

Annexes

Evaluation of UNICEF's Reasonable Accommodation Fund

Evaluation Office
January 2024



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Acronyms and abbreviations

ADA	Americans with Disabilities Act
CRPD	Convention on the Rights of Persons with Disabilities
CSO	Civil Society Organization
DCO	Development Coordination Office
DEI	Diversity, Equity and Inclusion
DFAM	Division of Financial and Administrative Management
DHR	Division of Human Resources
DIPAS	Disability Inclusion Policy and Strategy
EEOC	Equal Employment Opportunity Commission
EFAAT	Environmental Footprint and Accessibility Assessment Tool
ERG	Employee Resource Group
EU	European Union
FWA	Flexible Working Arrangement
GEROS	Global Evaluation Reports Oversight System
GMT	Global Management Team
GrAF	Greening and Accessibility Fund
GSS	Global Staff Survey
HQNY	Headquarters in New York
HR	Human Resources
ICT	Information and communication technology
ILO	International Labour Organization
IOM	International Organization for Migration
JAN	Job Accommodation Network
JAWS	Job Access With Speech
JPO	Junior Professional Officer
LBG	Lloyds Banking Group
LTA	Long-term Agreement
OECD	Organization for Economic Cooperation and Development
OED	Office of the Executive Director
OHCHR	Office of the High Commissioner for Human Rights
OPD	Organizations of Persons with Disabilities
PA	Personal Assistant/Personal Attendant
RA	Reasonable Accommodation
RAC	Reasonable Accommodation Committee
SDGs	Sustainable Development Goals
UN	United Nations
UNDIS	United Nations Disability Inclusion Strategy
UNDP	United Nations Development Programme
UNDS	United Nations Development System
UNEG	United Nations Evaluation Group
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children’s Fund
UNV	United Nations Volunteers
WFP	World Food Programme

Evaluation question	Sub-question	Indicator(s)	Data collection method(s)	Data source(s)
To what extent is the current model clearly and consistently defined, organized and communicated?	To what extent are UNICEF employees and applicants aware of the provisions for reasonable accommodation? How is the necessary information about their use communicated to potential users in a timely and transparent manner?	Degree of awareness among employees and applicants (if identifiable) Timely and transparent information about the Fund	Document review Online survey Semi-structured interviews	Document: Global staff surveys Online survey with staff with disabilities Interviews with employees and applicants (if identifiable) with disabilities
	To what extent is the model and its governance well organized, especially with regard to the related application, decision-making and procurement processes?	Clarity and ease of understanding of the process Clear definition of stakeholders and people involved Clear criteria of who qualifies Clear and transparent decision-making process Clear procurement process	Online survey Semi-structured interviews	Online surveys – one with employees with disabilities that have made requests and one with staff that are working with or familiar with the Fund or have been involved with requests Interviews with RA Fund users and HR, operations/ procurement
	To what extent are the associated processes and decisions implemented consistently throughout the organization?	Consistency of decisions made Satisfaction of users	Online survey Semi-structured interviews	Online surveys – one with employees with disabilities that have made requests and one with staff that are working with or familiar with the Fund or have been involved with requests Interviews with RA Fund users, RA Committee, and HR and procurement
	What have been the main results achieved so far?	What estimated proportion of potential users are using RA so far?	Number of potential users versus actual requesters	Secondary data Document review Semi-structured interviews
To what extent was the provision of reasonable accommodation implemented effectively, efficiently, and in accordance with established procedures?		Degree of compliance or deviations between defined process and practice Perceived adequacy of procedures both by those administering and by end users Established procedures in place	Document review Online surveys Semi-structured interviews	Document: RA Guide (2020) Survey with employees with disabilities that have made requests and with staff that are working with or familiar with the Fund or have been involved with requests Interviews with colleagues from DHR, UNV team in UNICEF, Disability Connect, Culture and Diversity Team, Disability Team, Reasonable Accommodation Committee and end users
Are there any particular descriptive characteristics of people that influenced their decision whether to request reasonable accommodation?		Representation of certain groups in requests or approvals of RA	Secondary data	RA Fund requests database/online portal
			Semi-structured interviews	Interviews with end users
		Literature review	Literature on disability inclusion in the workplace and around stigma and discrimination.	

Evaluation question	Sub-question	Indicator(s)	Data collection method(s)	Data source(s)
To what extent is the current model suitable to meet related objectives and requirements?	To what extent do past or current users feel that it enabled them to have equal employment opportunities and that the Fund contributes to an equitable working environment?	Perceived contribution of the Fund and provision of RA to equal employment opportunities and equitable working environment from end users	Online survey Semi-structured interviews	Online survey with employees with disabilities that have made requests Interviews with end users
	What are the current shortcomings in the process?	Most common shortcomings reported by users and UNICEF employees administering requests	Online surveys Semi-structured interviews	Survey with employees with disabilities that have made requests and with staff that are working with or familiar with the Fund or have been involved with requests Interviews with colleagues from DHR, Disability Connect, Culture and Diversity Team, Disability Team, Reasonable Accommodation Committee and end users
	What have been the main strengths and enablers where it went well?	Most common strengths and enablers reported by users and UNICEF employees	Online survey Semi-structured interviews	Survey with employees with disabilities that have made requests and with staff that are working with or familiar with the Fund or have been involved with requests Interviews with colleagues from DHR, Disability Connect, Culture and Diversity Team, Disability Team, Reasonable Accommodation Committee and end users
	To what extent is the current approach 'fit for purpose', in particular with regard to requirements of the Convention on the Rights of Persons with Disabilities, the United Nations Disability Inclusion Strategy and the goals laid out in UNICEF's Disability Inclusion Policy and Strategy?	Degree of compliance or deviations between Fund Design and Guideline with CRPD, UNDIS and DIPAS	Document review Semi-structured interviews	Documents: <ul style="list-style-type: none"> UNICEF Executive Directive on Disability (2011), RA Guide (2020), intranet page dedicated to RA CRPD, General Comments and other related articles UNDIS and Implementation Guidelines for UN Entities Interviews with CRPD experts, UNDIS team, representative of global federation of organization of persons with disabilities (International Disability Alliance)
	How could the model and its implementation be further improved and what is the projected necessary increase in the Fund over the next years to meet the goals set forth in the DIPAS?	Indications how the model could be improved reported from internal UNICEF staff familiar with the Fund in order to meet expected growth of employees with disabilities in DIPAS Estimates of required amount of Fund calculated based on current use, expected growth in number of employees with disabilities, assumed trends (e.g., inflation)	Online surveys Semi-structured interviews Semi-structured interviews Secondary data analysis	Survey with employees with disabilities that have made requests and with staff that are working with or familiar with the Fund or have been involved with requests Interviews with colleagues from DHR, Disability Connect, Culture and Diversity Team, Disability Team, Reasonable Accommodation Committee and end users Interviews with external organizations that have well-functioning RA funds and experts Financial records of RA Fund
	To what extent are adequate data, M&E, and knowledge management systems in place to foster accountability and learning?	Clear data collection and management system Clearly defined M&E plan for the Fund Clearly outlined knowledge management approach for Fund	Document review Semi-structured interviews	Documents: <ul style="list-style-type: none"> RA Fund records from Service Gateway RA Fund Annual Report 2020 or 2021 (if available) Interviews with colleagues managing the Fund and on the Reasonable Accommodation Committee

