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WFP disability inclusion road map (2020–2021)

Draft decision*

The Board approves the WFP disability inclusion road map (2020–2021) (WFP/EB.2/2020/4-B).

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* This is a draft decision. For the final decision adopted by the Board, please refer to the decisions and recommendations document issued at the end of the session.

Focal points:

Mr A. Abdulla
Deputy Executive Director
Tel.: 066513-2401

Mr D. Kaatrud
Director, Programme – Humanitarian and
Development Division
Tel.: 066513-2203

Ms V. Guarnieri
Assistant Executive Director
Programme and Policy Development Department
Tel.: 066513-2200

World Food Programme, Via Cesare Giulio Viola, 68/70, 00148 Rome, Italy.

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 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 its forthcoming protection and accountability policy. It will further mainstream the rights of persons with disabilities in WFP's internal operations, including though the forthcoming People Policy for 2021-2025, which will provide a further foundation for disability inclusion across the organization from the point of view of the management of people.

3. The UNDIS includes an accountability framework for monitoring progress and addressing gaps and other challenges in 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 eight key result 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 finalized a mid-term review of its current Strategic Plan (2017–2021) which included reference to the road map and WFP's efforts in addressing the needs of persons with disabilities.[1] WFP is currently establishing a plan of work to develop its upcoming 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 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.[2] As such WFP has adopted a 'COVID-19: PD Immediate Guidance: Protection, Accountability to Affected Populations, Disability Inclusion, Conflict Sensitivity' to provide immediate programmatic guidance for

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[1] See paragraphs 91 and 134 of the Mid-term review of the WFP Strategic Plan (2017–2021): "WFP is addressing disability inclusion in the revision of its Protection Policy as well as in a Disability Inclusion Road Map which seeks to respond to the Secretary-General's 2019 United Nations Disability Inclusion Strategy. Since 2019, WFP country offices are reporting on numbers of disabled persons among WFP beneficiaries, as part of WFP's commitment to render its programmes inclusive of persons with disabilities. However additional work is needed to adapt assistance to the needs of persons with disabilities." (para. 91) and "[…] a special effort is currently under way concerning disability inclusion, with the development of the Disability Inclusion Road Map. Guidance as well as budget allocations will be needed to ensure that WFP's assistance is adapted to the needs of persons with disabilities." (para. 134).

[2] 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

WFP country offices navigating the pandemic to [3] ensure that its COVID-19 related programming and initiatives are disability inclusive.[4]

Commitments and actions

Key results areas: leadership, strategic planning/policy development, and institutional set-up[5]

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

8. Establish a high-level steering committee (Disability Inclusion 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 the regional and country levels, as appropriate, with specific workstreams aligned with the 15 indicators to be led by the relevant departments;

   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.

9. 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.

10. Subject to the availability of resources, put in place a senior disability inclusion adviser to coordinate disability inclusion efforts at WFP, including:

    a) Ensuring that persons with disabilities, through their representative organizations, are consulted (as is required by 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 groups.

11. Introduce UNDIS implementation review as a standing information agenda item of all regular sessions of the Executive Board.

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[3] See WFP Guidance Note. https://admin.opweb.wfp.org/_downloads/docs/404/4197/22409.pdf

[4] See e.g. WFP 2020 Medium-Term Programme Framework (MTPF).

[5] UNDIS indicators 1, 2, 3, and 4.

12. Ensure 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 for 2022–2026 and country strategic plan (CSP) documents. WFP should also advocate inclusion in United Nations sustainable development cooperation frameworks (UNSDCFs) and other country-level joint planning documents.

13. Incorporate disability inclusion into the 2020 revised protection and accountability policy as a priority area and ensure general policy coherence throughout WFP's portfolio.

Key result area: consultation with persons with disabilities[6]

14. 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 WFP operations and programming. While consultation underpins all actions in this road map, WFP commits to taking specific actions to systematically enhance its consultation approach and practices through the following key actions.

