

WFP Disability Inclusion Road Map (2020–2021)



Informal consultation

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**World Food Programme
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Objective and scope

1. The main objective of this two-year Road Map is to support the implementation of the Secretary-General's 2019 United Nations Disability Inclusion Strategy (UNDIS) and WFP's obligations more broadly regarding disability inclusion. The implementation is informed by the Charter on Inclusion of Persons with Disabilities in Humanitarian Action and the Inter-Agency Guidelines on the Inclusion of Persons with Disabilities in Humanitarian Action. These normative frameworks are based on the United Nations Convention on the Rights of Persons with Disabilities (CRPD) as well as the 2030 Agenda for Sustainable Development, including its Sustainable Development Goals.
2. This Road Map complements WFP's approach to addressing the rights of persons with disabilities in its programming, including the forthcoming Protection and Accountability Policy. It will further mainstream the rights of persons with disabilities in WFP's internal operations, including through the forthcoming People Policy (2021–2025), which will provide a further foundation for disability inclusion across the organization from the point of view of management of people.
3. The UNDIS includes an accountability framework for monitoring progress and addressing gaps and other challenges on mainstreaming disability inclusion in operations and programming, both at headquarters and in the field. The framework includes 15 performance indicators addressing responsibility: leadership, strategic planning and management; inclusiveness; programming; and organizational culture.

Approach and methodology

4. This Road Map operationalizes the UNDIS in the WFP context through seven key results areas, under which commitments and actions on disability inclusion are presented. The commitments and actions seek to enhance disability inclusion within WFP, as well as enhance its performance against the UNDIS accountability framework.
5. Concurrent to the implementation of this Road Map, WFP is finalizing a mid-term review of its current strategic plan with a view to establishing a plan of work to develop its Strategic Plan (2022-2026), in which disability inclusion will be reflected. Accordingly, this Road Map will operate through 2021, with the intention that it will be updated and renewed in the WFP Strategic Plan (2022–2026) cycle and align with the remaining period of the 2019–2024 UNDIS.
6. WFP is also cognizant of the fact that the COVID-19 pandemic and its impact are deepening existing inequalities experienced by persons with disabilities.¹ As such WFP will ensure that its COVID-19 related programming and initiatives will be disability inclusive.²

¹ See United Nations Secretary-General's Policy Brief on COVID-19 and Disability Inclusion.

<https://unsdg.un.org/sites/default/files/2020-05/Policy-Brief-A-Disability-Inclusive-Response-to-COVID-19.pdf>

² See for example: WFP's 2020 Medium-Term Programming Framework (MTPF).

Commitments and actions

Key results areas: leadership, strategic planning/policy development, and institutional set-up³

7. The UNDIS accountability framework can only work at WFP with the commitment of WFP's senior management, supported by a robust institutional framework. This includes mainstreaming disability inclusion in strategic planning, policy and programming, and corporate communications, and establishing personnel structures and processes to promote and facilitate disability inclusion. Senior management will track and monitor performance to ensure that WFP is accountable for its performance on the inclusion of persons with disabilities and communicates and reports both internally and externally accordingly.

Key actions

- Establish a high-level steering committee (DI Steering Committee) under the leadership of the Deputy Executive Director, which will be responsible for overseeing the implementation of UNDIS in WFP through *inter alia*:
 - a) Establishing and overseeing the Disability Inclusion Working Group (DIWG) representing each department, and supported by further focal points at regional and country level, as appropriate, with specific workstreams aligned with the 15 indicators to be led by the relevant department;
 - b) Monitoring and reporting on the implementation of Departmental Action Plans on UNDIS and providing guidance on challenges, including identification of and provision of adequate resources; and
 - c) Reporting annually to the Secretary-General.
- Actively participate in relevant inter-agency networks on disability inclusion, including but not limited to networks focusing on procurement, human resources, security, common premises, and conferences and services. Participation will be the responsibility of the relevant WFP department.
- Subject to the availability of resources, put in place a Senior Disability Inclusion Adviser to coordinate disability inclusion efforts in WFP, including:
 - a) Ensuring that persons with disabilities, through their representative organizations, are consulted (as is required by the UNDIS Indicator 5);
 - b) Ensuring WFP's engagement in joint initiatives on disability inclusion with United Nations entities and other partners (UNDIS Indicator 12); and
 - c) Providing secretariat support to the Disability Inclusion Steering Committee and Disability Inclusion Working Group.
- Introducing UNDIS implementation review as a standing information agenda item of all regular sessions of the Executive Board;
- Ensuring that persons with disabilities and their human rights are reflected in the main strategic planning documents (covering both programme and operations), including WFP's Strategic Plan (2022–2026) and country strategic plan (CSP) documents. WFP should also advocate for inclusion in United Nations sustainable development cooperation frameworks (UNSDCFs) and other country level joint planning documents.