Evaluation question	Sub-question	Indicator(s)	Data collection method(s)	Data source(s)
	What internal and external factors enhance or impede the provision and use of the RA Fund?	Occurrence of factors that enhance or impede provision of RA by users and in the literature	<p>Online surveys</p> <p>Semi-structured interviews</p> <p>Literature review</p>	<p>Survey with employees with disabilities that have made requests and with staff that are working with or familiar with the Fund or have been involved with requests</p> <p>Interviews with colleagues from DHR, Disability Connect, Culture and Diversity Team, Disability Team, Reasonable Accommodation Committee, and end users</p> <p>Financial records of RA Fund</p>

Annex 2: Documents reviewed

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Annex 3: List of persons interviewed

The evaluation team interviewed a total of 96 key informants remotely and in a semi-structured manner, using video communication services (*Microsoft Teams* or *Google Meet*). Of these, 61 interviewees were female (64 per cent) and 35 were male (36 per cent).

During the inception phase, the evaluation team interviewed 14 key informants, including:

- **7** internal UNICEF staff from the Culture and Diversity Team, Disability Team in Programme Group, Social Protection Section, and Disability Connect.
- **3** from other UN agencies (i.e., ILO and OHCHR),
- **3** technical experts on RA outside UNICEF,
- **1** RA expert from a US-based global company with presence in more than 70 countries

In the main data collection phase, the evaluation team interviewed 81 key informants, including:

- **22 UNICEF staff responsible for or involved in the provision of reasonable accommodation and disability inclusion** either directly or in the wider sense -- These included colleagues from HR, operations, Culture and Diversity Team, Disability Team, ICT Division, Division of Finance and Administration, Division of Global Communications and Advocacy, procurement and supply division, mental health and well-being, Disability Team in Programme Group, and Disability Connect.
- **6 UNICEF HR focal points, operations colleagues or programme assistants** at country, regional and global level, including three from COs, two from HQ and one from RO.
- **16 UNICEF employees with disabilities**, including international professionals, national officers, general service staff, UNVs, and consultants -- Three were from HQ, two from ROs and 10 from COs.
- **12 external researchers and technical experts** -- They represented Beyond Impact, Business Disability International, Disability:IN, Center for Inclusive Policy, Purple Space, Cornell University, Leeds University, and Trinity College London; Some were independent and thus do not have an affiliation listed.
- **13 colleagues from other UN agencies**, including the ILO, IOM, OHCHR, UNHCR, UNV, WFP, WHO, and/or other multilaterals such as the World Bank, European Parliament, as well as USAID and the US State Department.
- **8 representatives working on RA for the private sector** from AT&T, Expedia, GSK, Microsoft, Salesforce, TCS, and United Health Group.
- **3 representatives of civil society organizations**, namely Lakeshore Foundation and Disability Rights Fund.
- **1 organization of persons with disabilities**, namely the International Disability Alliance.
- **1 CRPD Committee Member**

Annex 4: Guiding questions for interviews

The following elements guided key informant interviews and were adjusted depending on the interviewee and the background and context of the specific conversation.

Interviewee(s):

Function(s):

Date of the interview:

Interviewer(s):

Location: Online

In confidence/shareable:

Agreement for transcription:

Welcome and introductions

- Ensure everyone is online and can fully participate
- Thank the interviewee(s) for their time
- Round of introductions and clarification of roles of interviewers
- **Brief instruction on the Reasonable Accommodation Fund**
- **Purpose of the evaluation:** UNICEF Evaluation Office is currently undertaking an **Evaluation of UNICEF's Provisions for Reasonable Accommodation for Employees and Job Applicants with Disabilities** to assess the organization's current model and gather evidence-based findings and recommendations to ensure that its approach is meeting needs and expectations in line with international good practices and meet internal goals and targets.
- **Purpose of the interview:**
 - **For internal discussions:** To hear what is working, what has not worked so well, where you see opportunities to improve the Fund in the future -- It is not an evaluation of anyone's performance, rather of the model and includes a learning piece as we look to what the Fund should look like moving forward.
 - **For external discussions:** To hear what the trends and good practices with RA are and ask for guidance and input on specific topics/questions the evaluation team has
- Ask for **permission to use Otter to transcribe** the conversation for notetaking purposes, noting the transcript will be kept on the evaluator's home computer and not shared
- Emphasize the conversation is **confidential** and permission will be sought before including any information about individual stories in the final report
- **Explain that if the interviewee feels uncomfortable at any time the interview can stop**
- Pause and check on accessibility and if there are any questions from the interviewee(s)

General opening questions:

- What is your role in the organization and what do your job functions entail?
- Do you have experience or a background with reasonable accommodation? If so, please briefly explain.