Key actions

15. Establish 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 the headquarters, regional and country levels.

16. Foster partnerships with key representative organizations of persons with disabilities (OPDs) at the global, regional and country office levels, as appropriate.

17. Develop 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 evaluation[7]

18. 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.

19. Effective programming needs to be informed by the scope of the challenge it is meant to address. Hence, collection and analysis of data disaggregated on the basis of disability are key components.

20. An important avenue for systematically employing a twin-track approach to disability inclusion in projects and programming is through CSPs, including second-generation CSPs.

21. 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.

22. There is a strong link between disaster and disability,[8] 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.

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[6] UNDIS indicator 5

[7] UNDIS indicators 9, 10 and 11.

[8] See Sendai Framework for Disaster Risk Reduction 2015–2030.

Key actions

23. Building on 2019 initiatives incorporating the Washington Group questions, [9] , [10] systematically collect, analyse, use and evaluate disaggregated data on the basis of disability 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.

24. Update programme and project development and evaluation criteria/questions and process guidance to ensure they actively and effectively consider and reflect persons with disabilities and the barriers to participation they face.

25. 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.

26. Set targets for a minimum level of programming that effectively promotes disability inclusion in line with corporate strategic commitments.

27. Undertake a regional pilot stocktaking and assessment of the situation of people with disabilities and barriers to access to 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 analysis of disaggregated data in needs assessments, for monitoring inclusion, and the need to draw on existing lessons learned in order to complement food security and vulnerability analysis and mapping.

28. 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.

29. 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.

30. Engage a recognized OPD to conduct a review of the key results achieved at the end of the two-year period.

31. Advocate with donors, party to the United Nations Convention on the Rights of Persons with Disabilities,[11] which requires donor assistance to be inclusive of, and accessible to, persons with disabilities.

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[9] See e.g. Revised Corporate Results Framework (2017–2021) (WFP/EB.2/2018/5-B/Rev.1), output indicator A9 (*"Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers"). See also* IASC Disability Inclusion Guidelines, Key Approaches to Programming, "Must Do Actions", at page 19.

[10] The Washington Group questions are an internationally accepted method for determining the prevalence of persons with disabilities.

[11] Note for Organisation for Economic Co-operation and Development countries, there is also a disability marker that must be reported on.

Key result areas: accessibility, and conferences and services[12]

32. 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,[13] 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

33. 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, such as premises, information and communications technology, 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.

34. Develop and convey a corporate approach to incrementally enhancing and maintaining accessibility of premises, offices and facilities over time, including an approach for resourcing beyond the duration of this road map.

35. 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.

36. Develop policy/guidelines and an action plan and set targets for accessibility of premises, conferences and meetings organized by WFP and review progress annually.

Key result areas: employment and reasonable accommodation[14]

37. The inclusivity of an organization is reflected by its workforce. In this regard, ensuring that personnel with disabilities are able to participate equally in WFP is an imperative for WFP becoming a disability-inclusive organization.

38. WFP has a non-discrimination policy and is in the process of developing its 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.

39. WFP's institutional knowledge regarding barriers to full and effective participation faced by employees, including those with disabilities, is 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.

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[12] UNDIS indicators 6 and 6.1.

[13] See *Enhancing Accessibility for Persons with Disabilities to Conferences and Meetings of the United Nations system* (JIU/REP/2018/6) (recommendations 1–10).

[14] UNDIS indicators 7 and 13.

Key actions

40.   In consultation with persons with disabilities, conduct a review of relevant WFP human resource policies, processes and procedures to identify barriers to participation, including in the course of recruitment, hiring, retention and career advancement.

41.   Include in the WFP global staff survey self-identification questions (in line with the Washington Group questions approach) and other relevant questions to help assess the reasons for the low number of known persons with disabilities applying for positions with and being employed by WFP and disaggregate results to measure the satisfaction and well-being of employees with disabilities. To the extent possible, the survey should be conducted by an OPD and, where not possible, with the oversight of such an organization.

