmes in HQ and in the field? Is there evidence of mutual leveraging and complementarity?
4. How well has the ILO coordinated the design and implementation of the Policy and Strategy across HQ departments and between HQ and the field to ensure an adaptable and timely implementation?
5. How well are the ILO's Policy's and Strategy's integrated into its normative and social dialogue mandate?
6. Is the organizational/management structure for delivering actions compatible with the overarching objectives of the Policy and Strategy? Is there anything that should change for enhanced compatibility?

#### Effectiveness

1. To what extent did the Policy and Strategy achieve the expected results at ILO Headquarters and country offices? In which areas/components (see figure 1 above) of the Policy and Strategy was the ILO able to make the most progress on (as per established targets) and in which ones the least, including the identification of bottlenecks? What are the most significant elements to-date that can be identified to explain this?
2. What are the conditions at Department / Branch / Country Office level under which the Policy and the Strategy have been able to make the most progress towards its intended objectives? Which key success factors, mechanisms and circumstances can be identified? Which key inhibiting factors can be identified that could be addressed in the future?

3. Did the Policy and Strategy results affect women, men, and non-binary persons differently? If so, why and in which way?
4. Were actions (including at global, regional and national levels) effective in addressing the disability inclusion deficits caused or worsened by the pandemic?
5. Are there any innovative approaches that the ILO has been able to implement to advance the objectives of the Policy and Strategy?
6. Did certain groups (such as ILO staff with disabilities and ILO staff with dependents with disabilities) benefit from ILO actions more than others?
7. Does the current monitoring and reporting allow for tracking the progress and informing the implementation of the ILO's strategy? How effective were the indicators (baseline and targets) in these regards, and what could be done in the future to make them more useful for informing management decisions?

#### Efficiency

1. To what extent have the Policy's and Strategy's implementation mechanism(s) proven to be efficient in achieving the expected objectives?
2. To what extent were the financial and human resources (management arrangements), at global and country levels, adequate to achieve the expected results?
3. How well have the ILO's resource mobilization efforts supported its capacity to deliver the Policy and Strategy? To what extent development partners' and funding partners' priorities offer opportunities for resource mobilization and partnerships to achieve the objectives of the Policy and Strategy?

#### Sustainability and Likelihood of Impact

1. To what extent has the ILO as an institution enhanced its ability to support further work on disability inclusion in support of ILO staff primarily, but also ILO constituents?
2. To what extent are the results achieved during the current phase of the Policy and Strategy likely to be durable and maintained within the ILO (such as the removal of barriers to participation of persons with disabilities, and the prevention of new barriers)?
3. Taking into account current results and potential impact, what areas and actions should the next Strategy focus on?
4. What measures should be built into the next Strategy for increased sustainability of its results?
5. What are the areas of success for the ILO? Are there lost opportunities? What are the emerging lessons and good practices for the future application of the Policy and the next Strategy?

## 5. Approach and methodology

### Approach

This independent evaluation will take a summative as well as formative approach. It will provide insights into the relevance, coherence, effectiveness and efficiency of the design and implementation of the ILO's Policy and Strategy 2020-2023 (summative). It will also be forward-looking and provide findings and lessons learned and emerging good practices for improved decision-making within the context of the next strategic framework (formative).

### Methodology

The methodology will be based upon the ILO's evaluation policy and procedures, which adhere to international standards and best practices, articulated in the OECD/DAC Principles and the Norms and Standards for Evaluation in the United Nations System approved by the United Nations Evaluation Group (UNEG) in April 2016. The evaluation will be participatory. Consultations with ILO staff at headquarters and in the field (including staff with disabilities and staff with dependents with disabilities), senior management, the ILO Staff Union, national/international representatives of trade union and employers' organizations, UN partners, and other stakeholders will be done through surveys, interviews, meetings, focus groups, and electronic communication.

The evaluation will apply a mixed methodology analysing both quantitative and qualitative data and ensuring triangulation of information.

The ILO's tripartite character, its normative framework and social dialogue mandate will be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation. The evaluation will integrate considerations around gender equality and non-discrimination, especially in view of the SDG commitment of leaving no one behind. This implies involving men, women, and non-binary persons, in the consultation, evaluation analysis and evaluation team as possible.

Moreover, the evaluator should review data and information that is disaggregated by sex and disability and assess the relevance and effectiveness of gender and disability inclusion related strategies and outcomes. Specific measures to reflect gender and inclusion concerns should be elaborated in the inception report, in line with the UN GEEW-SWAP guidance in this regard.

The evaluation will comprise an exhaustive desk review of relevant documentation; and individual and/or group interviews with, *inter alia*, ILO staff in ILO Headquarters and field office (including staff with disabilities and staff with dependents with disabilities),

ILO/UNDIS Indicator Custodians, members of the ILO Disability Champions Network and ILO senior management, as well as ILO constituents (IOE and ITUC).

Envisaged steps include the following:

### **Inception period**

1) Desk Review: Review of documents and its components materials, publications, data, among others;

2) Inception meetings with the ILO Disability Team within the Gender Equality Diversity and Inclusion Branch, representatives of the ILO's ERG on DI, and the ILO/UNDIS Indicator Custodians Group. The objective of the consultation is to reach a common understanding regarding the priority assessment questions, available data sources and data collection instruments and an outline of the final evaluation report. The following topics will be covered: key documents, evaluation questions and priorities, list of stakeholders, outline of the inception and final report;

3) Submission of an Inception Report with the final methodology and Work Plan. The Inception Report and the Work Plan will be subject to approval by the Evaluation Manager, GEDI's Evaluation Focal Point, and the ILO Evaluation Office. The report will indicate the steps/phases and dates of the process in which the Evaluation will take place; the inception report should include interview guides and templates for the national consultants to report back to the team leader (lead evaluator) on the country components;

### **Data collection**

4) Structured and semi-structured interviews (through virtual means) that reflects diversity and representation within the Office (technical unit, regions and country situations) as well as of the constituents and relevant partners and institutions that have been involved in the design, approval and/or implementation of the Strategy;

5) Online surveys to obtain feedback and/or information from a wider set of constituents and other key stakeholders such as the ILO Disability Champions Network, the ILO/UNDIS Custodians Group, and the ILO ERG on DI, as well as ILO staff with disabilities and staff with dependents with disabilities who may not participate in formal groups;

6) Mission to Geneva, to carry out additional structured and semi-structured interviews with senior management and focus group discussions with selected ILO officials (in-person);

### **Reporting and Feedback Workshops**

7) Drafting evaluation report;

8) Online validation workshops to discuss preliminary findings, lessons learned and recommendations with the ILO project team, key stakeholders and the reference group on the draft report (up to four); and

9) Finalization of the evaluation report.

The Evaluation Manager will facilitate the compilation of documentation and support the establishment of an interview schedule.

The ILO has established a reference group for this evaluation, that will contribute to the relevance, credibility and utility of the independent evaluation by offering in an **advisory capacity** a range of viewpoints. The Evaluation Manager will liaise with the reference group, for them to provide comments to deliverables 1 and 2 and share with the evaluator. The Evaluation Manager will also set up any online meetings between the Evaluation Manager and the reference group to discuss the feedback provided.

## 6. Deliverables

The evaluation should comprise the following deliverables, which must be presented in English and submitted to the Evaluation Manager in electronic version compatible with Word for Windows:

Deliverable 1: An **inception report**

Deliverable 2: A **draft evaluation report**

Deliverable 3: A **final evaluation report**

Deliverable 4: An **Evaluation Summary**

**Inception report** (cf. ILO Policy Guidelines for Evaluation Checklist 3)

The inception report should:

- Describe the conceptual framework that will be used to undertake the evaluation, notably justifying and explaining the clustered approach;
- Elaborate the methodology proposed in the terms of reference, notably the clustered approach, with any changes as required;
- Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, data collection methods, sampling and selection criteria of respondents for interviews;
- Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
- Identify key stakeholders to be interviewed and the tools to be used for interviews and discussions; and
- Provide an outline for the final evaluation report.

**Evaluation Report** (cf. ILO Policy Guidelines for Evaluation Checklist 5)

A first draft of the evaluation report will be circulated for comments by the Evaluation Manager to all concerned stakeholders. The final report shall make all necessary adjustments to integrate comments received.

The final report, excluding annexes but including the executive summary (as per template provided in ILO Policy Guidelines for Evaluation) should not exceed 35 pages.

The quality of the final report will be assessed against the standards set out in the ILO Policy Guidelines for Evaluation. The report will ultimately be approved by the ILO Evaluation Office.

Suggested outline for the evaluation report:

- Cover page with key project data (cf. ILO Policy Guidelines for Evaluation Checklist 7)
- Executive summary
- Brief background on the project and its intervention logic
- Purpose, scope and clients of the evaluation
- Methodology applied
- Review of implementation
- Presentation of findings
- Conclusions
- Recommendations (specifying to whom they are addressed)
- Lessons learnt
- Good practices
- Possible future directions
- Annexes

An **Evaluation Summary** shall also be prepared, adhering to the template provided in ILO Policy Guidelines for Evaluation Checklist 8. The Evaluation Summary shall only be prepared once the final evaluation report has been approved.

Ownership of the data from the evaluation rests jointly between ILO and the evaluator. The copyright of the evaluation report rests exclusively with ILO. Key stakeholders may make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

## **7. Management arrangements**

A designated ILO staff who has no prior involvement in the Strategy will manage this independent evaluation with oversight and in close collaboration with the ILO's WORKQUALITY Evaluation Focal Point and the ILO Evaluation Office. The ILO Evaluation Office will review and sign off on all deliverables.

The evaluator will report to the Evaluation Manager and be responsible for the timely submission of deliverables, including the final evaluation report, which should comply with ILO's Evaluation Policy Guidelines and related checklists and templates.

The Evaluation Manager (Maria Munaretto, ILO Buenos Aires) will undertake the following tasks:

- Serve as the first point of contact for the evaluator;
- Provide background documentation to the evaluator in cooperation with the ILO's Disability Team;

- Brief the evaluator on ILO evaluation procedures;
- Provide the first quality check of all major outputs
- Circulate the reports to all concerned stakeholders for comments; and
- Consolidate comments for the evaluator.

The ILO Disability Team (Esteban Tromel, GEDI) will be responsible for administrative contractual arrangements with the evaluator and provide any logistical and other assistance as may be required. The Disability Team will be responsible for the following tasks:

- Provide programme background materials to the evaluator through the Evaluation Manager;
- Prepare a comprehensive list of recommended interviewees;
- Support the coordination of the logistical arrangements of a possible mission to Geneva;
- Provide inputs as requested by the evaluator during the evaluation process;
- Review and provide comments on draft evaluation reports;
- Organize and participate in stakeholder consultations, as appropriate; and
- Provide other logistical and administrative support to the evaluator as may be required.

The ILO's Evaluation Office will review all major evaluation outputs and approve the final report. ILO EVAL will post the evaluation report on i-eval discovery.

The evaluator does not have any previous involvement in the delivery of the ILO Disability Inclusion Policy and Strategy (2020–23).

## 8. Timeline and work plan

The contract start date is 3<sup>rd</sup> July 2023. The end date is 20<sup>th</sup> October 2023. The assignment will require a total of 40 workdays.

A tentative timeline for the evaluation is proposed as follows:

<b>Inception Period</b>	<b>03/07/23-19/07/23</b>
Desk Review	03/07/23-07/07/23
Inception Meetings	10/07/23-12/07/23
Development of Inception Report	13/07/23-16/07/23
Submission of Draft Inception Report	16/07/23
Approval of Inception Report	19/07/23
<b>Data Collection</b>	<b>20/07/23-18/08/23</b>
Virtual Interviews	20/07/23-18/08/23
Mission to Geneva	24/07/23-31/07/23
Online Survey	20/07/23-11/08/23
<b>Reporting and Feedback Workshops</b>	<b>20/08/23-10/10/23</b>
Development and Submission of Draft Report	20/08/23-11/09/23
Participatory Workshop	11/09/23-13/09/23
Review of Draft Report by ILO and Other Stakeholders	13/09/23-29/09/23

Finalization of Report and Response to Feedback	02/10/23-09/10/23
Sign-Off of Final Report	20/10/23

The final timeline will be prepared during the inception period and approved in the inception report.

## 9. Ethical considerations

The evaluation will strictly comply with UN standards for evaluations as specified in the United Nations Evaluation Group (UNEG) Norms and Standards for Evaluation and be guided by the ILO Evaluation Policy. A copy of the UNEG Code of Conduct for Evaluation in the UN system is attached to these terms of reference and the evaluator are expected to familiarise themselves with, and adhere to, these. The evaluator will also commit to adhere to the ILO Code of Conduct for Evaluator (link below). The evaluator are expected to disclose any possible conflicts of interest that could interfere with the independence of the evaluation.

The evaluation will observe confidentiality with regard to sensitive information and feedback obtained through individual and group interviews.

The evaluation and the evaluator will follow disability etiquette, using respectful language and behaviour when communicating with, and about, persons with disabilities.