For internal UNICEF interviews:

- How well do you think the RAF complements or is aligned other HR tools and policies – both targeted and mainstream? Are there any overlaps? Any major gaps?
- To what extent do you feel UNICEF employees and applicants are aware of the RAF?
- Do you feel the necessary information about the RAF is communicated to potential users in a timely and transparent manner? Why or why not?
- What are your thoughts about the organization of the Fund and governance, especially related to the application, decision-making and procurement processes?
- In your opinion, how are the Fund processes and decisions implemented throughout the organization? Are they consistent?
- To what extent do you feel the provision of RA is implemented effectively, efficiently, and in accordance with established procedures?
- What do you see as shortcoming in the process?
- What have been the main strengths and enablers?
- How could the model and its implementation be further improved to meet DIPAS goals over the next years?
- Does the Fund have adequate data, M&E and knowledge management systems in place to foster accountability and learning in your opinion?
- What do you see as internal or external factors that enhance or impede provision and use of the Fund?
- Is there anything else you would like to share with me/us about the Fund?

For external interviewees:

- If you have seen UNICEF's RAF Guidance, do you feel it fulfils the principles of the CRPD and UNDIS? (Will share the document with some interviewees in advance, where relevant)
- Does your organization have a policy, procedure or guidance on RA? If yes, is it something you can share with us? If so, how is your reasonable accommodation funding structured, how is it financed and by whom (centralized, business units), and is there a limit to the Fund?
- What lessons have you learned through the implementation of the policy, procedure or guidance?
- Are you aware of other good and proven practices in terms of providing reasonable accommodation to persons with disabilities?
- Does your organization have a governance mechanism (e.g., reasonable accommodation committee or similar body) to provide oversight of the Fund? If so, what are their primary responsibilities, and can you share a TOR?
- Does your organization have clear guidance on disability criteria? And guidance to determine who are people with disabilities who can receive RA?
- What information do you ask for in forms regarding a person's disability or request for accommodation?
- What do you see procured most often with regards to RA? Any challenges with procurement?
- What does your company consider a reasonable response/fulfilment timeframe? Is it outlined in the policy/procedure/guidance?
- How do you define or what criteria do you use for undue hardship or burden? How is this addressed in your policy/procedure?
- What is the expectation of line managers in terms of RA? Do you expect them to mention RA in staff appraisals for example?

- Do you have a system to track or capture accommodations that are made without a cost, for example, flexible work arrangements?
- Are there other entities or individuals you think are doing a good job with RA that we should speak with or research? If so, would you be willing to share their contact information and make an introduction if we proceed in reaching out to them?
- Is there anything else you would like to share with me/us about reasonable accommodation?

Wrap up and thank you

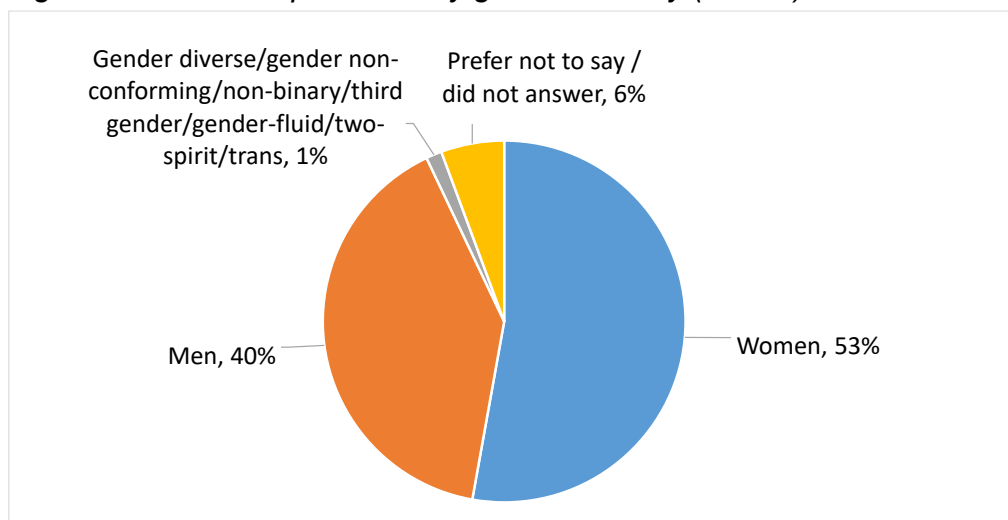
- Thank you and please share additional input via email.
- Mention a copy of the transcript is available upon request.
- Ask if it is okay to reach out if we have further questions.
- Mention the aim is to have the final evaluation report completed by the end of May or June and we will share the final document.

Annex 5: Summary of the online survey

Given the personal nature of the issues addressed in the survey, no question was mandatory. As a result, the number of respondents to each question varies. In most cases, non-respondents are excluded from the graphs and percentages presented.

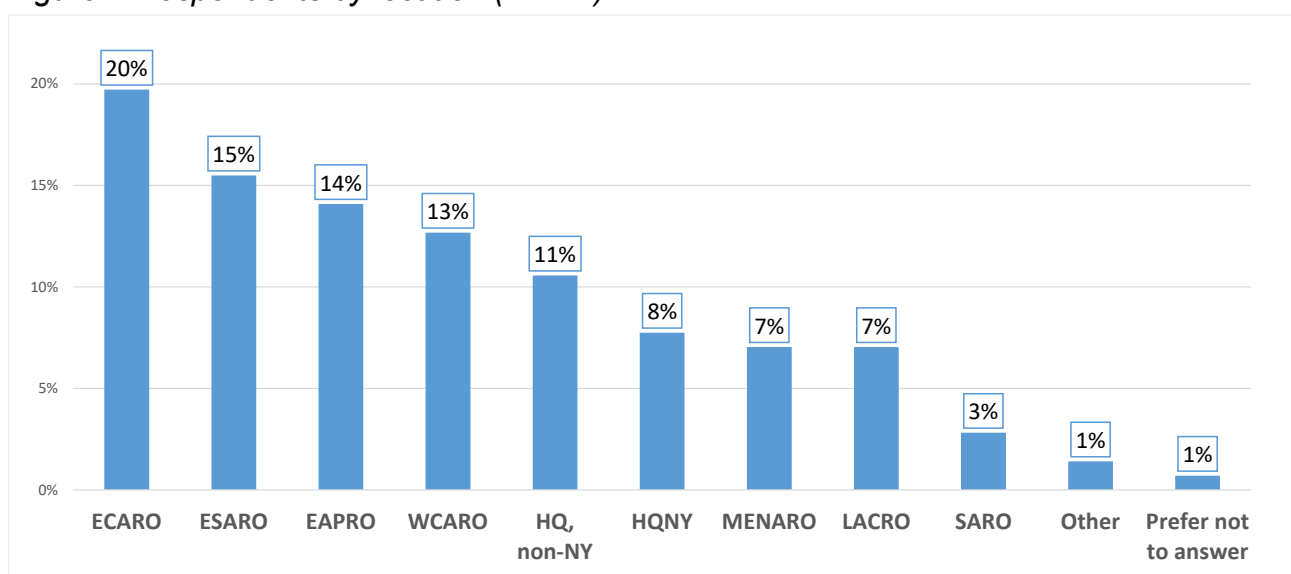
Basic characteristics of survey respondents