42.   Based on the foregoing survey, develop a phased plan for adopting the measures necessary to recruit persons with disabilities as WFP employees, including as frontline workers and community mobilizers.

43.   Include in the human resources strategy already under development actions to address the identified barriers to participation, including updating as required existing human resource policies, procedures and forms, as one of the functional strategies anchored in the People Policy (2021–2025).

44.   Develop and implement a guideline or procedure on reasonable accommodation[15] to support employees (including staff, consultants, interns and volunteers and conference and meeting participants, among others). The guideline or procedure should set out clear steps 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 guideline or procedure should be supported by an adequately resourced systematic funding mechanism.

Key result area: procurement[16]

45.   Procurement, which includes the purchase of goods and services, has the potential to promote equity, prevent the exclusion of persons with disabilities and act as an effective mainstreaming tool for the inclusion of persons with disabilities in development aid.

46.   Disability-inclusive procurement covers two broad areas: first, the accessibility and inclusiveness of products and services procurement; and second, the inclusiveness of sources and supply chains, including organizations that employ and/or are owned by persons with disabilities.

47.   Procurement policies can provide a framework for quality, standards, transparency and eligibility criteria that organizations and individuals must satisfy to submit successful contract bids.[17] For example, procurement policies can require that construction and operations meet "universal design"[18] standards and promote accessibility; they can also prioritize companies that promote disability inclusion.

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[15] Reasonable accommodation is any change to an application or hiring process, to a job, to the way the job is done, or to a work environment that allows a person with a disability who is qualified for a job to perform the essential functions of that job and enjoy equal employment opportunities. Accommodations are considered "reasonable" if they do not create an undue hardship or a direct threat. Source: ADA National Network.

[16] UNDIS indicator 8.

[17] 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.

[18] "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

Key actions

48.   Review and update procurement policies and procedures to ensure the inclusion of vendors operated by persons with disabilities and having policies on the employment of 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.

49.   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 standards[19] 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 when applicable, ensuring best value for money.

   c)   Monitoring implementation of accessibility standards in the procurement of products and services.

Key result area: capacity development[20]

50.   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

51.   Develop and roll out 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).

52.   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.

53.   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.

54.   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.

55.   Organize sessions on disability inclusion with internal and external experts who can help further shape WFP disability inclusion capacity building.

56.   Conduct global communication campaigns that promote WFP's commitment to upholding the rights of persons with disabilities.

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assistive devices for particular groups of persons with disabilities where this is needed. (See Convention on the Rights of Persons with Disabilities, 2006).

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

[20] UNDIS indicator 14.

57. 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: communications[21]

58. 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

59. Develop a full campaign to create awareness on disability inclusion in line with the human-rights-based approach both internally, targeting WFP personnel, and externally, targeting participating and affected communities in the field. Review and revise internal and external communications to also ensure that they carry the inclusion component and convey WFP's commitment to disability. This includes speeches, op-eds, circulars, and other communication tools and an integrated campaign to make it field available.

60. Develop corporate guidance for inclusive communications.

Governance, monitoring, evaluation and renewal

61. Progress in implementation of the key actions outlined in this road map will be tracked and reviewed by the Disability Inclusion Steering Committee and the disability inclusion working groups.

62. A revised multi-year road map aligned with the strategic plan for 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 with and reporting for the UNDIS for the 2020 programme year and by the outcomes of the regional pilot of this road map.

   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.

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[21] UNDIS indicator 15.