## 10. Additional documentation

The evaluator is expected to seek guidance from and familiarise themselves with the following documentation:

ILO Evaluation Policy

[https://www.ilo.org/eval/Evaluationreports/WCMS\\_603265/lang--en/index.htm](https://www.ilo.org/eval/Evaluationreports/WCMS_603265/lang--en/index.htm)

ILO Policy Guidelines for Evaluation

[https://www.ilo.org/eval/Evaluationpolicy/WCMS\\_571339/lang--en/index.htm](https://www.ilo.org/eval/Evaluationpolicy/WCMS_571339/lang--en/index.htm)

*Notably:*

- Checklist 3 Writing the Inception Report

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165972.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165972.pdf)

- Checklist 5 Preparing the Evaluation Report

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165967.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165967.pdf)

- Checklist 7 Filling in the EVAL title page

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_166363.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166363.pdf)

- Checklist 8 Preparing the Evaluation Summary for Projects

[https://www.ilo.org/wcmsp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_166361.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_mas/---eval/documents/publication/wcms_166361.pdf)



- Template for evaluation title page

[http://www.ilo.org/eval/Evaluationguidance/WCMS\\_166357/lang--en/index.htm](http://www.ilo.org/eval/Evaluationguidance/WCMS_166357/lang--en/index.htm)

- Template for evaluation summary:

<http://www.ilo.org/legacy/english/edmas/eval/template-summary-en.doc>

ILO Evaluation Guidelines and Support Guidance Documentation

[https://www.ilo.org/wcmstp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_176814.pdf](https://www.ilo.org/wcmstp5/groups/public/---ed_mas/---eval/documents/publication/wcms_176814.pdf)

ILO Code of Conduct Agreement for Evaluators (to be signed along with the contract)

[https://www.ilo.org/eval/Evaluationguidance/WCMS\\_649148/lang--en/index.htm](https://www.ilo.org/eval/Evaluationguidance/WCMS_649148/lang--en/index.htm)

DAC Criteria for Evaluating Development Assistance

<http://www.oecd.org/development/evaluation/dcdndep/39119068.pdf>

Norms for Evaluation in the UN System

<http://www.uneval.org/document/detail/21>

Standards for Evaluation in the UN System

<http://www.uneval.org/document/detail/22>

Code of Conduct for Evaluation in the UN System

<http://www.unevaluation.org/document/detail/100>

Guidance 1.1 Integrating Gender Equality in Monitoring and Evaluation

[https://www.ilo.org/wcmstp5/groups/public/---ed\\_mas/---eval/documents/publication/wcms\\_165986.pdf](https://www.ilo.org/wcmstp5/groups/public/---ed_mas/---eval/documents/publication/wcms_165986.pdf)

Guidance on Integrating Disability Inclusion in Evaluations and Reporting on the UNDIS Entity Accountability Framework Evaluation Indicator

<http://unevaluation.org/document/detail/3050>

'How to' guide No. 18 "Inclusion of People with Disabilities"

(Available at the ILO intranet only)

## Annex 2: Evaluation Matrix

Evaluation Question	Data Collection Method	Required Information
<b>Relevance</b>		
<p>1. To what extent were the Policy and Strategy useful for the ILO to advance its goals in relation to effective disability inclusion?</p>	<p>Document review Interviews Survey</p>	<ul style="list-style-type: none"> <li>How did the Strategy align with ILO's goals, its constituent needs, and relevant normative frameworks? Did the Strategy support achieving stated goals? Do statements on disability inclusion from senior leadership and / or the GB align with the Strategy?</li> </ul>
<p>2. Were ILO's programme and policy frameworks (including Programme &amp; Budget and Decent Work Country Programmes) relevant and conducive to support the design and implementation of the Policy and Strategy?</p>	<p>Document review Interviews</p>	<ul style="list-style-type: none"> <li>How effective has the ILO been at ensuring the inclusion of disability mainstreaming and specific programming in the P&amp;B and DWCPs. Is the current design/layout of these documents conducive for allowing enough attention to disability inclusion</li> <li>To what extent did the Policy and Strategy support the integration of disability inclusion into the ILO results framework, and vice versa?</li> <li>Were actions underpinned by a sound program logic and theory of change?</li> </ul>
<p>3. Did the Policy and Strategy design and implementation give adequate consideration to issues related to gender equality?</p>	<p>Document review Interviews</p>	<ul style="list-style-type: none"> <li>Are gendered differences and intersectional discrimination considered within the Strategy?</li> </ul>

Evaluation Question	Data Collection Method	Required Information
<p>4. How well has the ILO engaged with constituents and with staff, during the design and implementation of the Policy and Strategy? Did the ILO engage with staff with disabilities and with family members with disabilities? How well does the Policy and Strategy respond to their needs? Were OPDs consulted during design and implementation?</p>	<p>Interviews Survey</p>	<ul style="list-style-type: none"> <li>· Are colleagues in other departments aware of the Strategy? What was done to consult them and understand the technical supported they needed?</li> <li>· Where persons with disabilities including staff members, constituents, and representative organisations, as well as staff with family members with disabilities, consulted during the design and implementation?</li> </ul>
<p>5. Did objectives remain relevant during the COVID-19 pandemic? Did the pandemic change ILO priorities for implementation and delivery of disability inclusion actions?</p>	<p>Document review Interviews</p>	<ul style="list-style-type: none"> <li>· What emerging topics arose from the pandemic? Did the ILO capitalise on these and respond accordingly?</li> </ul>
<b>Coherence &amp; Validity of Design</b>		
<p>6. To what extent were the Policy and Strategy in line with the United Nations Disability Inclusion Strategy (UNDIS)? Are the ILO actions under the Policy and Strategy fitting well in this context?</p>	<p>Document review Interviews</p>	<ul style="list-style-type: none"> <li>· How has the ILO interacted with the UNDIS team and other UN entities?</li> <li>· Do country offices contribute to the UNCT's achievements under UNDIS?</li> <li>· Are the areas where the ILO has achieved beyond the UNDIS and strategy targets?</li> <li>· Does the focus on UNDIS constrain ILO's work on disability inclusion in any way?</li> </ul>

Evaluation Question	Data Collection Method	Required Information
7. How well aligned are the Policy's and Strategy's objectives and actions with ILO programmes in HQ and in the field? Is there evidence of mutual leveraging and complementarity?	Interviews Survey	<ul style="list-style-type: none"> <li>· How well has the ILO coordinated the design and implementation of the Policy and Strategy across HQ departments and between HQ and the field to ensure an adaptable and timely implementation?</li> </ul>
8. How well is the ILO's Policy and Strategy integrated into its normative and social dialogue mandate?	Document review Interviews Survey	<ul style="list-style-type: none"> <li>· What involvement did the tripartite constituents have in the implementation of the strategy? Is social dialogue considered within the strategy? What technical support on disability inclusion has been given to the workers' and employers' representatives?</li> </ul>
<b>Effectiveness</b>		
9. To what extent did the Policy and Strategy achieve the expected results at ILO Headquarters and country offices? In which areas/components (see figure 1 above) of the Policy and Strategy was the ILO able to make the most progress on (as per established targets) and in which ones the least, including the identification of bottlenecks? What are the most significant elements to-date that can be identified to explain this?	Document review Interviews	<ul style="list-style-type: none"> <li>· Performance against targets</li> <li>· What are the conditions at Department / Branch / Country Office level under which the Policy and the Strategy have been able to make the most progress towards its intended objectives?</li> <li>· Which key success factors, mechanisms and circumstances can be identified? Which key inhibiting factors can be identified that could be addressed in the future?</li> </ul>

Evaluation Question	Data Collection Method	Required Information
10. Did the Policy and Strategy results affect women, men, and non-binary persons differently? If so, why and in which way?	Interviews	<ul style="list-style-type: none"> <li>What process for monitoring different benefits for women, men and non-binary persons exists?</li> </ul>
11. Did certain groups (such as ILO staff with disabilities, ILO staff with dependents with disabilities, staff and staff with dependents with different types of disabilities) benefit from ILO actions more than others?	Interviews Survey	<ul style="list-style-type: none"> <li>Is the ILO able to monitor the benefits for persons with disabilities and ILO staff with family members with disabilities?</li> </ul>
12. Were actions (including at global, regional and national levels) effective in addressing the disability inclusion deficits caused or worsened by the pandemic?	Interviews Document review	<ul style="list-style-type: none"> <li>How did ILO respond to deficits identified by the UN and other key stakeholders? Were representative organisations of persons with disabilities consulted in the ILO's Covid-19 response?</li> </ul>
13. Are there any innovative approaches that the ILO has been able to implement to advance the objectives of the Policy and Strategy?	Interviews Survey	<ul style="list-style-type: none"> <li>Are these approaches global or can they be identified at the regional or country level?</li> </ul>
14. Does the current monitoring and reporting allow for tracking the progress and informing the implementation of the ILO's strategy? How effective were the indicators (baseline and targets) in these regards, and what could be done in the future to make them more useful for informing management decisions?	Document review Interviews	<ul style="list-style-type: none"> <li>What M&amp;E system exists? Is it understood and implemented effectively by the relevant staff? Are there clear definitions for the indicators in the strategy?</li> </ul>
<b>Efficiency</b>		
15. To what extent were the financial and human resources (management arrangements), at global and country levels, adequate to achieve the expected results?	Interviews Survey	<ul style="list-style-type: none"> <li>To what extent have the Policy's and Strategy's implementation mechanism(s) proven to be efficient in achieving the expected objectives?</li> </ul>

Evaluation Question	Data Collection Method	Required Information
		How effective has the ILO been in ensuring staff have the technical capacities to understand and implement disability inclusion within programmes and operations?
16. How well have the ILO's resource mobilization efforts supported its capacity to deliver the Policy and Strategy? To what extent development partners' and funding partners' priorities offer opportunities for resource mobilization and partnerships to achieve the objectives of the Policy and Strategy?	Document Review Interviews Survey	<ul style="list-style-type: none"> <li>· Has the ILO been successful in ensuring disability inclusion is included in project development?</li> <li>Has the ILO maximised opportunities with UN entities and other partners to pursue funding for joint programming?</li> </ul>
<b>Sustainability and Likelihood of Impact</b>		
17. To what extent has the ILO as an institution enhanced its ability to support further work on disability inclusion in support of ILO staff primarily, but also ILO constituents?	Interviews Survey	<ul style="list-style-type: none"> <li>· How effective has the capacity building of staff and constituents been?</li> </ul>
18. To what extent are the results achieved during the current phase of the Policy and Strategy likely to be durable and maintained within the ILO (such as the removal of barriers to participation of persons with disabilities, and the prevention of new barriers)?	Interviews Survey	<ul style="list-style-type: none"> <li>· Are structures in place to ensure knowledge is retained and actions on disability inclusion continued regardless of personnel?</li> <li>· Are structural barriers which prevented the participation of staff, constituents, and other stakeholders with disabilities understood and have these barriers been addressed and removed in a systematic manner?</li> </ul>

Evaluation Question	Data Collection Method	Required Information
<b>Cross-Cutting Lessons Learned and Recommendations (this is not proposed as an additional criteria- this section includes initial reflections on areas of focus for the lessons learned and recommendations)</b>		
19. Taking into account current results and potential impact, what areas and actions should the next Strategy focus on?	Data collected during the evaluation	<ul style="list-style-type: none"> <li>• Findings of previous questions will inform the answers to these questions.</li> </ul>
20. What are the areas of success for the ILO? Are there lost opportunities? What are the emerging lessons and good practices for the future application of the Policy and the next Strategy?		
21. What measures should be built into the next Strategy for increased sustainability of its results?		
22. Moving forward, what actions will the ILO need to prioritise to maximise the relevance of its Policy and next multiannual Strategy?		

### Annex 3: List of Interviews Conducted

#	Name	Designation	Department	Organisation
1	Eric Carlson	Disability Specialist	Disability Inclusion Team, GEDI	ILO
2	Jurgen Menze	Technical Officer, Disability Inclusion	Disability Inclusion Team, GEDI	ILO
3	Stefan Tromel	Sr Specialist, Disability	Disability Inclusion Team, GEDI	ILO
	Eric Carlson	Disability Specialist		ILO
	Guler Koca	Technical Officer		ILO
	Aria Tung	Jr Project Officer, Disability Inclusion		ILO
4	Andrew Christian	Staff Union Representatives	Staff Union	ILO
	Severine Deboos			ILO
	Yuka Okumara			ILO
	Clara Van Panhuys			ILO
5	Victor Hugo Ricco	Senior Specialist, Workers' Activities	ACTRAV	ILO
	Faustina Van Aperen	Senior Relations Specialist	ACTRAV	ILO
6	Shengjie Li	Former CABINET	CABINET	ILO
7	Aurelie Hauchere Vuong	Senior Communication, Advocacy and Training Officer	FUNDAMENTALS	ILO
8	Carlien Van Empel	Unit Head, Development Cooperation Support for DCSU	PARTNERSHIPS	ILO



9	Monica Varela Garcia	Chief, Official Relations and Conference Management	OFFCONF	ILO
10	Chad Blackman	Senior Advisor to the Director General	CABINET	ILO
11	Afsar Syed Mohammad	Senior Technical Specialist	GEDI	ILO
12	Mia Seppo	Assistant Director-General	Jobs and Social Protection Cluster	ILO
	Dorothea Schmidt-Klau	Senior Economist	Employment Policy	ILO
	Liu Xu	Senior Specialist on Employment Policy and Enterprise Development	ENTERPRISE	ILO
13	Julia Gin	Procurement Officer	PROCUREMENT	ILO
	Ostojic Vanja	Chief		ILO
14	Sukti Dasgupta	Department Director	WORKQUALITY	ILO
15	Nicholas Grisewood	Chief Technical Adviser for PROSPECTS	WORKQUALITY	ILO
16	Yoshie Ichinohe	Programme Analyst	PROGRAMME	ILO
17	Emanuela Pozzan	Senior Specialist, Gender Equality and Non-discrimination	GEDI	ILO
18	Hao Bin	Assistant Director-General	Corporate Services	ILO
	Sharon Compton	Branch Chief, Talent Management Branch	HRD	ILO
19	Manuela Tomei	Assistant Director-General	Governance, Rights and Dialogue	ILO
20	Veronika Wodsak	Social Protection Policy Specialist	SOC/POLICY	ILO
21	Eloy Alonso-Maestre	Occupational Safety Officer	FACILITIES	ILO