Figure 1 Total of respondents by gender identity (n=142)



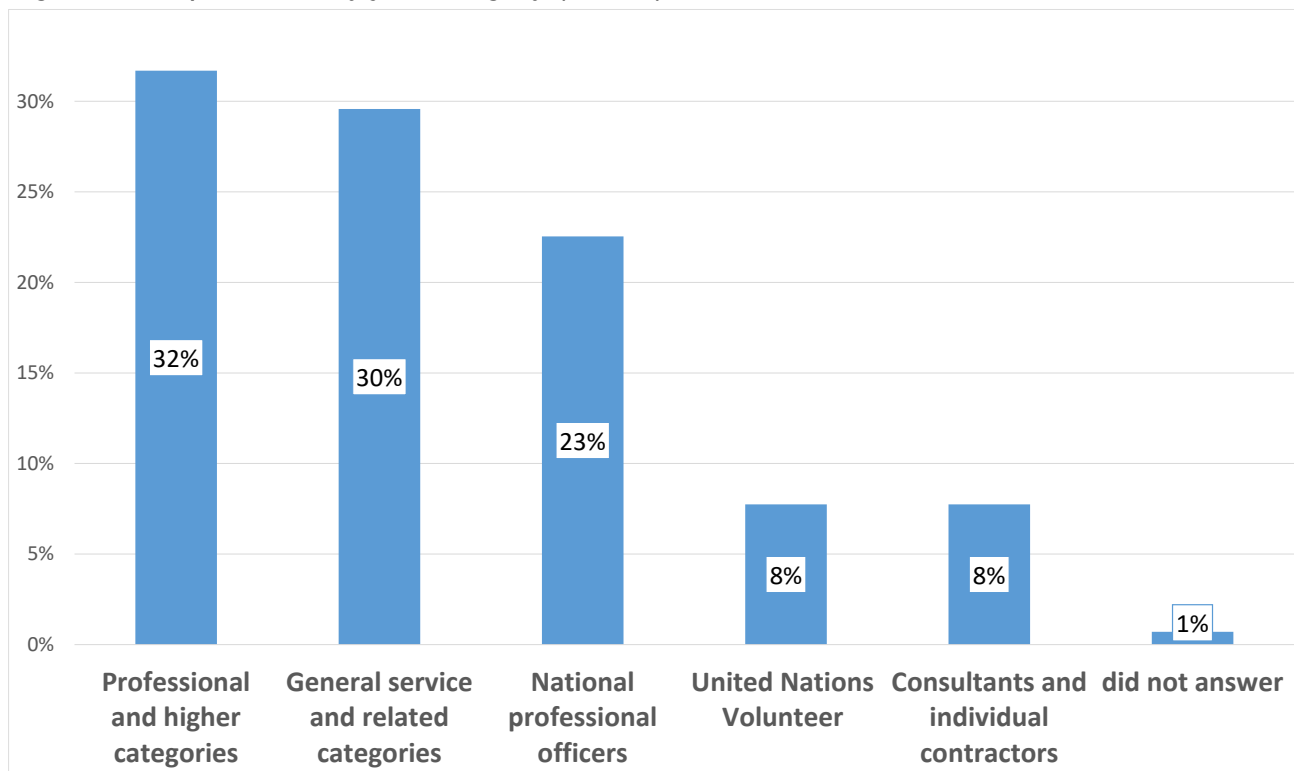
The majority of survey respondents identified as women (53 per cent), followed by men (40 per cent) and 2 respondents (1 per cent) identified as gender diverse/gender non-conforming/non-binary/third gender/gender-fluid/two-spirit/trans. Six per cent of respondents did not answer the question or preferred not to say.

Figure 2 Respondents by location (n=142)