ANNEX

	RESOURCE AND IMPLEMENTATION PLAN				
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
	Key result areas 1: leadership, strategic planning/policy development, and institutional set-up[1]				
1	Establish a high-level steering committee (Disability Inclusion 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 the regional and country levels, as appropriate, with specific workstreams aligned with the 15 indicators to be led by the relevant departments; 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.	Number of DISC and DIWG meetings Number of UNDIS Indicators in which new criteria have been met *(this could be reaching the next requirement level, or simply meet further criteria in the technical notes)* Submission of yearly report to the Secretary-General (yes/no)	Up to three meetings of DISC per year, or as necessary Up to six meetings of the DIWG per year, or as necessary Track progress of result areas in line with this Resource and Implementation Plan Revised UNDIS Report for reporting year of 2020. First draft to be finalized by 31 January 2021	Two DISC meetings held May and September 2020. A further to be held on 3 December Two DIWG meetings held in May and September 2020. Next meeting scheduled for October 2021 (exact submission date TBD)	N/A

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[1] UNDIS Indicators 1, 2, 3, and 4.

		RESOURCE AND IMPLEMENTATION PLAN			
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
2	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.	Number of relevant inter-agency networks that WFP is actively participating in	WFP a member of the Reference Group on Inclusion of Persons with Disabilities in Humanitarian Action (and task teams) and the FCDO-UN SBC Disability Advisory Group WFP a member of the UNDIS Focal Point Network and relevant task teams, e.g. on the socioeconomic response to COVID WFP member of relevant inter-agency networks, such as medical, evaluation and procurement (and is a member of the Procurement Task Team developing Disability -Inclusive Public Procurement Guidelines)	Ongoing	N/A translates into personnel time

RESOURCE AND IMPLEMENTATION PLAN					
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
3	Subject to the availability of resources, put in place a senior disability inclusion adviser to coordinate disability inclusion efforts at 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 groups.	Available WFP resources for DI portfolio Number of regular consultations conducted Number of WFP joint initiatives on DI	Current Senior Disability Inclusion Adviser on loan from the Office of the United Nations High Commissioner for Human Rights (OHCHR) (D1 level-full time) DI Officer (Junior Consultant level-full time) DI Officer (Consultant level-part time) Trinity College Dublin Partnership (providing technical advice) Establishment of multi-donor fund on DI Include persons with disabilities and/or OPDs in final revision of WFP road map before final adoption	2020–2021	USD 270,000 (D1 cost to organization) USD 50,000 (Junior consultant cost to organization) USD 36,000 (Part-time consultant cost to organization) Trinity College Partnership is funded for two years through Protection budget (USD 250,000 over two years)

		RESOURCE AND IMPLEMENTATION PLAN			
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
4	Introduce UNDIS implementation review as a standing information agenda item of all regular sessions of the Executive Board	Performance review update against UNDIS indicators Number of EB regular sessions discussing DI	DI as a separate agenda item for upcoming EB sessions 2 sessions	November 2020 and forthcoming EB sessions 2021	No additional cost if the road map is part of the EB; however, if separate informal consultations (ICs), then at least USD 4,500 approximately per consultation. If IC can be combined with another, then no cost.
5	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 for 2022-2026 and country strategic plan (CSP) documents. WFP should also advocate inclusion in United Nations sustainable development cooperation frameworks (UNSDCFs) and other country-level joint planning documents.	Percentage of WFP strategic documents with explicit references to addressing the rights of persons with disabilities	Mainstreaming DI in main WFP strategic documents (i.e. WFP Strategic Plan; People Policy; CSPs) and UNSDCFs	2020–2021	N/A translates into personnel time
6	Incorporate disability inclusion in the 2020 revised protection and accountability policy as a priority area and ensure general policy coherence throughout WFP's portfolio.	Percentage of protection and accountability to affected populations (AAP) documents with explicit references to DI	Use of Twin-track approach to DI reflected in 2020 Revised Protection and AAP document Completed.	November 2020 (Board meeting)	N/A translates into personnel time
					Total budget: USD 356,000