22	Stefan Tromel	Sr Specialist, Disability	Disability Inclusion Team, GEDI	ILO
	Eric Carlson	Disability Specialist		ILO
23	Ilka Schoellmann	Steering Committee Member	ERG	ILO
	Priya Desai			ILO
	Guebray Berhane Guebray			ILO
	Taalab Azza			ILO
	Aria Tung			ILO
24	Guy Thijs	Director	EVAL	ILO
	Naomi Asukai	Senior Evaluation Officer		ILO
25	Rita Abou Jaoudeh	Senior Environmental & Social Safeguard Framework Coordinator	RO-Arab States/DWT-Beirut	ILO
26	Peter Rademaker	Deputy Regional Director for the Arab States	RO-Arab States	ILO
27	Redha Ameer	Regional HIV and AIDS Specialist	DWT/CO-Pretoria	ILO
28	Mohammed Sirhan	Admin and Finance Assistant	RO-Arab States/DWT-Beirut	ILO
29	Chilombo Nakazwe	Senior Human Resources Assistant	CO-Lusaka	ILO
30	Vincent Kavala	National Project Officer	CO-Lusaka	ILO
31	Rebecca Napier-Moore	Technical Officer, TRIANGLE	ROAP	ILO
32	Marcelo Cuautle Segovia	Employment and Labour Market Policies Officer	EMPLOYMENT	ILO
	Lena Xinyu Yan	Technical Officer		ILO

33	Andres Yuren	Senior Regional Specialist, Employers' Activities	RO-Latin America and the Caribbean	ILO
34	Dalibor Rodinis	Web Information Architect	AMS	ILO
35	Georgia Dominik	Social Affairs Office	Disability Team	Executive Office of the Secretary-General
36	Ahmad Ullah Qazi	National Project Officer	CO Pakistan	ILO
37	Chidi King	Chief	GEDI	ILO
38	Raj Bimlesh	Programme Officer	CO Suvi	ILO
39	Sara Park	Programme Manager	BetterWork	ILO
40	Jean-Christophe Chenis	Enterprise Content Management Applications Section Head for AMS	INFOTEC	ILO
41	Thais Faria	Technical Officer	FUNDAMENTALS, CO-Brasilia	ILO
42	Jose Vieira	Advocacy Director and Senior Manager	GDS Secretariat	International Disability Alliance
43	Susana Cardoso	Chief, Client Services	IMS	ILO
44	Henrik Moller	Senior Relations Specialist	ACTEMP	ILO
45	Joni Simpson	Senior Specialist	GEDI, ROAP	ILO
46	Tendy Gunawan	Programme Officer	CO Indonesia	ILO
47	Farjana Reza	National Programme Officer	CO Bangladesh	ILO
48	Christine Hoffman	Chief Technical Advisor	EMPLOYMENT	ILO

49	Luisa Guimaraes	Manager, International Labour Standards, Rights at Work and Gender Equality	ITCILO	ILO
50	Gopal Mitra	Former: Senior Social Affairs Officer Current: Global Lead Disability and Development	Disability Team UNICEF	Executive Office of the Secretary-General
51	Alexander Belopopsky	Head of International Communications	DCOMM	ILO
	Guebray Berhane Guebray	Sr Advocacy and Public Information Officer		ILO

## Annex 4: List of documents consulted

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## ILO Disability Inclusion Policy and Strategy (2020–23)

### Independent Evaluation

**Project DC/SYMBOL:** N /A

**Name of Evaluator:** Chris Morris

**Date:** 11 October 2023

*The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.*

<b>LESSON LEARNED ELEMENT</b>	<b>TEXT</b>
<b>Brief description of lessons learned</b> (link to specific action or task)	Leadership at all levels is required to further disability mainstreaming across the organisation.
<b>Context and any related preconditions</b>	Although the commitments made by the senior leadership of the ILO have been important for the implementation of the strategy, ILO officials indicated they believe stronger leadership at different levels of the Office could be shown. Without the involvement of this level of management, the accountability for achieving the goals of the strategy will be unclear and ultimately the resources not made available.
<b>Targeted users / Beneficiaries</b>	Senior leadership
<b>Challenges /negative lessons - Causal factors</b>	In the survey conducted for the evaluation, leadership was easily the most picked category (almost 50%) for the area the ILO has been least successful in creating change related to disability inclusion. Interviews suggested that this was not linked to the very senior leadership of the ILO but more the departmental head and regional and country management level. The
<b>Success / Positive Issues - Causal factors</b>	Examples of good practices are available, most notably in the leadership of ROAS and the Country Office for Zambia, Malawi, and Mozambique had encouraged building disability inclusion into action plans. The successes from the departments who are the UNDIS indicator custodians also show importance of commitment from leadership.
<b>ILO Administrative Issues</b> (staff, resources, design, implementation)	Will require staff time and commitment to monitoring success of implementing the next strategy.



# ILO Disability Inclusion Policy and Strategy (2020–23)

## Independent Evaluation

Project DC/SYMBOL: N /A

Name of Evaluator: Chris Morris

Date: 11 October 2023

*The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.*

<b>LESSON LEARNED ELEMENT</b>	<b>TEXT</b>
<b>Brief description of lessons learned</b> (link to specific action or task)	Resourcing is important to consider in designing and implementing strategies
<b>Context and any related preconditions</b>	The design of the Strategy did not see an accompanying budget developed to support its implementation. As such, resources for implementation have had to be sourced from existing budget from responsible departments.
<b>Targeted users / Beneficiaries</b>	Senior leadership, Strategy designers
<b>Challenges /negative lessons - Causal factors</b>	There are several challenges caused by the lack of budget. Custodian departments have identified different actions needed to meet the targets of the Strategy but have not always had the budget to carry out these actions. From a human resources perspective, the Disability Inclusion team has limited human resources and specific disability experts are not present in the field. There also is not a diversity and inclusion position in HRD. Programmatically, the limitations to date of ensuring DWCPs and CPOs are disability inclusive limits the opportunities for obtaining bilateral funding for disability inclusion projects.
<b>Success / Positive Issues - Causal factors</b>	There has been good use of the resources available, including the provision of technical support to departments. GEDI was able to identify budget for certain activities for other departments, such as ensuring the accessible procurement guide could be read by screen readers. This does though mean this budget cannot be used by GEDI in their technical support to constituents.
<b>ILO Administrative Issues</b> (staff, resources, design, implementation)	Budgeting and cost estimations to achieve Strategy targets should be considered in the design of the next phase of the Strategy and included in subsequent P&Bs.

## ILO Disability Inclusion Policy and Strategy (2020–23)

Project DC/SYMBOL: N/A

Name of Evaluator: Chris Morris

Date: 11 October 2023

*The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.*

GOOD PRACTICE ELEMENT	TEXT
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	The development of the custodian approach that ensures individual departments have accountability for implementing particular areas of the Strategy was identified by both internal and external stakeholders as being an important good practice.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	The Disability Inclusion Team reached out to the relevant departments to discuss the goals of the UNDIS and negotiate the targets that could be set within the ILO Strategy during its development.
<b>Establish a clear cause-effect relationship</b>	ILO Officials compared this approach favourably to other strategies launched by the ILO that have not have the same level of ownership. Critical to this approach was the level of consultation between the Disability Inclusion team and the respective departments.
<b>Indicate measurable impact and targeted beneficiaries</b>	The engagement of the custodian departments demonstrates the impact this approach has had on strengthening ownership for the implementation of the Strategy.
<b>Potential for replication and by whom</b>	<p>To be maintained in the next phase of the Strategy, and when relevant expanded to include more programme departments, regional offices, and country offices in target setting.</p> <p>Could be replicated in future similar Strategies, such as the next Gender Equality Strategy.</p>
<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	The engagement of the regional and country offices in particular in future Strategies should help support improvements in the mainstreaming of disability into DWCPs and CPOs.
<b>Other documents or relevant comments</b>	

## ILO Disability Inclusion Policy and Strategy (2020–23)

Project DC/SYMBOL: N/A

Name of Evaluator: Chris Morris

Date: 11 October 2023

*The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.*

GOOD PRACTICE ELEMENT	TEXT
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	The Disability Inclusion Strategy was able to employ lessons learned from the implementation of the Gender Equality Strategy.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	In addition to strengthening of ownership through the custodian system, the also DCN built on lessons learned from previous strategies, particularly the gender focal point system to develop a voluntary network of individuals who are focused on disability inclusion.
<b>Establish a clear cause-effect relationship</b>	The voluntary nature of the network means individuals do not see membership as an additional burden on top of their other responsibilities, but as a peer network that can enhance their capacities to carry out their functions and/or allow them to support their peers to build their capacities.
<b>Indicate measurable impact and targeted beneficiaries</b>	ILO officials who work on disability inclusion are targeted beneficiaries in this example.
<b>Potential for replication and by whom</b>	This could be replicated in any area where the ILO is seeking to strengthen networks of Officials on a particular subject. It would be particularly replicable for the Gender Equality Strategy and the ILO’s targets under the UN SWAP.
<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	The broader the DCN becomes, the more likelihood there is of opportunity for increased inclusion of disability in DWCPs and CPOs.
<b>Other documents or relevant comments</b>	

## ILO Disability Inclusion Policy and Strategy (2020–23)

Project DC/SYMBOL: N/A

Name of Evaluator: Chris Morris

Date: 11 October 2023

*The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.*

GOOD PRACTICE ELEMENT	TEXT
<b>Brief summary of the good practice</b> (link to project goal or specific deliverable, background, purpose, etc.)	The ILO’s involvement in supporting the development of the UNDIS and then subsequent support to its implementation helps ensure the ILO is seen as a leading agency on disability inclusion.
<b>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</b>	The ILO has been a strong supporter of the UNDIS during its development and roll-out. The ILO has provided technical support on a number of issues for other UN entities. Most notably, this includes the development and implementation of a course for disability focal points run by the ILOITC.
<b>Establish a clear cause-effect relationship</b>	This allows international labour standards to be a key element of the work the UN-wide system does on disability inclusion. It also positions the ILO in a favourable position to accessing funding for joint UN activities.
<b>Indicate measurable impact and targeted beneficiaries</b>	
<b>Potential for replication and by whom</b>	This would be replicable for joint UN initiatives where the ILO has a comparative advantage given its expertise on international labour standards.
<b>Upward links to higher ILO Goals</b> (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)	The practice links to the ILO’s commitment to participate in joint UN initiatives.
<b>Other documents or relevant comments</b>	

## Annex 6: Data Collection Tools

### Disability Champions and UNDIS Indicator Custodian Survey

#### Introduction

The ILO Evaluation Office (EVAL) is conducting an independent evaluation of ILO Disability Inclusion Policy and Strategy (2020–23). The results of the evaluation will contribute to the development of the new Disability Inclusion Strategy. An independent consultant has been engaged by the ILO to undertake the evaluation. This short survey is to solicit feedback from you related to your experience working on disability inclusion through the ILO Disability Champions Network and / or as a United Nations Disability Inclusion Strategy (UNDIS) custodian. The survey should only take approximately 20 minutes to answer.

Only the evaluator will receive your survey responses. Your answers to the survey questions are anonymous and will be kept confidential. Participation is voluntary; however, we hope you will participate as your points of view are important and will help guide improvements in the ILO's work.

1. How long have you worked for ILO?

- Less than one year
- 1-5 years
- 6-10 years
- More than 10 years Other (please specify)

2. Please indicate the region in which you work.

- Africa
- Americas
- Arab States
- Asia and the Pacific
- Europe and Central Asia
- Head Quarters (Geneva)

3. Please select the role that best describes your work in the ILO

- Senior Management
- Programme
- Policy
- Operations

4. Are you a member of the Disability Champion Network, a UNDIS custodian, or both

- Disability Champions Network
- UNDIS Custodian
- Both

5. What gender do you identify as?

- Woman
- Man
- Non-binary
- Prefer to describe below:

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Prefer not to answer

6. Do you consider yourself to be a person with disabilities?

- Yes
- No
- Prefer not to answer

7. How much do you agree or disagree with the following statement: "I am well-informed on ILO's goals related to disability inclusion."

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- Not sure

8. How useful has the ILO Disability Inclusion Policy and Strategy (2020–23) been in your work?

- Not useful at all
- Somewhat useful

- Useful
- Very useful
- Not sure

9. Do you believe you have the necessary knowledge about disability inclusion to perform your role as disability champion / UNDIS custodian?

- Not at all
- Somewhat
- Definitely
- Not sure

10. How much do you agree with the following statement: "I have been able to apply knowledge or practical examples I have learned from participating in the Disability Champions Network or as a UN Custodian in my work"?