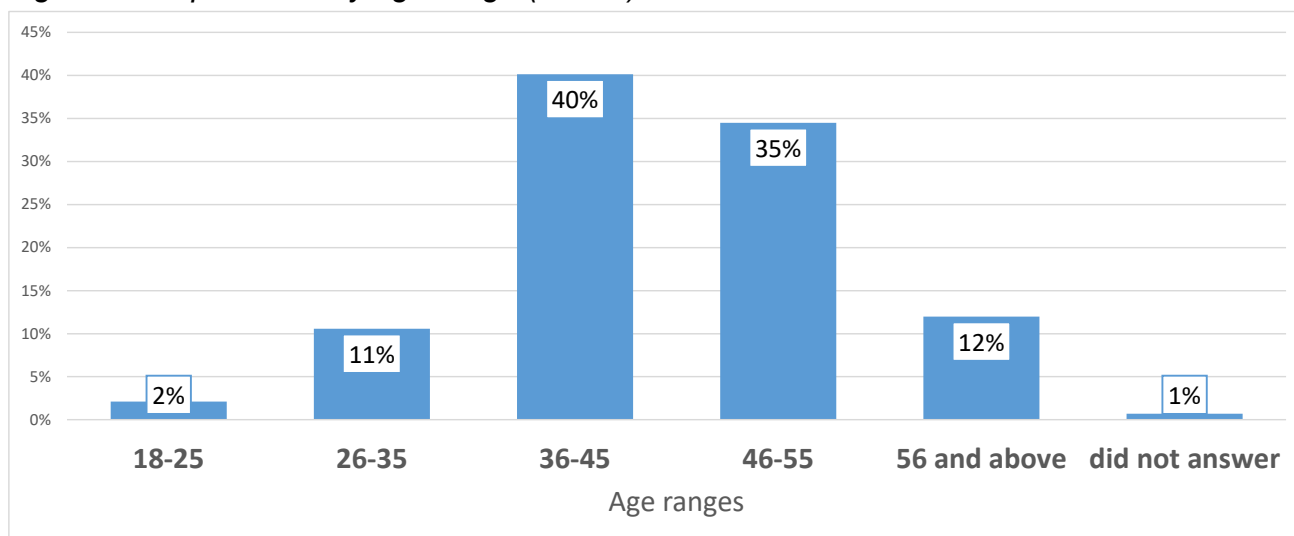
There were survey respondents from all regions. Europe and Central Asia (ECARO), Eastern and Southern Africa (ESARO), and East Asia and the Pacific (EAPRO) made up almost half of the respondents (49 per cent combined). Latin America and the Caribbean (LACRO) and South Asia (SARO) had the least number of respondents (10 per cent combined).

Figure 3 Respondents by job category (n=142)



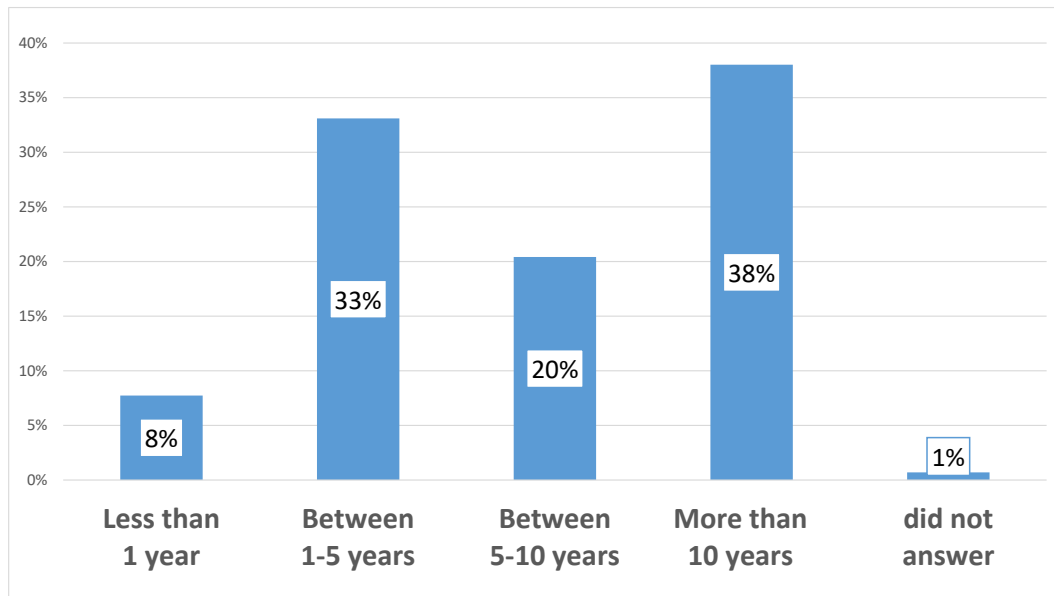
Around one third of survey respondents were in professional or higher job categories. Fifty-three per cent of respondents were national or general service (and related) categories of staff and 16 per cent were UNVs, consultants, and individual contractors.

Figure 4 Respondents by age range (n=142)



A total of 106 survey respondents (75 per cent) were between 36 and 55 years of age. Only three respondents (2 per cent), were under 25 years of age.

Figure 5 Respondents by number of years in UNICEF (n=142)



Thirty-eight per cent of survey respondents had more than 10 years of work experience with UNICEF. Twenty per cent of respondents had worked for UNICEF between 5-10 years and 41 per cent of all respondents had only worked with UNICEF for five years or less.

Disability among survey respondents

Figure 6 Respondents by category of disability (n=136)