³ UNDIS Indicators 1, 2, 3, and 4.

- Incorporate in the 2020 Revised Protection and Accountability Policy disability inclusion as a priority area, both from a programmatic mainstreaming and targeting approach and ensure general policy coherence throughout WFP's portfolio.

Key result area: consultation with persons with disabilities

8. Meaningful consultation with persons with disabilities and their representative organizations is foundational to disability inclusion and ensuring the full and effective participation of persons with disabilities in operations and programming of WFP. While consultation underpins all actions in this Road Map, WFP commits to taking specific actions to systematically enhance its consultation approach and practices through:

Key actions

- Establishing a system to enable persons with disabilities to participate in all processes that assess, plan, design, implement, monitor and evaluate WFP operations and programming, at headquarters, regional and country levels;
- Fostering partnerships with key representative organizations of persons with disabilities (OPDs) at global, regional and country office levels, as appropriate;
- Developing guidelines for consultation with persons with disabilities, namely through their representative organizations, that ensure accessibility and inclusiveness, and promote representation of the diversity of persons with disabilities and intersectionality.

Key result areas: programmes and projects, country programme areas and evaluation⁴

9. The UNDIS requires WFP to ensure that the rights of persons with disabilities are embedded in all programmes and projects, employing a twin-track approach that both primarily targets persons with disabilities and mainstreams disability inclusion across other areas of work. This requires, *inter alia*, an understanding of the situation of people with disabilities in WFP operations, and inclusive budgeting and advocating with donors on the same.
10. Effective programming needs to be informed by the scope of the challenge it is meant to address. Hence, collection and disaggregation of disability data is a key component.
11. An important avenue for systematically employing a twin-track approach to disability inclusion in projects and programming is through country strategic plans (CSPs), including second-generation CSPs.
12. Successful inclusive programming also requires aggregate target setting for programming, and appropriate guidance to ensure quality and consistency. Furthermore, tracking of progress requires evaluation approaches that systematically measure disability inclusion.
13. There is a strong link between disaster and disability,⁵ with persons with disabilities being disproportionately affected by disasters. As such, WFP will ensure that accessibility will be factored into its disaster risk reduction preparedness and programming.

⁴ UNDIS Indicators 9, 10 and 11.

⁵ See Sendai Framework for Disaster Risk Reduction 2015–2030.

Key actions

- Building on 2019 initiatives incorporating the Washington Group questions,⁶ systematically collect, analyse, use and evaluate disability disaggregated data to better understand and tackle the challenges faced by persons with disabilities, including through using markers of progress on disaggregated data collection, analysis and evaluation;
- Update programme and project development and evaluation criteria and process guidance to ensure it actively and effectively considers and reflects persons with disabilities and the barriers to participation they face;
- Develop corporate guidance for developing disability inclusive second-generation CSPs that address the specific needs of persons with disabilities in the local context and in the event of revisions to the corporate results framework, ensure that disability inclusion is reflected;
- Set targets for a minimum level of programming that effectively promote disability inclusion in line with corporate strategic commitments;
- Undertake a regional pilot stocktaking and assessment of the situation of people with disabilities and barriers to access and support the development of an understanding of how WFP can better assist people with disabilities organization wide. Elements to be considered in the pilot should include the collection and disaggregation of data for monitoring inclusion, complementing food security and vulnerability analysis and mapping;
- Organize and facilitate participation of relevant stakeholders in a lessons-learned forum hosted by the piloting regional bureau to provide operational guidance to other regional bureaux, country offices and headquarters on how to mainstream disability inclusion into programming;
- Enable persons with disabilities to participate in all processes for assessing, planning, designing, implementing, monitoring and evaluating WFP programming at all levels; specifically, hold at least one consultation on this Road Map with a recognized organization of persons with disabilities (e.g. International Disability Alliance), seek advice from organizations of persons with disabilities (OPDs) on a regular basis, as appropriate, and provide for them to review the key results achieved at the end of the two-year period;
- Engage a recognized OPD to conduct an evaluation of the key results achieved at the end of the two-year period;
- Advocate with donors party to the United Nations Convention on the Rights of Persons with Disabilities (CRPD),⁷ which requires donor assistance to be inclusive of, and accessible to, persons with disabilities.

⁶ See for example: Corporate Results Framework (2017–2021), indicator A9 (“*Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening*”). See also IASC Disability Inclusion Guidelines, Key Approaches to Programming, “Must do actions”, at page 19.