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- Not sure

11. Are there specific examples of this that you could share (open ended question)

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12. How much do you agree or disagree with the following statement: "I am well-informed about the United Nations Disability Inclusion Strategy (UNDIS)"

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- Not sure

13. How much do you agree or disagree with the following statement: “UNDIS has helped the ILO achieve its disability inclusion goals”

- Strongly disagree
- Disagree
- Agree
- Strongly agree
- Not sure

14. How knowledgeable about disability inclusion do you believe your colleagues in the ILO are?

- Not at all knowledgeable
- Somewhat knowledgeable
- Knowledgeable
- Very Knowledgeable
- Not sure

For those who answer knowledgeable or very knowledgeable:

15. How effective do you believe your colleagues are in applying this knowledge in their work?

- Very ineffective
- Ineffective
- Effective
- Very Effective
- Not sure

16. What is needed to help your colleagues mainstream disability inclusion into their work more effectively? (open ended question)

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17. Thinking about the level of knowledge of your colleagues in the ILO on disability inclusion, do you believe the level has improved, worsened, or stayed the same since 2020?

- Worsened
- Stayed the same
- Improved
- Not sure



18. How knowledgeable about disability inclusion do you believe the tripartite constituents you work with are?

- Not at all knowledgeable
- Somewhat knowledgeable
- Knowledgeable
- Very Knowledgeable

19. Thinking about the level of knowledge of the tripartite constituents you work with on disability inclusion, do you believe the level has improved, worsened, or stayed the same since 2020?

- Worsened
- Stayed the same
- Improved
- Not sure

20. How effective do you think the ILO has been in mobilizing resources to promote disability inclusion?

- Very ineffective
- Somewhat ineffective
- Somewhat effective
- Very effective
- Not sure

21. Overall, how effective do you think the ILO has been in mainstreaming disability into its research?

- Very ineffective
- Somewhat ineffective
- Somewhat effective
- Very effective
- Not sure

22. Overall, how effective do you think the ILO has been in mainstreaming disability into its policies?

- Very ineffective

- Somewhat ineffective
- Somewhat effective
- Very effective
- Not sure

23. Overall, how effective do you think the ILO has been in mainstreaming disability into its programmes?

- Very ineffective
- Somewhat ineffective
- Somewhat effective
- Very effective
- Not sure

24. Overall, how effective do you think the ILO has been in mainstreaming disability into its projects?

- Very ineffective
- Somewhat ineffective
- Somewhat effective
- Very effective
- Not sure

25. Overall, how effective do you think the ILO has been in mainstreaming disability into its operations?

- Very ineffective
- Somewhat ineffective
- Somewhat effective
- Very effective
- Not sure

26. Which of the following areas do you think the ILO has been **the most** successful in creating change on related to disability inclusion since 2020? (pick up to three)

- Senior leadership championing disability inclusion
- ILO strategic framework becoming disability inclusive
- Development of a focal point system

- Consultation with organisations of persons with disabilities
- Removing barriers to work environments, meetings, technology, and publications
- ILO becoming an employer of choice for persons with disabilities
- Ensuring an accessible procurement system
- Mainstreaming disability into programming
- Strengthening disability as a cross-cutting issue in ILO's evaluations
- Ensuring disability inclusion within DWCPs
- Collaborating on disability inclusion within the UN system
- Enhancing learning opportunities and strengthening staff capacities on disability inclusion
- Ensuring the respectful portrayal of persons with disabilities in internal/external communications

27. Which of the following areas do you think the ILO has been **the least** successful in creating change on related to disability inclusion since 2020? (pick up to three)

- Senior leadership championing disability inclusion
- ILO strategic framework becoming disability inclusive
- Development of a focal point system
- Consultation with organisations of persons with disabilities
- Removing barriers to work environments, meetings, technology, and publications
- ILO becoming an employer of choice for persons with disabilities
- Ensuring an accessible procurement system
- Mainstreaming disability into programming
- Strengthening disability as a cross-cutting issue in ILO's evaluations
- Ensuring disability inclusion within DWCPs
- Collaborating on disability inclusion within the UN system
- Enhancing learning opportunities and strengthening staff capacities on disability inclusion
- Ensuring the respectful portrayal of persons with disabilities in internal/external communications

28. Do you think the ILO would be considered an employee of choice by persons with disabilities?

- Yes
- No
- No, but progress has been made
- Not sure

### **Example Interview Guide**

**Guidelines for ILO Staff (questions will be adapted dependent on the position and department of the interviewee)**

**Date:**

**Respondent Name:**

**Gender:**

**Respondent title:**

**Respondent Branch / Department**

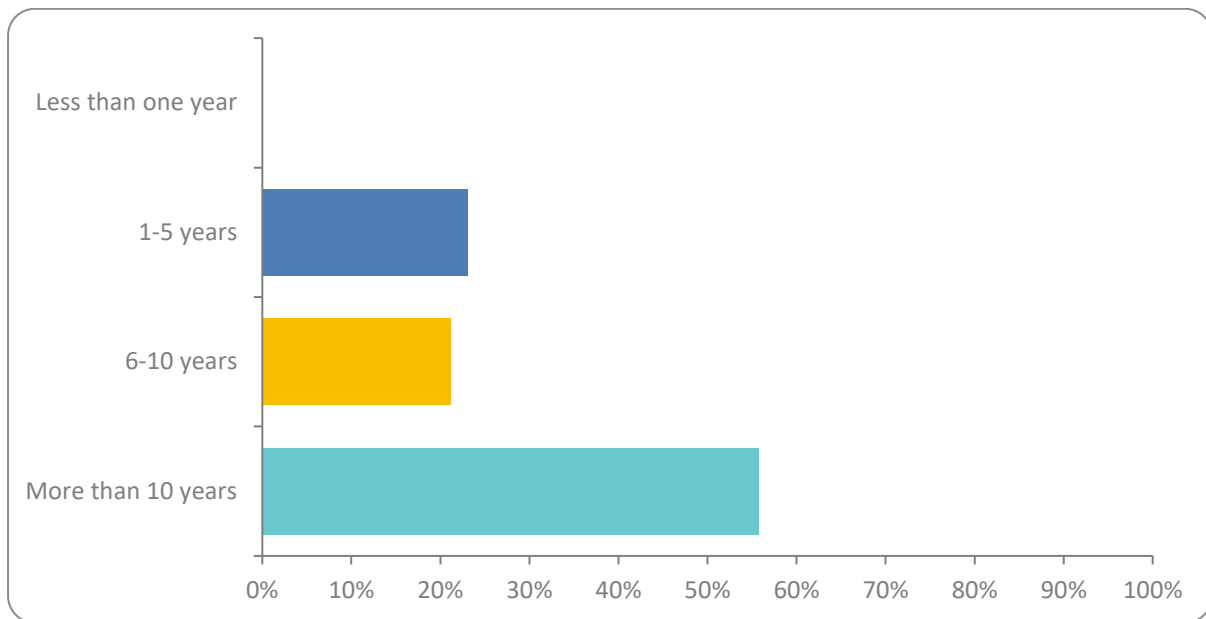
- Evaluation protocol explained, consent requested.

1. Could you explain your role and how it relates to disability inclusion? What interaction have you had with the disability inclusion team? How does the work fit into ILO's strategy and policies on disability inclusion?
2. What have been the significant achievements of the ILO related to disability inclusion since 2020? What has been the driver of this work and how has it affected your day-to-day work?
3. How effective has the ILO been in building awareness on disability inclusion? Do you think your colleagues see this as relevant for their work?
4. What are the main barriers to progress on disability have you have seen since 2020? Are these improving or getting worse? What can be done to remove the barriers?
5. How aware are you of the ILO Disability Inclusion Strategy and Policy and the UNDIS? Have these guided your work at all?

6. How effective you do think the ILO has been in ensuring disability inclusion is a key part of its work (programming, operations, HR etc)?
7. What level of consultation with organisations of persons with disabilities has been undertaken (or staff with disabilities on certain areas of the strategy)
8. Do you think ILO provides an enabling environment for persons with disabilities and staff who have family members with disabilities? What could be done to improve this?
9. How engaged are the tripartite constituents in disability inclusion? Has the ILO being successful in improving commitment/interest in disability inclusion among the tripartite constituents since 2020?
10. Have you participated in capacity building or training on disability inclusion since 2020? Do you think you have the necessary knowledge to work on disability inclusion?
11. What has been the most significant impacts you have seen within the ILO on disability inclusion since 2020?
12. What recommendations do you have for the next strategy period?

## Annex 7: Full Results of the Survey

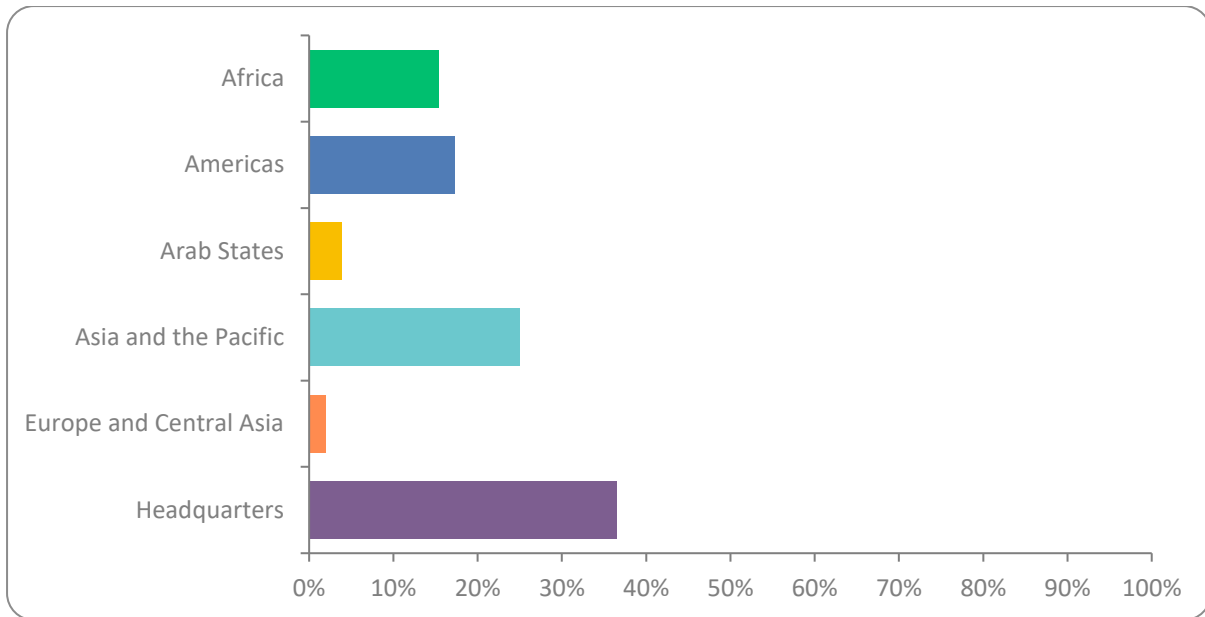
Q1: How long have you worked for ILO?



ANSWER CHOICES	RESPONSES	
Less than one year	0%	0
1-5 years	23.08%	12
6-10 years	21.15%	11
More than 10 years	55.77%	29
<b>TOTAL</b>		<b>52</b>

Q2: Please indicate the region in which you work

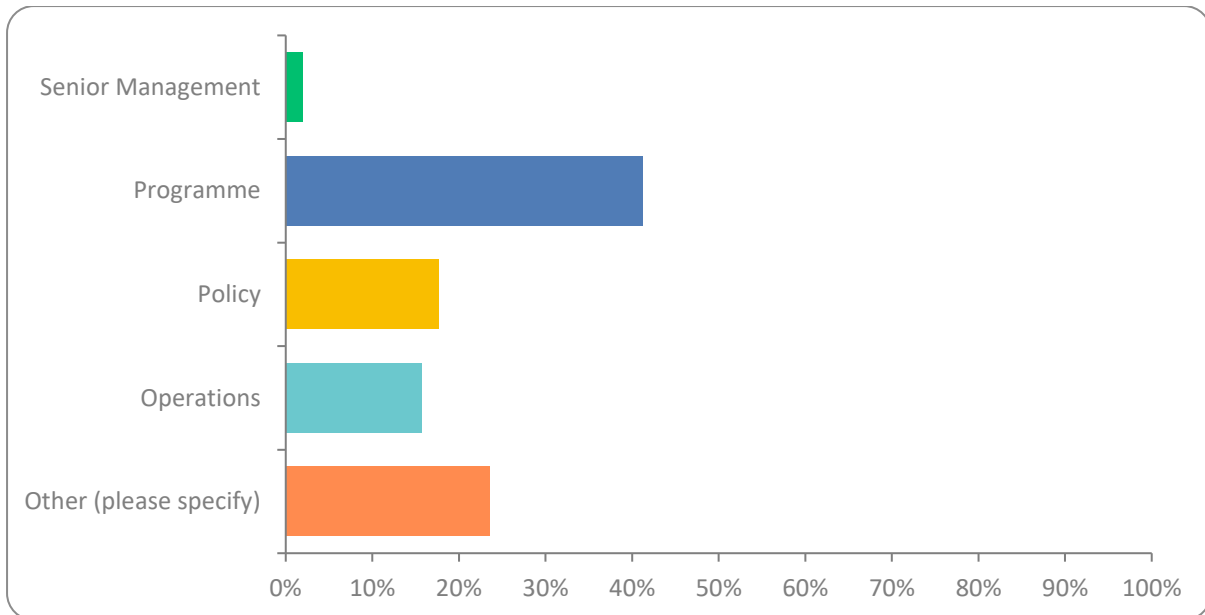
Answered: 52 Skipped: 0



ANSWER CHOICES	RESPONSES	
Africa	15.38%	8
Americas	17.31%	9
Arab States	3.85%	2
Asia and the Pacific	25.00%	13
Europe and Central Asia	1.92%	1
Headquarters	36.54%	19
<b>TOTAL</b>		<b>52</b>