RESOURCE AND IMPLEMENTATION PLAN					
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
Key result area 2: consultation with persons with disabilities[2]					
1	Establish 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 the headquarters, regional and country levels.	Percentage of different processes of WFP in which persons with disabilities are consulted	Phased action plan on how to establish such a system (considering accessibility; inclusivity) developed	Ongoing	0.5 percent of CSP budget in the field
2	Foster partnerships with key representative organizations of persons with disabilities (OPDs) at the global, regional and country office levels, as appropriate.	Number of regional bureaux with partnerships Number of country offices with partnerships	Mapping of potential key partnerships to engage with established		USD 70,000
3	Develop 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.	Progress in including persons with disabilities	Guidelines established for consultation with persons with disabilities. Currently the UNDIS and International Disability Alliance (IDA) are developing guidelines for engagement which WFP can use or support	Estimated available 4Q 2020	N/A translates into personnel time
				Total budget: USD 70,000	

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[2] UNDIS Indicator 5.

RESOURCE AND IMPLEMENTATION PLAN					
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
Key result areas 3: programmes and projects, country programme areas and evaluation[3]					
1	Building on 2019 initiatives incorporating the Washington Group questions,[4,5] systematically collect, analyse, use and evaluate disaggregated data on the basis of disability 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.	WFP pilot assessments conducted using the short set of Washington Group Questions (WGQs) which will serve to assess a WGQs toolkit developed for WFP as well as capacity building needs including enumerators training. These pilot assessments will also inform programme and response planning and help evaluate policy implications for the 2022–2026 Strategic Plan and related documents.	Pilot assessments used Data and lessons learned available to review in country offices that already piloted the WGQs Use of internationally agreed approaches to collection and analysis of disability disaggregated data in registration, assessments and monitoring (SCOPE, vulnerability analysis and mapping (VAM), AAP/complaints and feedback mechanisms (CFMs)) Guidance developed for DI to ensure AAP/CFM standardization	4Q 2021	If Training of Trainers (ToT) package developed online by CBM: cost approximately USD 10,161 plus co-facilitation fees. Country support USD 18,000

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[3] UNDIS Indicators 9, 10 and 11.

[4] See e.g. Revised Corporate Results Framework (2017–2021) (WFP/EB.2/2018/5-B/Rev.1), output indicator A9 ("Number of women, men, boys and girls with disabilities receiving food/cash-based transfers/commodity vouchers/capacity strengthening transfers"). See also IASC Disability Inclusion Guidelines, Key Approaches to Programming, "Must Do Actions", at page 19.

[5] The Washington Group questions are an internationally accepted method for determining the prevalence of persons with disabilities.

RESOURCE AND IMPLEMENTATION PLAN					
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
		Qualitative tools used to inform inclusive programming	ToT package developed and tested for up to 10 headquarters and regional bureau colleagues on the WGQs (facilitated by CBM) Qualitative data analysis toolkit developed to support inclusive programming		
2	Update programme and project development and evaluation criteria/questions and process guidance to ensure they actively and effectively consider and reflect persons with disabilities and the barriers to participation they face.	Set of available criteria for evaluation referring to DI (yes/no)	Specific set of evaluation criteria developed	Dec 2020–Jan 2021	USD 24,000 (Note this amount will be solely for DI but also for the broader discussion on other relevant inclusion issues)
3	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.	Performance/progress made between first- and second-generation CSPs on DI mainstreaming	Mapping assessment on second-generation CSPs and corporate guidance note developed on how to mainstream DI in second-generation CSPs	2020–2021	N/A personnel time
4	Set targets for a minimum level of programming that effectively promotes disability inclusion in line with corporate strategic commitments.	Number of targets for minimum level of programming promoting DI	Specific targets promoting DI created	1Q 2021	N/A personnel time