⁷ Note for Organisation for Economic Co-operation and Development (OECD) countries, there is also a disability marker that must be reported on.

Key result areas: accessibility, and conferences and services⁸

14. A barrier-free environment is fundamental to WFP becoming an organization that is inclusive of persons with disabilities. Barriers to participation can exist in the form of physical barriers of the built environment, virtual and social barriers to accessing information, communications and technologies, and services and assistance, as well as attitudinal barriers that are manifested through stigma and discrimination. These exist in the context of WFP's offices and facilities, its support to beneficiaries, and its engagement of partners including through conferences and meetings,⁹ among other contexts and fora. Breaking down these barriers, which fall under the responsibility of numerous areas of work, requires a systematic and sustained whole-of-organization approach.

Key actions

- Carry out an accessibility review to identify ways to enhance the access of persons with disabilities to WFP infrastructure and services – including the built environment, ICT, and conferences and meetings – and engagement with and assistance to beneficiaries in programming. The review, should be carried out by experts, including those with disabilities. It is suggested that this review take place in two phases: first at headquarters, and second in a regional bureau and up to four country offices, taking into account geographic and contextual balance;
- Develop and convey a corporate approach to incrementally enhancing and maintaining accessibility of offices and facilities over time, including an approach for resourcing beyond the duration of this Road Map;
- Conduct a survey of the implementation of the findings and recommendations of the accessibility review and the actions of the corporate approach two years after release of the review report;
- Develop policy/guidelines and an action plan and set targets for accessibility of conferences and meetings organized by WFP, and review progress annually.

Key result areas: employment and reasonable accommodation¹⁰

15. The inclusivity of an organization is reflected by its workforce. In this regard, ensuring that persons with disabilities are able to participate equally as staff members and consultants in WFP is an imperative for WFP becoming a disability-inclusive organization.
16. WFP has a non-discrimination policy and is in the process of developing the People Policy (scheduled to be endorsed in 2021), both of which have relevance to promoting the inclusion of persons with disabilities. Nevertheless, there are gaps in knowledge, capacity, and practices with respect to recruitment, retention and career development of employees with disabilities, also noting privacy concerns.
17. WFP's institutional knowledge regarding barriers to full and effective participation faced by employees, including those with disabilities, are limited in that they have been dealt with on an ad hoc basis, including responses to reasonable accommodation requests internally and for WFP hosted events.

⁸ UNDIS Indicators 6 and 6.1.

⁹ See *Enhancing accessibility for persons with disabilities to conferences and meetings of the United Nations system* (JIU/REP/2018/6) (recommendations 1–10).

¹⁰ UNDIS Indicators 7 and 13.

Key actions

- In consultation with persons with disabilities, conduct a review of WFP Human Resources policies, procedures and forms to identify barriers to participation, including in the course of recruitment, hiring, retention and career advancement;
- Conduct a WFP-wide survey to help assess the reasons for the low number of known persons with disabilities applying for positions with and being employed by WFP. To the extent possible, the survey should be conducted by an organization of persons with disabilities (OPD) and, where not possible, with the oversight of such an organization;
- Based on the foregoing survey, develop a phased plan for adopting the measures necessary to recruit persons with disabilities as WFP employees, including as front-line workers and community mobilizers;
- Include in the human resources strategy already under development actions to address the identified barriers to participation, including updating existing human resources policies, procedures, and forms, as one of the functional strategies anchored in the People Policy (2021–2025);
- Develop and implement a policy on Reasonable Accommodation to support employees (including staff, consultants, interns and volunteers and conference and meeting participants, among others).¹¹ The policy should set out clear procedures to allow for easy and straightforward requests for accommodation, maintain respect for individual privacy, and be monitored and measured for its performance in responding to requests. Furthermore, the policy should be supported by an adequately resourced systematic funding mechanism;
- Include self-identification questions on disability (in line with the Washington Group approach) in the next general employee survey and disaggregate results to measure satisfaction and well-being of employees with disabilities.

Key result area: procurement¹²

18. Procurement, which includes the purchase of goods and services, has the potential to promote equity and prevent the exclusion of persons with disabilities, and act as an effective mainstreaming tool for the inclusion of persons with disabilities in development aid.
19. Disability-inclusive procurement covers two broad areas: first, the accessibility and inclusiveness of the products and services procurement; and second, the inclusiveness of the sources and supply chains, including organizations that employ and/or are owned by persons with disabilities.

¹¹ Reasonable accommodation is an anti-discrimination measure that enables persons with disabilities to exercise their rights on an equal basis with others. A reasonable accommodation is a measure that benefits a specific individual, may modify or complement standard policies and services, may be provided in specific circumstances, and may be offered immediately. It is relevant to all contexts and may (or may not) have cost implications.