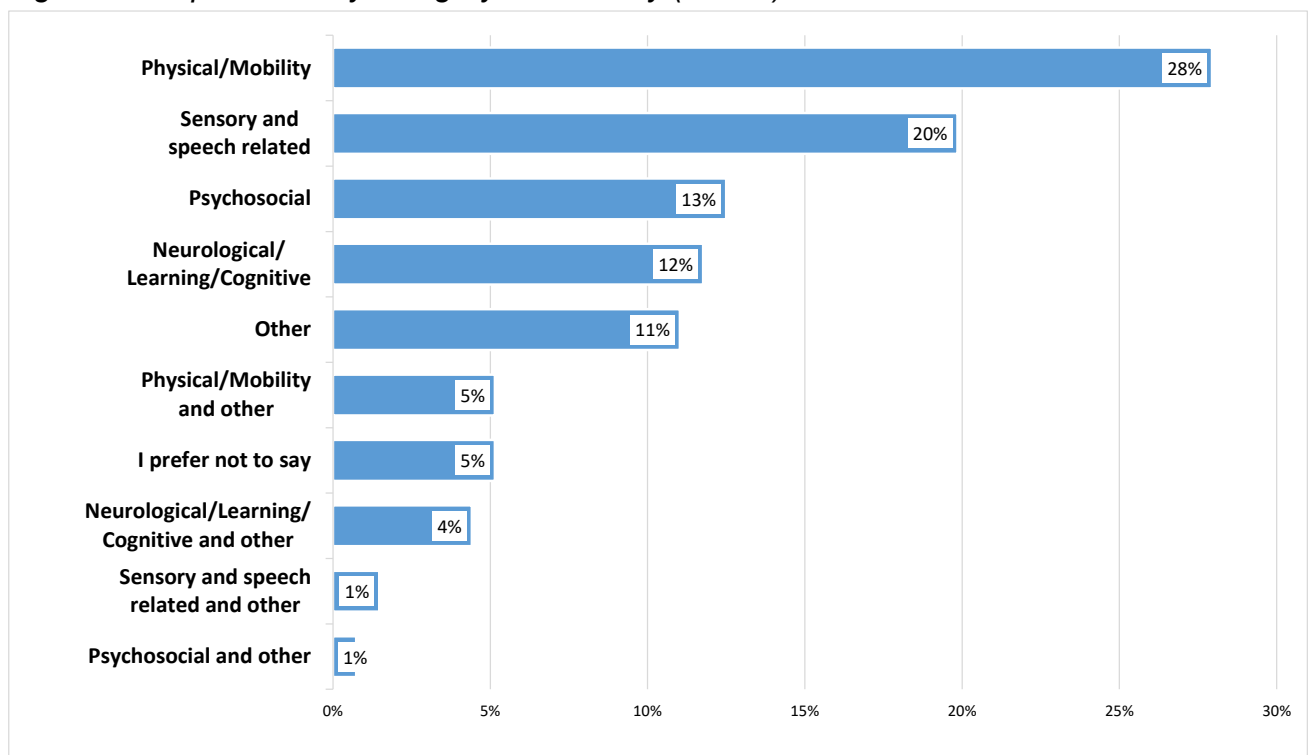
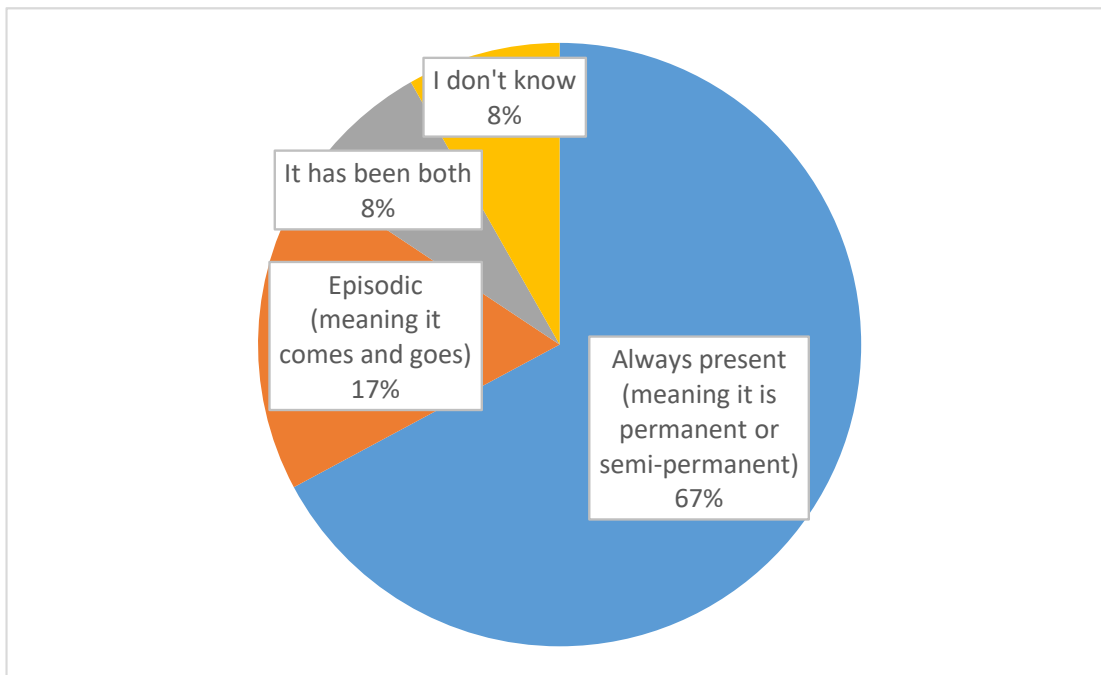
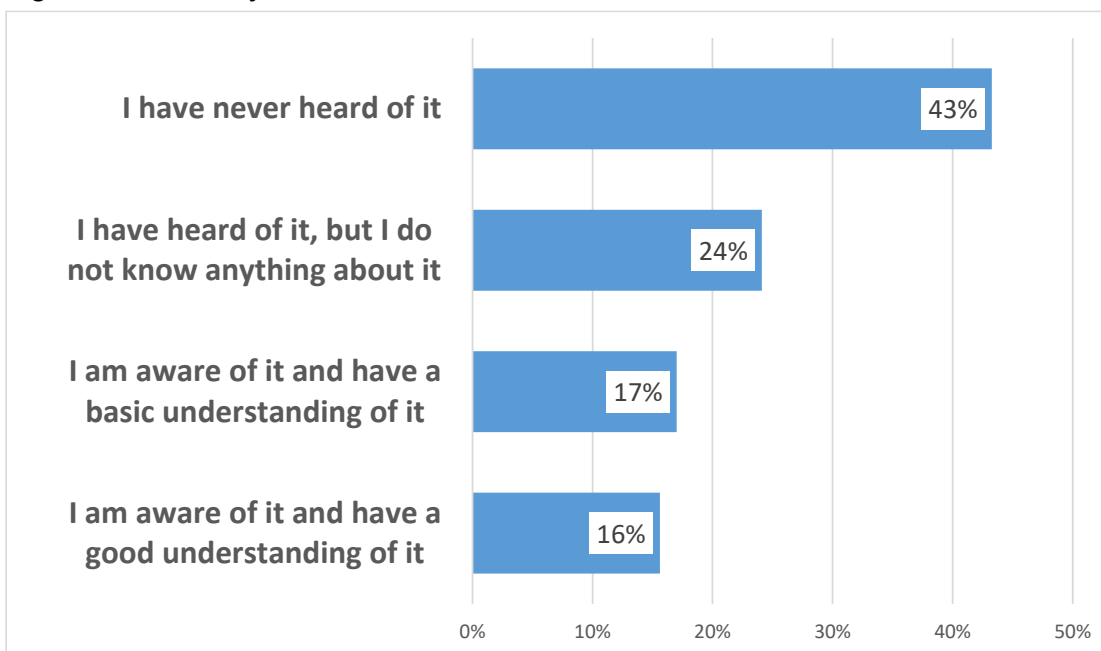