RESOURCE AND IMPLEMENTATION PLAN					
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
5	Undertake a regional pilot stocktaking and assessment of the situation of people with disabilities and barriers to access to 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 analysis of disaggregated data in needs assessments, for monitoring inclusion, and the need to draw on existing lessons learned in order to complement food security and vulnerability analysis and mapping.	Number of country offices involved in the regional pilot project	One Bangkok Regional Bureau (RBB) stocktaking assessment in four pilot countries	2021	N/A personnel time
6	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.	Number of recommendations made from the lessons-learned event	Lessons-learned event hosted on outcomes of RBB pilot project with relevant stakeholders and draft report with main recommendations as guidance for other regions	Post-pilot project RBB (end 2021)	USD 60,000
7	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.	Number of consultations with persons with disabilities	Co-host consultation event on Road Map in partnership with IDA; to track progress made	TBD	USD 50,000
8	Engage a recognized OPD to conduct a review of the key results achieved at the end of the two-year period.	Number of consultations with OPDs	Evaluation assessment conducted by an OPD by the end of Road Map	2022	

RESOURCE AND IMPLEMENTATION PLAN				
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
9	Advocate with donors, party to the United Nations Convention on the Rights of Persons with Disabilities (CRPD),[6] which requires donor assistance to be inclusive of, and accessible to, persons with disabilities.	Number of Board members supporting the 'multi-donor' fund	Multi-Donor Fund on DI created (approaching the 'Friends of DI' Board members for funding)	Post-approval of road map	
					Total budget: USD 162,161
Key result areas 4: accessibility, and conferences and services[7]					
1	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, such as premises, information and communications technology, 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.	Overall progress/performance on accessibility (yes/no)	*Stakeholders:* MSDI (buildings), MSDA (admin services), EBS (conference services), SEC (access), TEC (hardware and software), WEL (personnel with disabilities). HQ level: i) Identification of local regulations and standards. Identification of international standards. Setting up of minimum corporate global standards. ii) Draft of corporate standards and guideline for accessibility review of premises.	*Tentative deadlines (HQ):* i) –viii) 4Q 2020 –1Q 2021 *Tentative deadlines (RBB):* i)–viiii) 4Q 2020 –1Q 2021	USD 20,000 (HQ) for hiring of a consultant (3 months) USD 110,000 (RBB/HQ) – which includes up to 4 country offices and RBB office and a one-month consultancy to prepare a report of the findings and recommendations.

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[6] Not for Organisation for Economic Co-operation and Development countries, there is also a disability marker that must be reported on.

[7] UNDIS Indicators 6 and 6.1.

RESOURCE AND IMPLEMENTATION PLAN					
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
			iii) Accessibility review of HQ buildings (architectural)		
			iv) Accessibility review of HQ conference services.		
			v) Accessibility review of HQ Security services (access).		
			vi) Accessibility review of ICT services (hardware and software)		
			vii) Accessibility review of HQ information and communication		
			viii) Report findings and draft implementation plan		
			RBB level (TBD):		
			i) Gap analysis between corporate standards and local normative requirements		
			ii) Accessibility review of buildings (architectural)		
			iii) Accessibility review of conference services		
			iv) Accessibility review of security services (access)		

	RESOURCE AND IMPLEMENTATION PLAN				
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
			v) Accessibility review of ICT services (hardware and software) vi) Accessibility review of information and communication vii) Report findings and draft implementation plan		
2	Develop and convey a corporate approach to incrementally enhancing and maintaining accessibility of premises, offices and facilities over time, including an approach for resourcing beyond the duration of this road map.	Budget available for offices and facilities (yes/no)	Resources/funding plan developed	Subject to findings in point 1	Budget determined based on the findings in point 1
3	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.	Number of participants in the survey Survey (yes/no)	Survey with relevant stakeholders to assess implementation of findings, post review report conducted	Subject to findings in point 1	Budget determined based on the findings in point 1
4	Develop policy/guidelines and an action plan and set targets for accessibility of premises, conferences and meetings organized by WFP and review progress annually.	Overall progress on accessibility to conferences and meetings within WFP (yes/no)	Action Plan and specific guidelines for accessibility of conferences and meetings and review progress annually developed	Subject to findings in point 1	Budget determined based on the findings in point 1
					Total budget: USD 130,000