¹² UNDIS Indicator 8.

20. Procurement policies can provide a framework for quality, standard, transparency and eligibility criteria that organizations and individuals must satisfy to submit successful contract bids.¹³ For example, procurement policies can require that construction and operations meet Universal Design¹⁴ standards and promote accessibility; they can also prioritize companies that promote disability inclusion.

Key actions

- Review and update procurement policies and procedures to ensure the inclusion of vendors operated by persons with disabilities, including through ensuring that vendors owned or operated by persons with disabilities are not excluded or restricted from benefitting from procurement processes and outcomes; and
- Review and update procurement policies and procedures to ensure that they allow for persons with disabilities to have the same access as others to goods, facilities, equipment, technology and services, and that they do not create additional barriers to participation, including through:
 - a) Integrating and promoting standards¹⁵ for the procurement of goods and services, including Universal Design, in the area of construction of infrastructure at WFP to ensure that it does not create barriers for persons with disabilities and prioritize contracts that offer solutions of greatest advantage to users;
 - b) Integrating disability inclusion as an evaluation criteria in the bid/tender review process;
 - c) Monitoring implementation of accessibility standards in the procurement of products and services.

Key result area: capacity development¹⁶

21. All efforts to mainstream disability inclusion in the programming and operations of WFP can only be achieved if employees have the necessary technical knowledge, understanding, sensitivity and capacity. In this regard, a range of capacity development, awareness-raising and skill-building initiatives to improve knowledge and internal capabilities is key.

Key actions

- Develop and roll out a mandatory WFP-wide training on disability inclusion that builds upon existing approaches of and collaborates with other United Nations entities (e.g. FAO, UNDP, UNHCR, UNICEF);
- Identify gaps in technical knowledge and capacity, and develop approaches for bridging these gaps, focusing on field employees through technical support of regional bureaux and headquarters. The regional pilot of this Road Map in the Asia-Pacific region will offer a particular opportunity on this;

¹³ See International Disability Alliance. *Public procurement and the Convention on the Rights of Persons with Disabilities: Rights in Practice*, p. 10 (2015)
http://www.internationaldisabilityalliance.org/sites/default/files/6.4_public_procurement_and_the_crpd_rights_in_practice_2015.pdf.

¹⁴ “Universal design” means the design of products, environments, programmes and services to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design. “Universal design” shall not exclude assistive devices for particular groups of persons with disabilities where this is needed. (See Convention on the Rights of Persons with Disabilities, 2006).

¹⁵ For example, ISO/IEC GUIDE 71:2014(E) Guide for addressing accessibility in standards.

¹⁶ UNDIS Indicator 14.

- Ensure a module on disability inclusion is a part of the training requirements of WFP's field leaders, through the country directors and deputy country directors induction programme;
- Raise awareness on the importance and relevance of disability inclusion in the work of WFP across the organization, through formal and informal means, for instance circulars, webinars, etc.;
- Organize sessions on disability inclusion with internal and external experts who can help further shape WFP disability inclusion capacity building;
- Conduct global communication campaigns that promote WFP's commitment to upholding the rights of persons with disabilities;
- Establish a knowledge-sharing platform/approach that allows for lessons learned and good practices of disability inclusion to be easily disseminated across the organization.

Key result area: communications¹⁷

22. The inclusion of persons with disabilities should be made more visible internally and publicly, including through statements/op-eds by senior management. Furthermore, communications should be respectful, inclusive and accessible, reflecting intersectionality.

Key actions

- Review and revise internal and external communications to ensure that they are respectful of and accessible to persons with disabilities and convey WFP's commitment to disability inclusion in line with the human rights-based approach. This includes speeches, op-eds, circulars, and other communication tools;
- Develop corporate guidance for inclusive communications.

Governance, Monitoring, Evaluation and Renewal

23. Progress of implementation of the key actions outlined in this Road Map will be tracked and reviewed by the Disability Inclusion Steering Committee and DIWG.
24. A revised multi-year Road Map aligned with the WFP Strategic Plan (2022–2026) will chart the course for WFP from 2022 onwards:
 - a) The approach, contents and targets of the revised Road Map will also be informed by WFP's alignment and reporting to the UNDIS for the 2020 programme year, and the outcomes of the regional pilot of this Road Map; and¹⁸
 - b) The revised Road Map will be informed by good practices and lessons learned over the course of its implementation globally, including through the outcomes of the regional pilot in the Asia-Pacific region that will be conducted by the regional bureau between 2020 and 2021.

¹⁷ UNDIS Indicator 15.

¹⁸ See the fifth to seventh key actions following paragraph 13.