Figure 7 “Is your disability always present or episodic?” (By percentage; n=134)



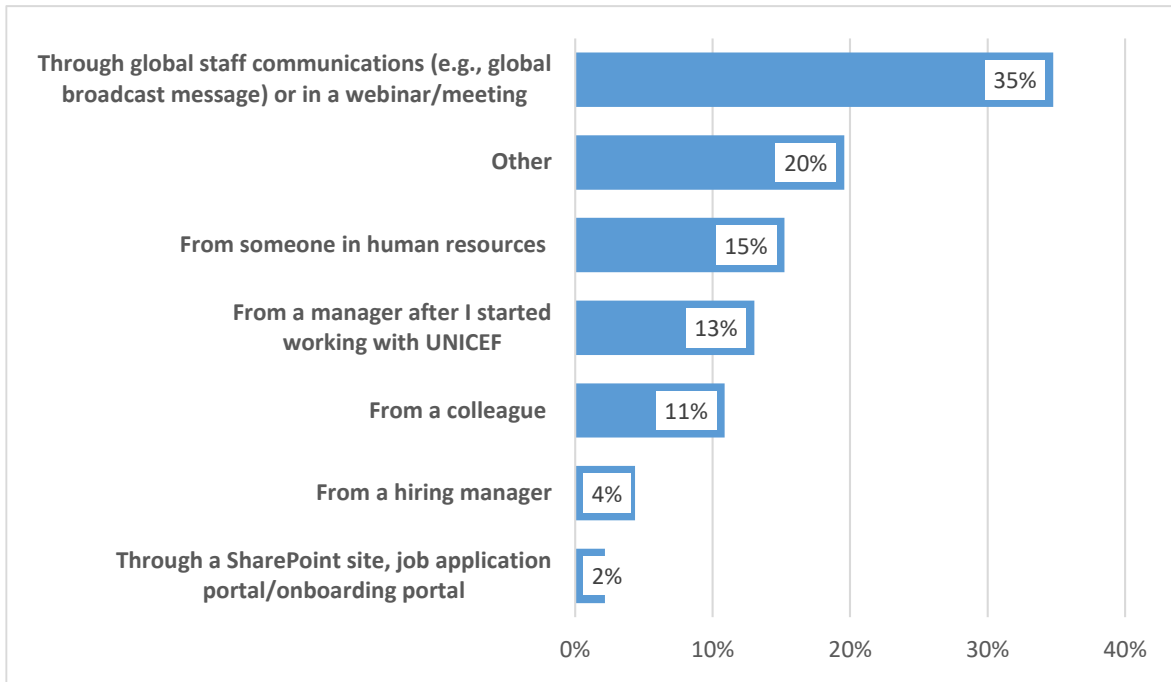
Reasonable Accommodation Fund

Figure 8 “What is your level of awareness of the Reasonable Accommodation Fund?” (n=141)



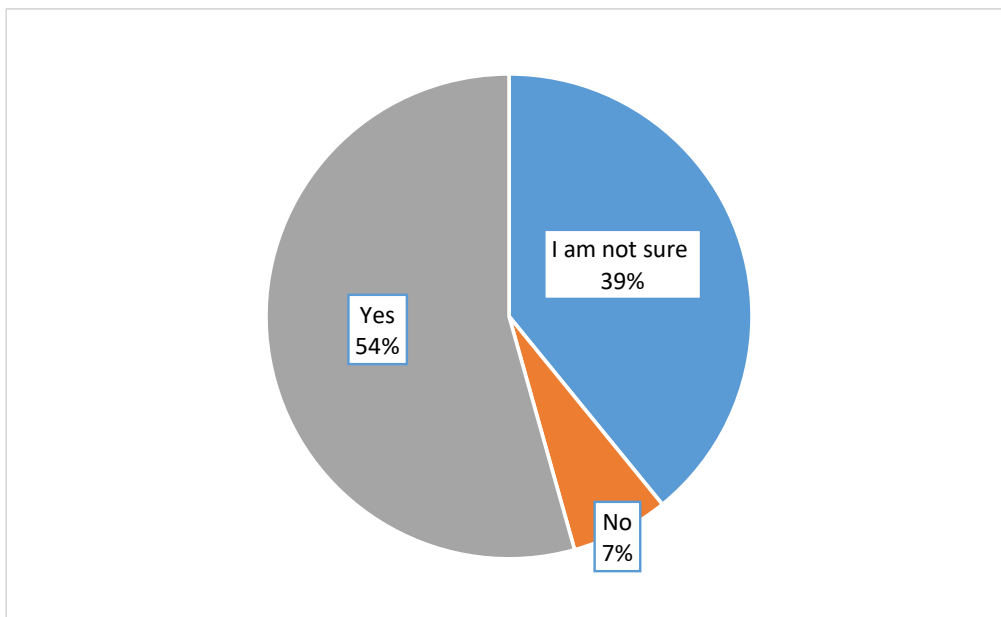
Sixty-one survey respondents (43 per cent) had never heard of the RA Fund. Thirty-four respondents (24 per cent) had heard of the Fund but did not know anything about it and 46 respondents (33 per cent) said they were aware of the Fund and had a basic or good understanding of it.