Q3: Please select the role that best describes your work in the ILO

Answered: 51 Skipped: 1

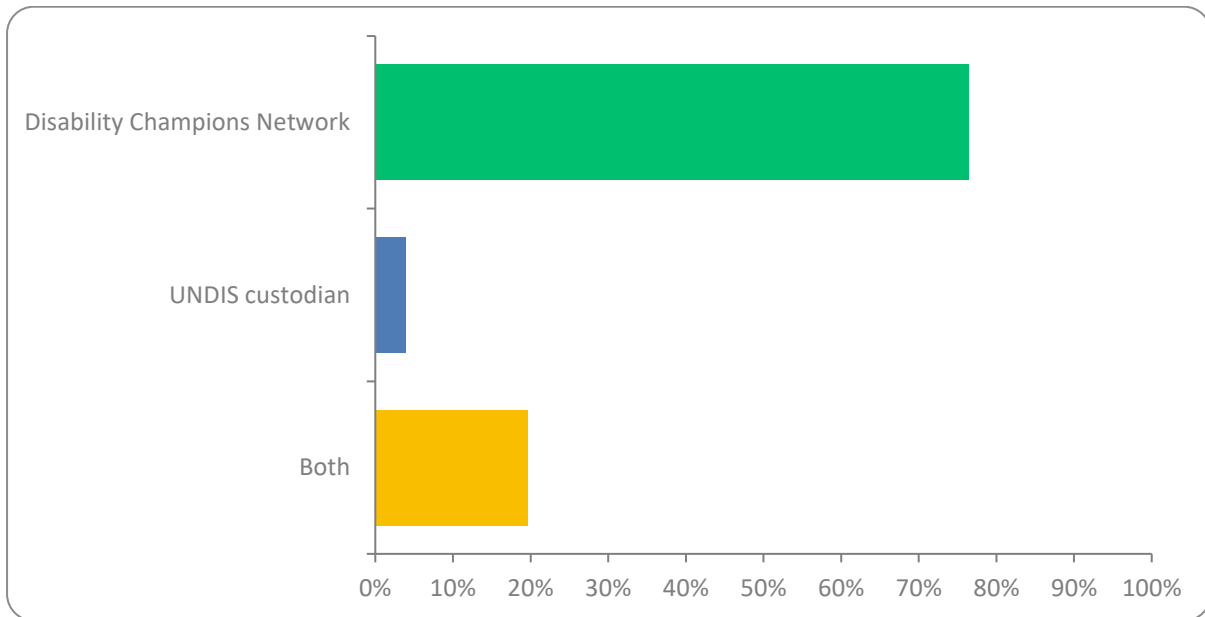


ANSWER CHOICES	RESPONSES	
Senior Management	1.96%	1
Programme	41.18%	21
Policy	17.65%	9
Operations	15.69%	8
Other (please specify)	23.53%	12
<b>TOTAL</b>		<b>51</b>



Q4: Are you a member of the ILO Disability Champions Network, an ILO United Nations Disability Inclusion Strategy (UNDIS) Indicator Custodian, or both?

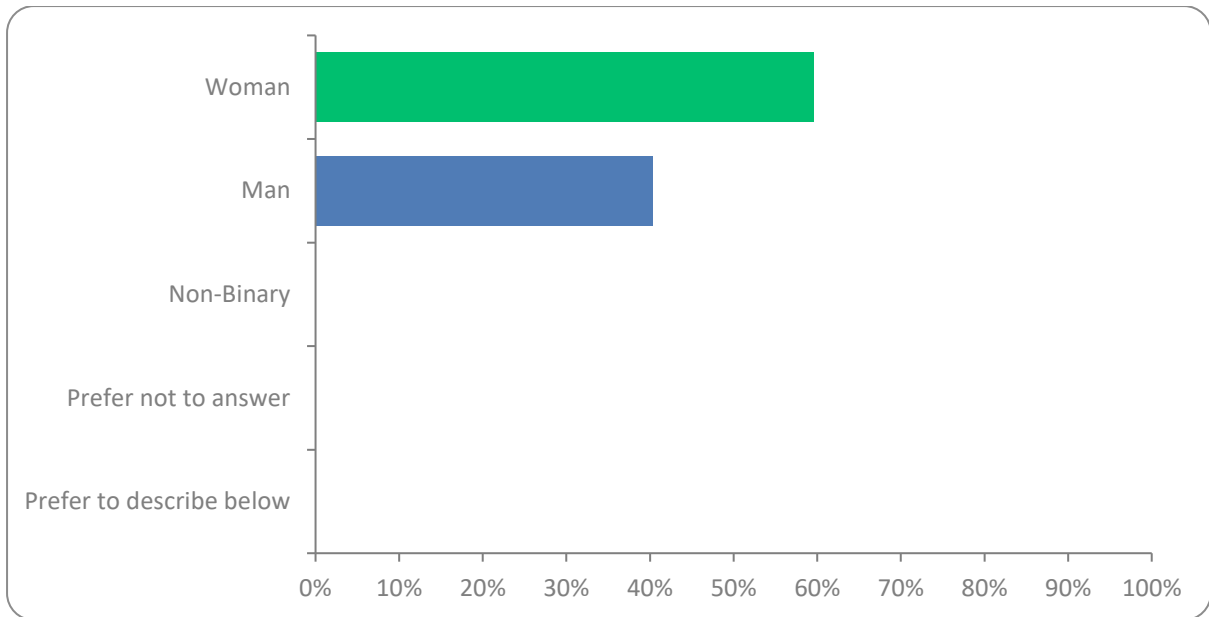
Answered: 51 Skipped: 1



ANSWER CHOICES	RESPONSES	
Disability Champions Network	76.47%	39
UNDIS custodian	3.92%	2
Both	19.61%	10
<b>TOTAL</b>		<b>51</b>

Q5: What gender do you identify as?

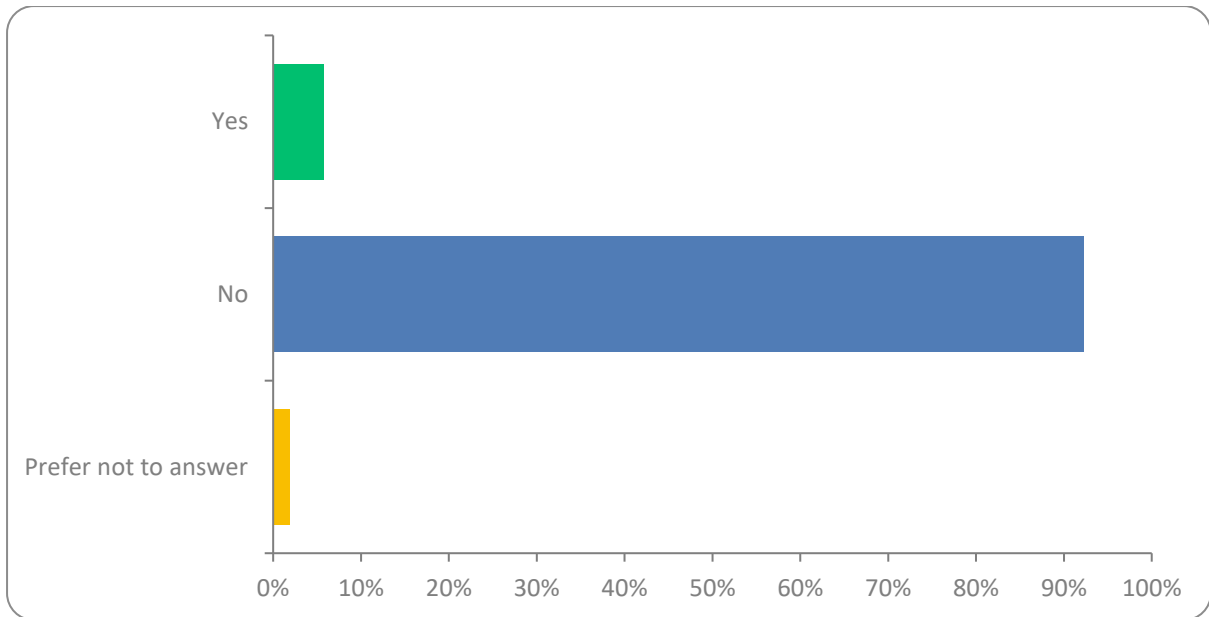
Answered: 52 Skipped: 0



ANSWER CHOICES	RESPONSES	
Woman	59.62%	31
Man	40.38%	21
Non-Binary	0%	0
Prefer not to answer	0%	0
Prefer to describe below	0%	0
<b>TOTAL</b>		<b>52</b>

Q6: Do you consider yourself to be a person with disabilities?

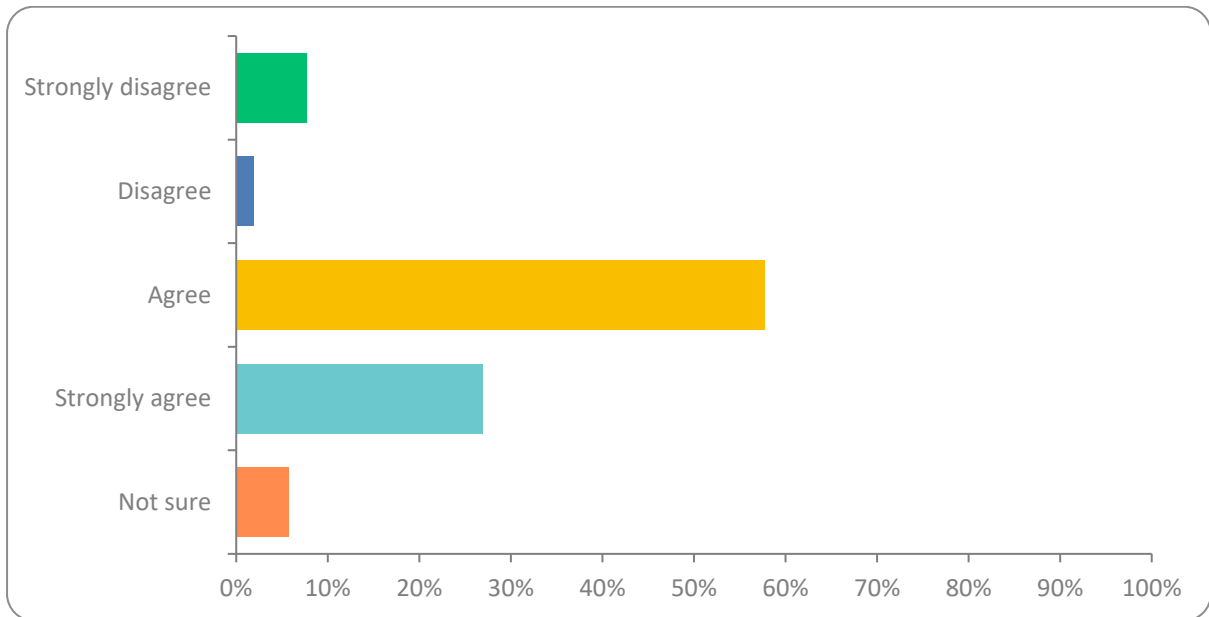
Answered: 52 Skipped: 0



ANSWER CHOICES	RESPONSES	
Yes	5.77%	3
No	92.31%	48
Prefer not to answer	1.92%	1
<b>TOTAL</b>		<b>52</b>

Q7: How much do you agree or disagree with the following statement: "I am well-informed on ILO's goals related to disability inclusion."

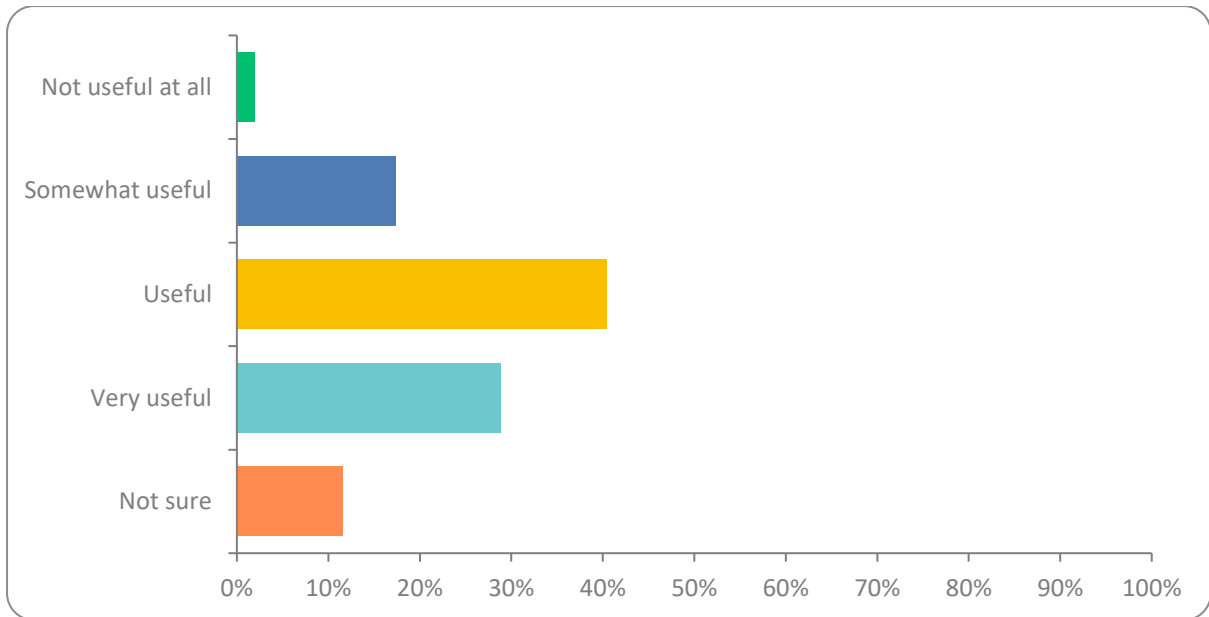
Answered: 52 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly disagree	7.69%	4
Disagree	1.92%	1
Agree	57.69%	30
Strongly agree	26.92%	14
Not sure	5.77%	3
<b>TOTAL</b>		<b>52</b>

Q8: How useful has the ILO Disability Inclusion Policy and Strategy (2020–23) been in your work?