RESOURCE AND IMPLEMENTATION PLAN					
	Key action(s)	Indicator(s) (quantitative or qualitative)	Target(s)	Timeframe	Budget
Key result areas 5: employment and reasonable accommodation[8]					
1	In consultation with persons with disabilities, conduct a review of relevant WFP human resources policies, processes and procedures to identify barriers to participation, including in the course of recruitment, hiring, retention and career advancement.	Main barriers in relevant HR policies, processes and procedures identified and documented. Number of consultations.	Assessment report of relevant WFP Human Resources policies and procedures to identify main barriers The Human Resources Division (HRM) will lead this as part of the diversity and inclusion work, and as part of the broader development of the HR functional strategy.	Q2 2021	USD 20,000 for the hiring of a CST for 3 months
2	Include in the WFP global staff survey self-identification questions (in line with the Washington Group questions approach) and other relevant questions to help assess the reasons for the low number of known persons with disabilities applying for positions with and being employed by WFP and disaggregate results to measure the satisfaction and well-being of employees with disabilities. To the extent possible, the survey should be conducted by an OPD and, where not possible, with the oversight of such an organization.	Participation rate (number of employees participating in the survey). Increased knowledge of the reasons why persons with disabilities may not apply for positions with WFP.	WFP able to measure: i) the prevalence of disability in WFP personnel; ii) the understanding and knowledge of disability issues within the organization, and iii) the experience among employees of existing policies and procedures.	Q2 2021	
3	Based on the foregoing survey, develop a phased plan for adopting the measures necessary to recruit persons with disabilities as WFP employees, including as frontline workers and community mobilizers.	Measures explicitly targeting persons with disabilities in recruitment (yes/no)	Phased Action Plan developed to adopt measures ensuring higher rates of persons with disabilities recruited at HQ and field levels.	Q3 2021	USD 20,000 for the hiring of a CST for 3 months

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[8] UNDIS Indicators 7 and 13.

RESOURCE AND IMPLEMENTATION PLAN					
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
4	Include in the human resources strategy already under development actions to address the identified barriers to participation, including updating as required existing human resources policies, procedures, and forms, as one of the functional strategies anchored in the People Policy for 2021–2025.	Provisions referring to attract, recruit, retain and promote career development of employees with disabilities within WFP's policies (yes/no)	Subject to the findings of points 1 and 2, development of a human resources strategy identifying specific actions to address barriers. Revision of other human resources policies, procedures to reflect actions taken.	Timeframe is linked to the HR functional strategy	N/A
5	Develop and implement a guideline or procedure on reasonable accommodation[9] to support employees (including staff, consultants, interns and volunteers and conference and meeting participants, among others). The guideline or procedure should set out clear steps 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 guideline or procedure should be supported by an adequately resourced systematic funding mechanism.	Provisions for reasonable accommodation available in a specific WFP guideline or procedure (yes/no)	Establishment of a WFP guideline or procedure on reasonable accommodation supported by adequate resourcing. The guideline or procedure should be developed jointly by Admin/Management Services, HR, and Staff Wellness.	1Q 2021	USD 14,000 for the hiring of a CST for 2 months
					Total budget: USD 54,000

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[9] Reasonable accommodation is any change to an application or hiring process, to a job, to the way the job is done, or a work environment that allows a person with a disability who is qualified for the job to perform the essential functions of that job and enjoy equal employment opportunities. Accommodations are considered "reasonable" if they do not create an undue hardship or a direct threat. Source: ADA National Network.

RESOURCE AND IMPLEMENTATION PLAN					
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
Key result area 6: procurement[10]					
1	Review and update procurement policies and procedures to ensure the inclusion of vendors operated by persons with disabilities and having policies on the employment of 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.	Explicit references of 'accessibility' to persons with disabilities and/or OPDs in procurement policies and procedures	Revised disability-inclusive policies developed	Q4 2021	USD 50,000
2	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 standards[11] 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 criterion in the bid/tender review process when applicable, ensuring best value for money.	Policy and guidance have been issued Percentage of goods and services procured that meet the set accessibility requirements/standards	Integration of barriers-free standards of procurement Integration of DI as evaluation criteria in tender review process	Q4 2021	USD 150,000

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[10] UNDIS Indicator 8.