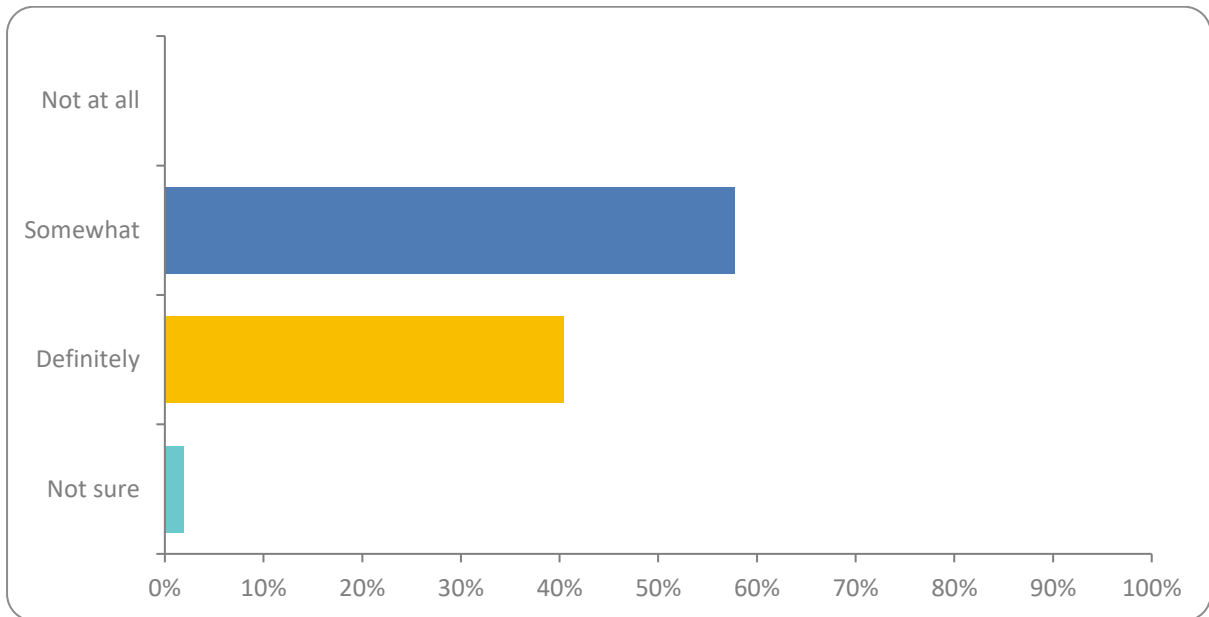
Answered: 52 Skipped: 0



ANSWER CHOICES	RESPONSES	
Not useful at all	1.92%	1
Somewhat useful	17.31%	9
Useful	40.38%	21
Very useful	28.85%	15
Not sure	11.54%	6
<b>TOTAL</b>		<b>52</b>

Q9: Do you believe you have the necessary knowledge about disability inclusion to perform your role as an ILO Disability Champion / ILO UNDIS Indicator Custodian?

Answered: 52 Skipped: 0

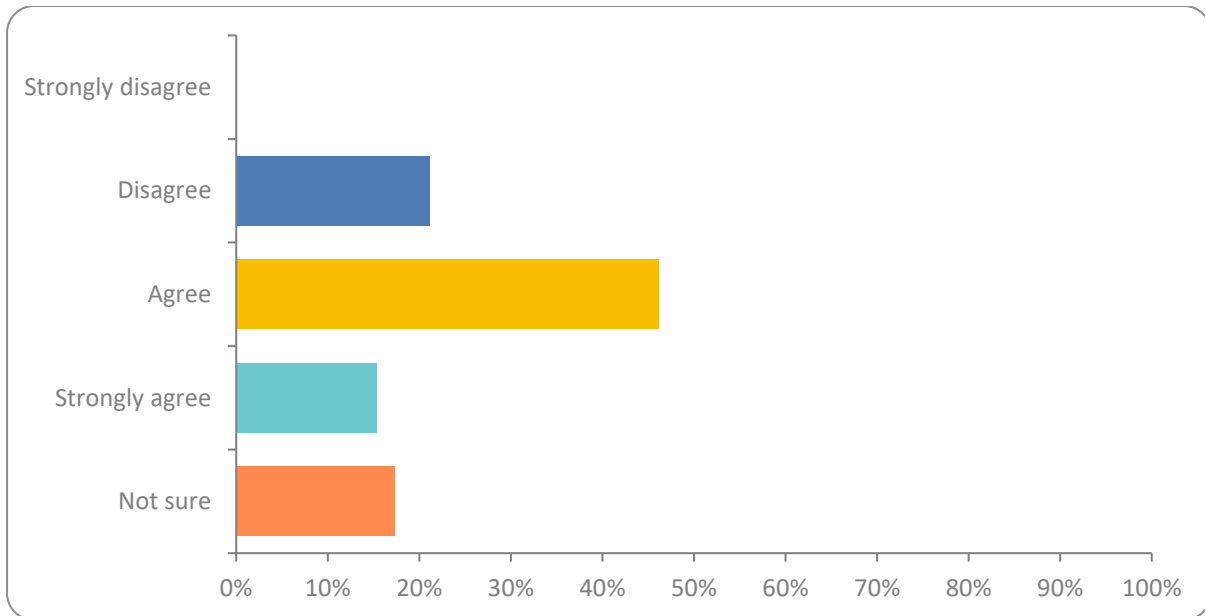


ANSWER CHOICES	RESPONSES	
Not at all	0%	0
Somewhat	57.69%	30
Definitely	40.38%	21
Not sure	1.92%	1
<b>TOTAL</b>		<b>52</b>

\* Question 10 was an open-ended question. Responses are reflected in the findings section of the report.

Q11: How much do you agree or disagree with the following statement: “I have been able to apply knowledge or practical examples I have learned from participating in the Disability Champions Network or as a UNDIS Indicator Custodian in my work”?

Answered: 52 Skipped: 0

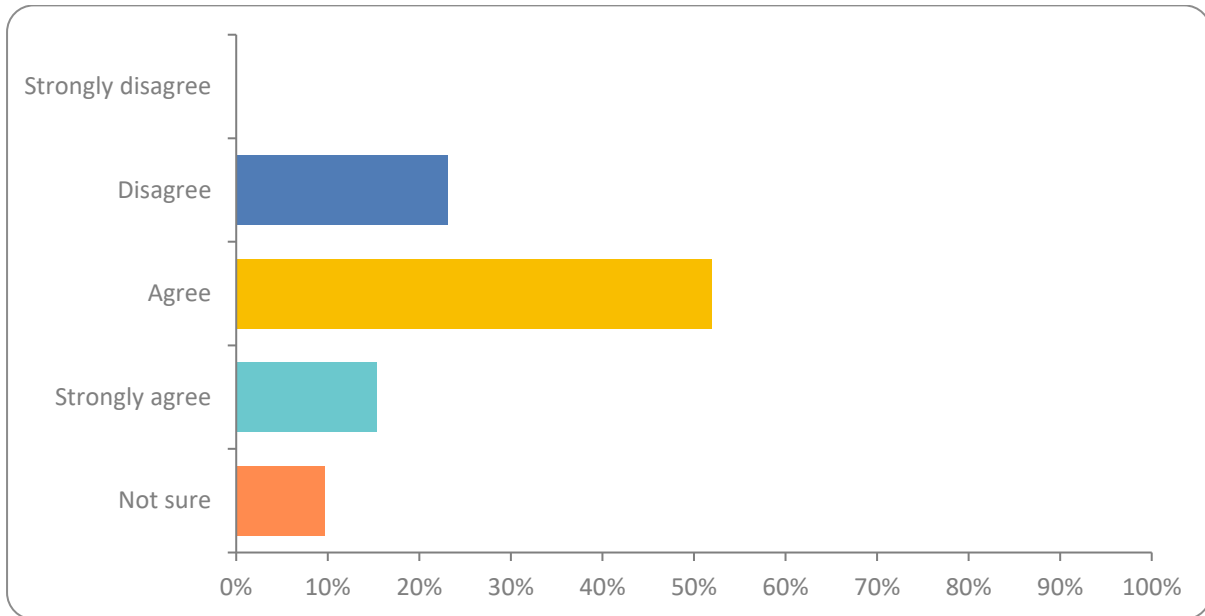


ANSWER CHOICES	RESPONSES	
Strongly disagree	0%	0
Disagree	21.15%	11
Agree	46.15%	24
Strongly agree	15.38%	8
Not sure	17.31%	9
<b>TOTAL</b>		<b>52</b>

\* Question 12 was an open-ended question. Responses are reflected in the findings section of the report.

Q13: How much do you agree or disagree with the following statement: "I am well-informed about the United Nations Disability Inclusion Strategy (UNDIS)"

Answered: 52 Skipped: 0

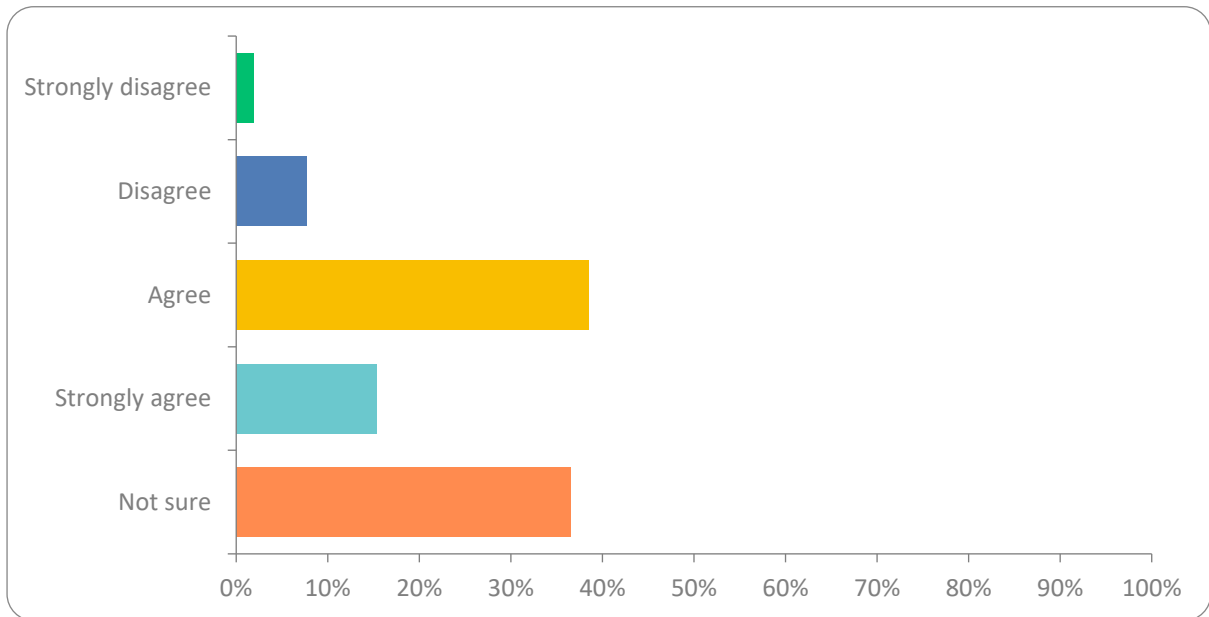


ANSWER CHOICES	RESPONSES	
Strongly disagree	0%	0
Disagree	23.08%	12
Agree	51.92%	27
Strongly agree	15.38%	8
Not sure	9.62%	5
<b>TOTAL</b>		<b>52</b>



Q14: How much do you agree or disagree with the following statement: “UNDIS has helped the ILO in its work to achieve its disability inclusion goals”

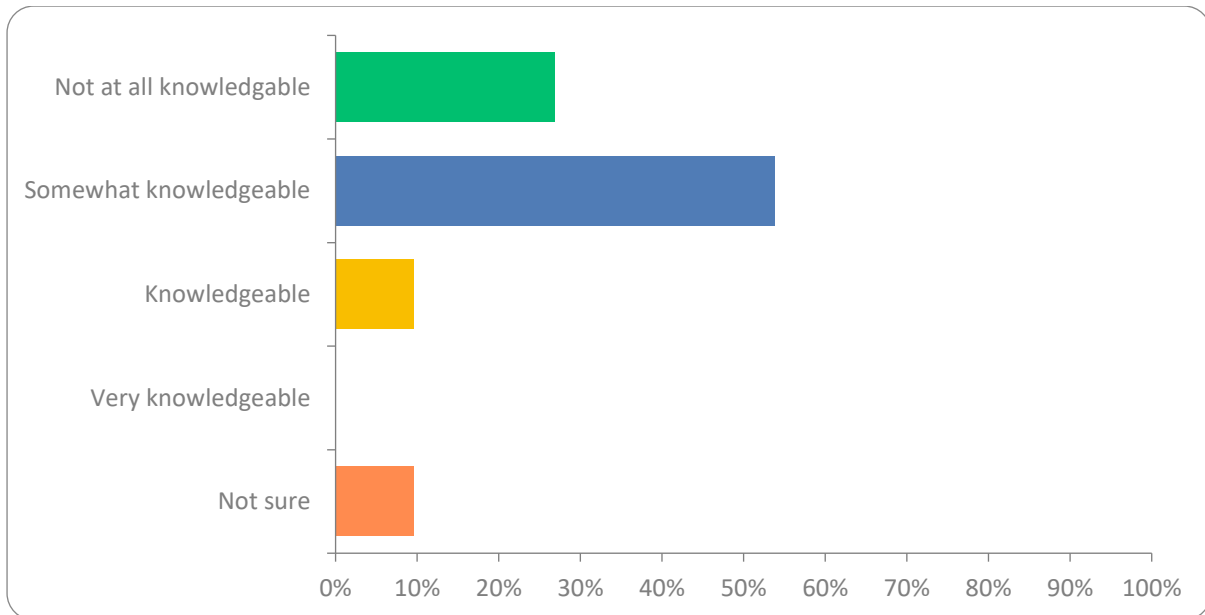
Answered: 52 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly disagree	1.92%	1
Disagree	7.69%	4
Agree	38.46%	20
Strongly agree	15.38%	8
Not sure	36.54%	19
<b>TOTAL</b>		<b>52</b>

Q15: How knowledgeable about disability inclusion do you believe your colleagues in the ILO are?

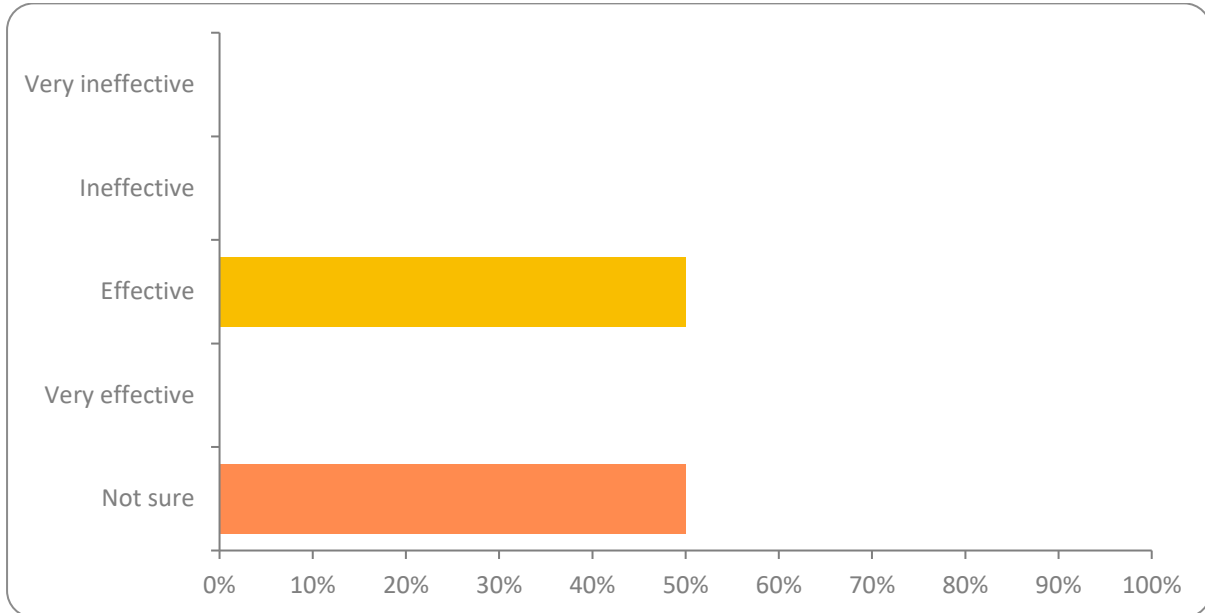
Answered: 52 Skipped: 0



ANSWER CHOICES	RESPONSES	
Not at all knowledgeable	26.92%	14
Somewhat knowledgeable	53.85%	28
Knowledgeable	9.62%	5
Very knowledgeable	0%	0
Not sure	9.62%	5
<b>TOTAL</b>		<b>52</b>

Q16: How effective do you believe your colleagues are in applying this knowledge in their work? (this question was only asked to respondents who'd answered knowledgeable or very knowledgeable to question 15)

Answered: 4 Skipped: 48

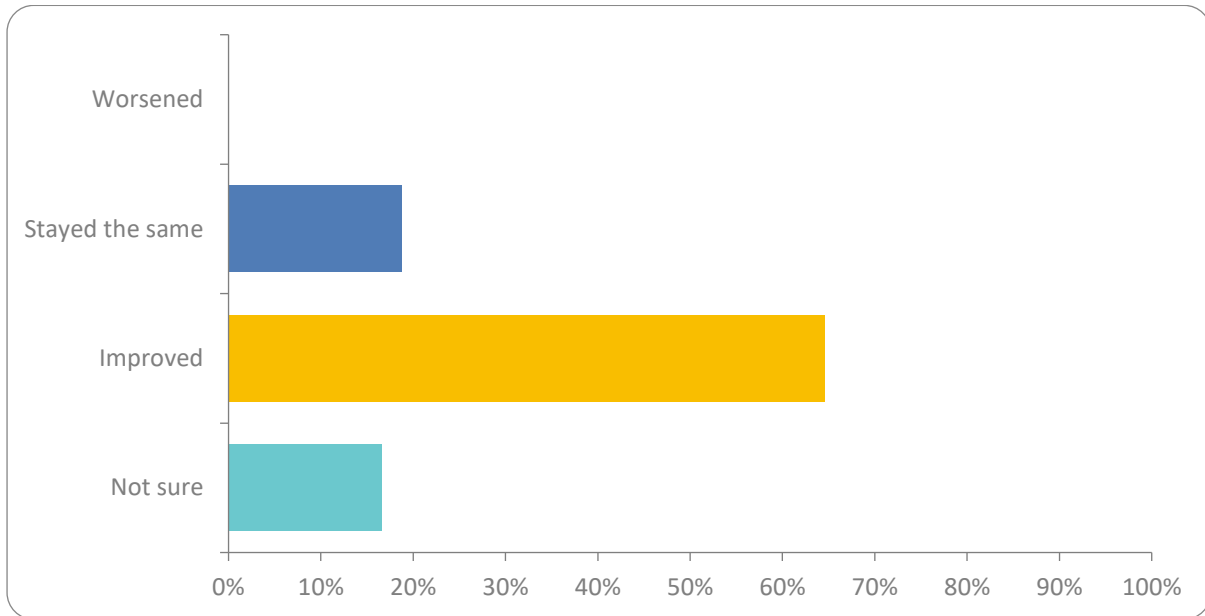


ANSWER CHOICES	RESPONSES	
Very ineffective	0%	0
Ineffective	0%	0
Effective	50.0%	2
Very effective	0%	0
Not sure	50.0%	2
<b>TOTAL</b>		<b>4</b>

\* Question 10 was an open-ended question. Responses are reflected in the findings section of the report.

Q18: Thinking about the level of knowledge of your colleagues in the ILO on disability inclusion, do you believe the level has improved, worsened, or stayed the same since 2020?

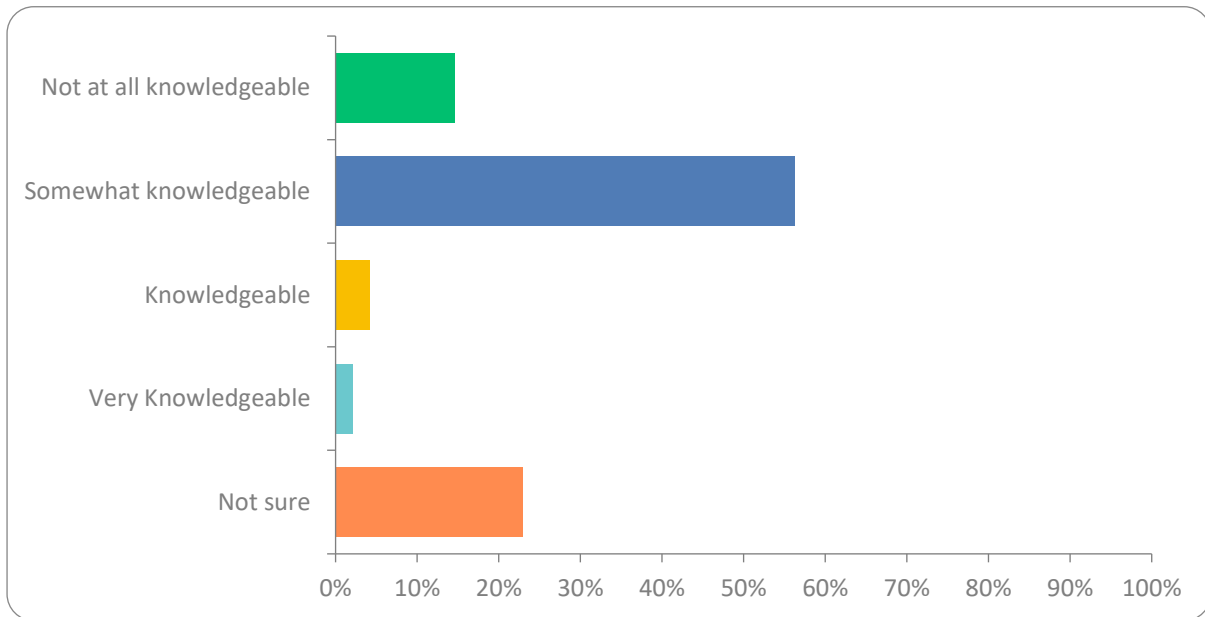
Answered: 48 Skipped: 4



ANSWER CHOICES	RESPONSES	
Worsened	0%	0
Stayed the same	18.75%	9
Improved	64.58%	31
Not sure	16.67%	8
<b>TOTAL</b>		<b>48</b>

Q19: How knowledgeable about disability inclusion do you believe the tripartite constituents you work with are?

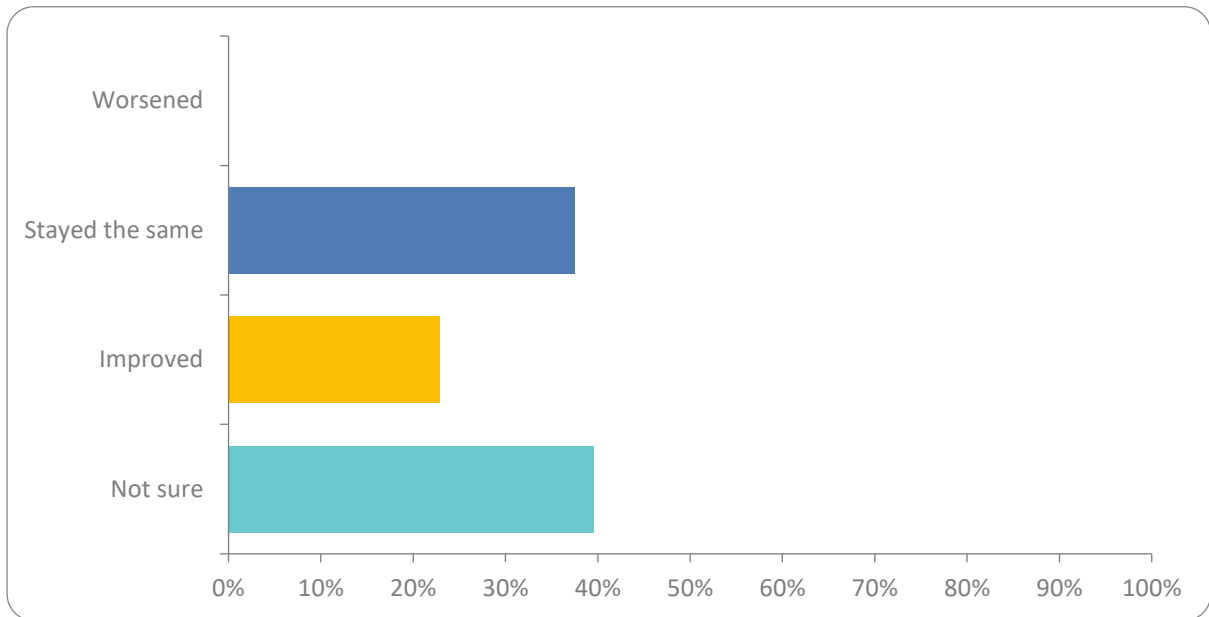
Answered: 48 Skipped: 4



ANSWER CHOICES	RESPONSES	
Not at all knowledgeable	14.58%	7
Somewhat knowledgeable	56.25%	27
Knowledgeable	4.17%	2
Very Knowledgeable	2.08%	1
Not sure	22.92%	11
<b>TOTAL</b>		<b>48</b>

Q20: Thinking about the level of knowledge of the tripartite constituents you work with on disability inclusion, do you believe the level has improved, worsened, or stayed the same since 2020?