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

	RESOURCE AND IMPLEMENTATION PLAN				
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
	c) Monitoring implementation of accessibility standards in the procurement of products and services.		Mechanism to monitor implementation of accessibility standards established		
					Total budget: USD 200,000
Key result area 7: capacity development[12]					
1	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).	Number of learning/training resources created Percentage of employees completing training courses on DI	Design course and training developed as required *(HRM can lead this work)* Focal point for 6 months for this project and number 3 below (specialist consultant)	Q3 2021	USD 180,000
2	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.	Number of country offices and regional bureaux contacted	Pilot project in RBB launched There are different Learning Needs Analysis (LNA) approaches and tools *(The Programme – Humanitarian and Development Division (PRO) to lead this area. HRM can provide methodological support)*	TBD	TBD by PRO

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[12] UNDIS Indicator 14.

	RESOURCE AND IMPLEMENTATION PLAN				
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
3	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.	Number of learning modules on DI targeted towards field leaders	Design, development and incorporation and promotion of a module in existing country directors and deputy country directors induction programmes *(HRM can lead this work as part of the broader diversity and Inclusion work)*	TBD	USD 20,000
4	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.	Number of webinars/briefings held on DI	Develop and disseminate relevant materials, partner with internal and external stakeholders. *(HRM can lead this work in close collaboration with the relevant functional areas)*	Ongoing	USD 150,000
5	Organize sessions on disability inclusion with internal and external experts who can help further shape WFP disability inclusion capacity building.	Number of DI experts engaged Number of sessions on DI held with internal and external partners			
6	Conduct global communication campaigns that promote WFP's commitment to upholding the rights of persons with disabilities.	Number of successful communication campaigns			

RESOURCE AND IMPLEMENTATION PLAN					
	Key action(s)	**Indicator(s) (quantitative or qualitative)**	**Target(s)**	**Timeframe**	**Budget**
7	Establish a knowledge-sharing platform/approach that allows for lessons learned and good practices of disability inclusion to be easily disseminated across the organization.	Number of WFP staff consulting the platform	TBD – *PRO/Innovation and Change Management Division (INC) to lead this work* Fully operational and documented information platform (on WFP-GO) established	Ongoing	Supported by Junior Consultant
					Total budget: USD 350,000
Key result area 8: communications[13]					
1	Develop a full campaign to create awareness on disability inclusion in line with the human-rights-based approach both internally, targeting WFP personnel, and externally, targeting participating and affected communities in the field. Review and revise internal and external communications to also ensure that they carry the inclusion component and convey WFP's commitment to disability. This includes speeches, op-eds, circulars, and other communication tools and an integrated campaign to make it field available.	A transversal pillar created across communication channels using human-rights-based terminology; consideration of intersectionality issues and diversity of WFP personnel and affected populations	An internal and external communications campaign developed and implemented	Completed 4Q 2021	USD 210,000
2	Develop corporate guidance for inclusive communications.	Percentage of documents applying disability inclusive communication criteria	One specific corporate guidance note for communications within WFP developed and six key documents following the easy-to-read format	1Q 2021	USD 30,000
					Total budget: USD 240,000

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[13] UNDIS indicator 15.

Acronyms

CSP	country strategic plan
DI	Disability Inclusion
DISC	Disability Inclusion Steering Committee
DIWG	disability inclusion working group
OPD	organizations of persons with disabilities
PRO	Programme – Humanitarian and Development Division
RBB	Bangkok Regional Bureau
UNDIS	United Nations Disability Inclusion Strategy
UNSDCF	United Nations sustainable development cooperation framework
WGQs	Washington Group Questions