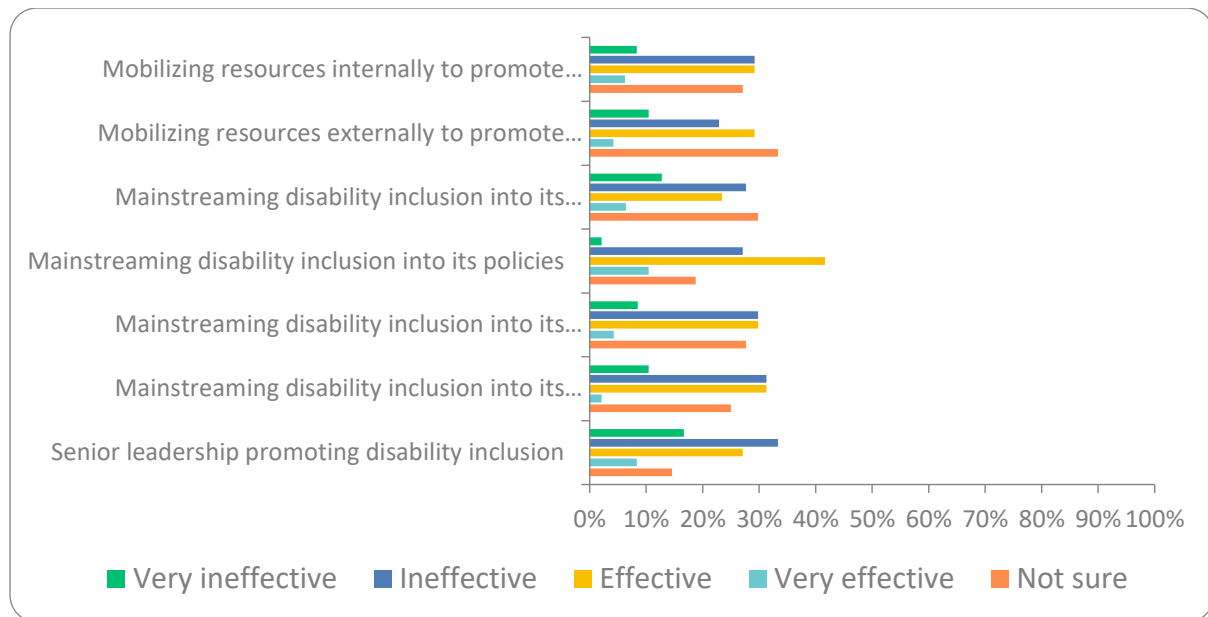
Answered: 48 Skipped: 4



ANSWER CHOICES	RESPONSES	
Worsened	0%	0
Stayed the same	37.50%	18
Improved	22.92%	11
Not sure	39.58%	19
<b>TOTAL</b>		<b>48</b>

Q21: How effective do you think the ILO has been in:

Answered: 48 Skipped: 4

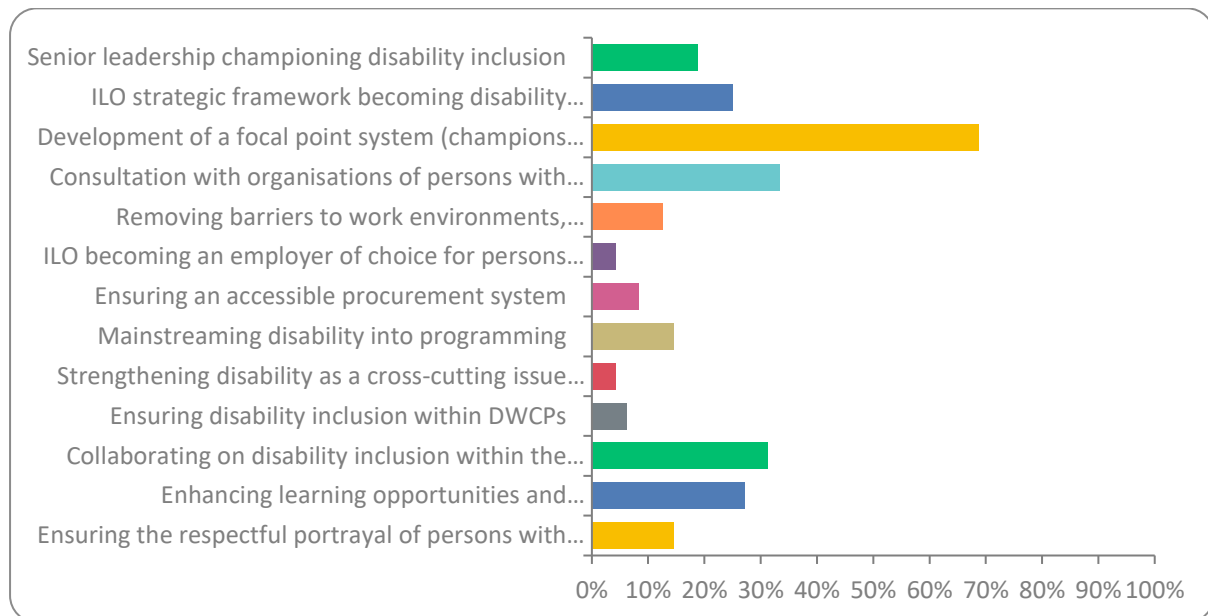


	VERY INEF- FECTIVE	INEFFEC- TIVE	EFFECTIVE	VERY EF- FECTIVE	NOT SURE	TO- TAL	WEIGHTED AVERAGE
Mobilizing resources internally to promote disability inclusion	8.33% 4	29.17% 14	29.17% 14	6.25% 3	27.08% 13	48	3.15
Mobilizing resources externally to promote disability inclusion	10.42% 5	22.92% 11	29.17% 14	4.17% 2	33.33% 16	48	3.27
Mainstreaming disability inclusion into its research	12.77% 6	27.66% 13	23.40% 11	6.38% 3	29.79% 14	47	3.13
Mainstreaming disability inclusion into its policies	2.08% 1	27.08% 13	41.67% 20	10.42% 5	18.75% 9	48	3.17
Mainstreaming disability inclusion into its programmes	8.51% 4	29.79% 14	29.79% 14	4.26% 2	27.66% 13	47	3.13
Mainstreaming disability inclusion into its operations	10.42% 5	31.25% 15	31.25% 15	2.08% 1	25.00% 12	48	3
Senior leadership promoting disability inclusion	16.67% 8	33.33% 16	27.08% 13	8.33% 4	14.58% 7	48	2.71



Q22: In which of the following areas do you think the ILO has been the most successful in creating change related to disability inclusion since 2020? (pick up to three)

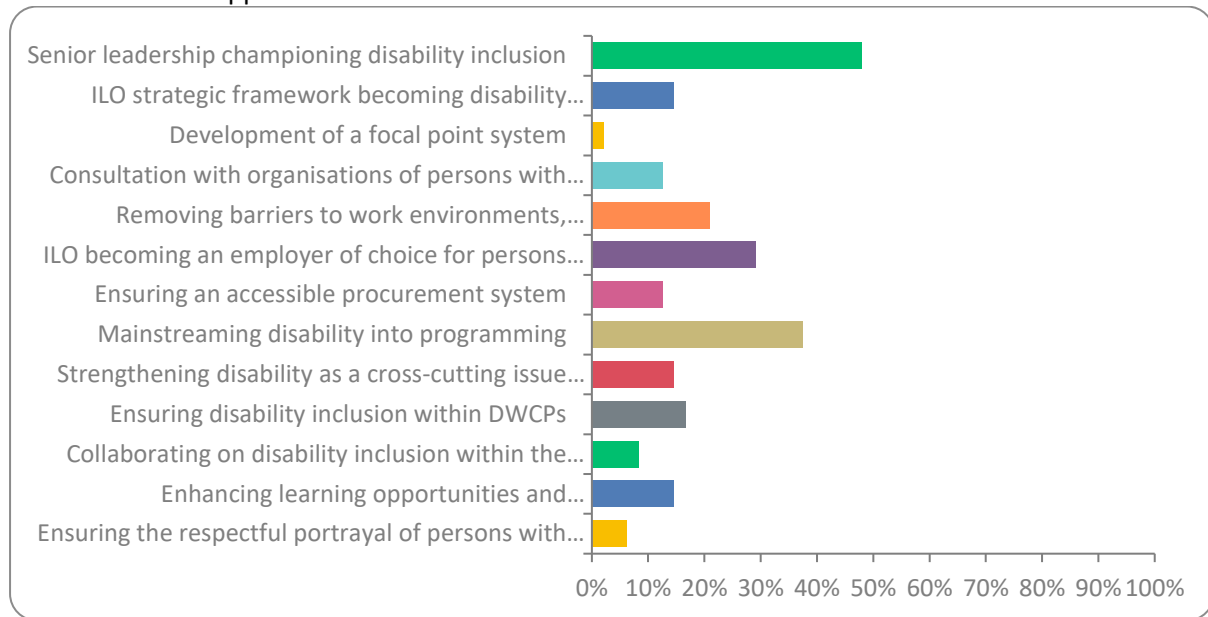
Answered: 48 Skipped: 4



ANSWER CHOICES	RESPONSES	
Senior leadership championing disability inclusion	18.75%	9
ILO strategic framework becoming disability inclusive	25.00%	12
Development of a focal point system (champions network)	68.75%	33
Consultation with organisations of persons with disabilities	33.33%	16
Removing barriers to work environments, meetings, technology, and publications	12.50%	6
ILO becoming an employer of choice for persons with disabilities	4.17%	2
Ensuring an accessible procurement system	8.33%	4
Mainstreaming disability into programming	14.58%	7
Strengthening disability as a cross-cutting issue in ILO's evaluations	4.17%	2
Ensuring disability inclusion within DWCPs	6.25%	3
Collaborating on disability inclusion within the UN system	31.25%	15
Enhancing learning opportunities and strengthening staff capacities on disability inclusion	27.08%	13
Ensuring the respectful portrayal of persons with disabilities in internal/external communications	14.58%	7
<b>TOTAL</b>		<b>129</b>

Q23: In which of the following areas do you think the ILO has been the least successful in creating change related to disability inclusion since 2020? (pick up to three)

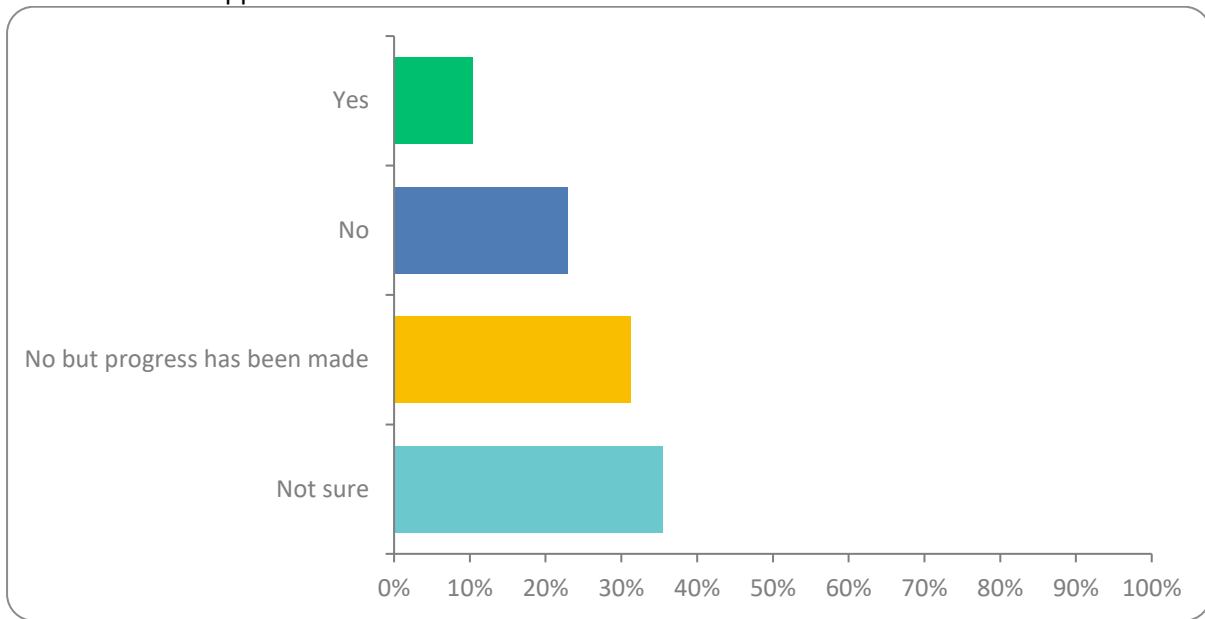
Answered: 48 Skipped: 4



ANSWER CHOICES	RESPONSES	
Senior leadership championing disability inclusion	47.92%	23
ILO strategic framework becoming disability inclusive	14.58%	7
Development of a focal point system	2.08%	1
Consultation with organisations of persons with disabilities	12.50%	6
Removing barriers to work environments, meetings, technology, and publications	20.83%	10
ILO becoming an employer of choice for persons with disabilities	29.17%	14
Ensuring an accessible procurement system	12.50%	6
Mainstreaming disability into programming	37.50%	18
Strengthening disability as a cross-cutting issue in ILO's evaluations	14.58%	7
Ensuring disability inclusion within DWCPs	16.67%	8
Collaborating on disability inclusion within the UN system	8.33%	4
Enhancing learning opportunities and strengthening staff capacities on disability inclusion	14.58%	7
Ensuring the respectful portrayal of persons with disabilities in internal/external communications	6.25%	3
<b>TOTAL</b>		<b>114</b>

Q24: Do you think the ILO is considered an employer of choice by persons with disabilities?

Answered: 48 Skipped: 4



ANSWER CHOICES	RESPONSES	
Yes	10.42%	5
No	22.92%	11
No but progress has been made	31.25%	15
Not sure	35.42%	17
<b>TOTAL</b>		<b>48</b>