Figure 9 “How did you first hear of the Reasonable Accommodation Fund?” (n=46)



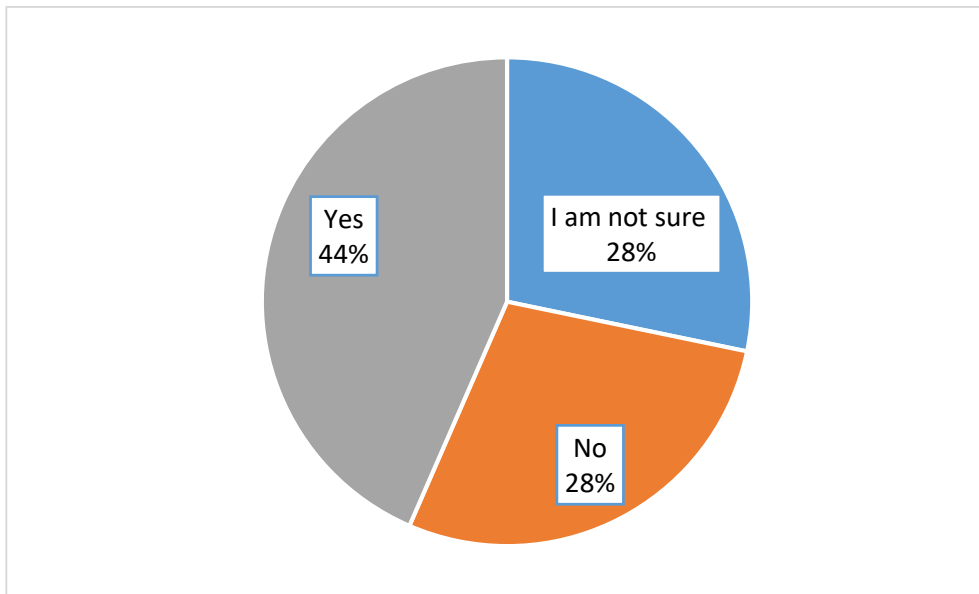
Of the 46 people (33 per cent of all survey respondents) that declared they had a basic or good understanding of the Fund, approximately one-third (16 respondents) heard of it for the first time through global staff communications. Only two people declared they first heard about the Fund through their hiring manager, and just one person said they first became aware of it through an organizational portal.

Figure 10 “Do you know who qualifies for reasonable accommodation as part of the Fund?” (n=46)



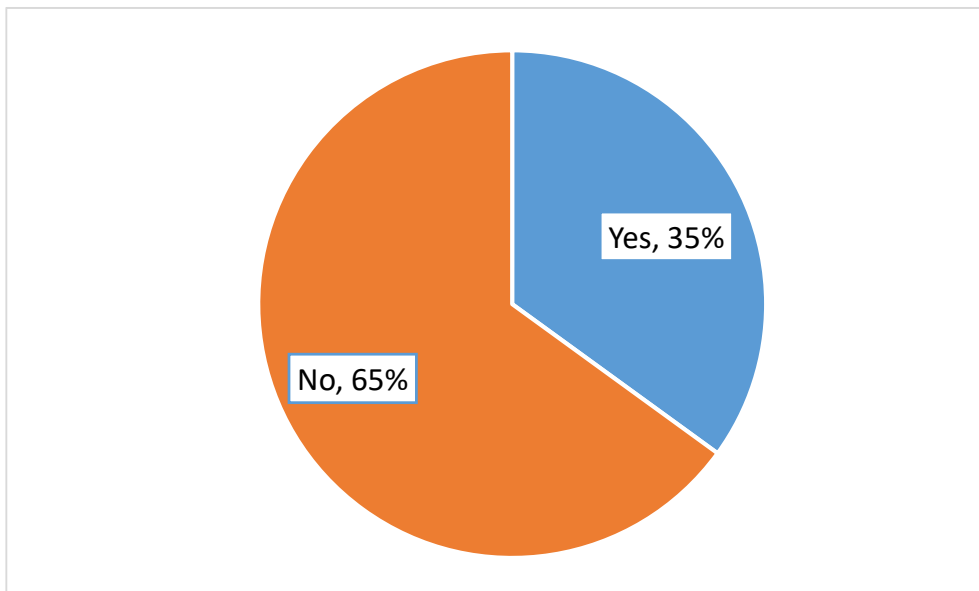
Fifty-four per cent of the people who said they knew about the Fund also stated they knew *who* qualifies for reasonable accommodation as part of the Fund; the other 46 per cent were not sure or did not know.

Figure 11 Distribution of respondents that knew how to make a request for reasonable accommodation through the Fund (n=46)



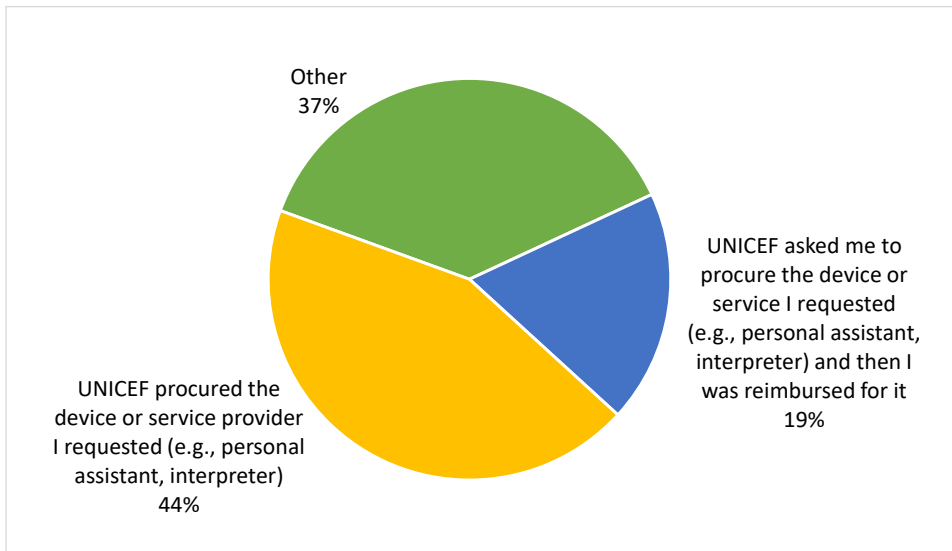
More than half of the people who were aware of the Fund (56 per cent) did not know or were not sure of how to make a request for reasonable accommodation through the Fund.

Figure 12 “Have you made a request to the Reasonable Accommodation Fund?” (n=46)



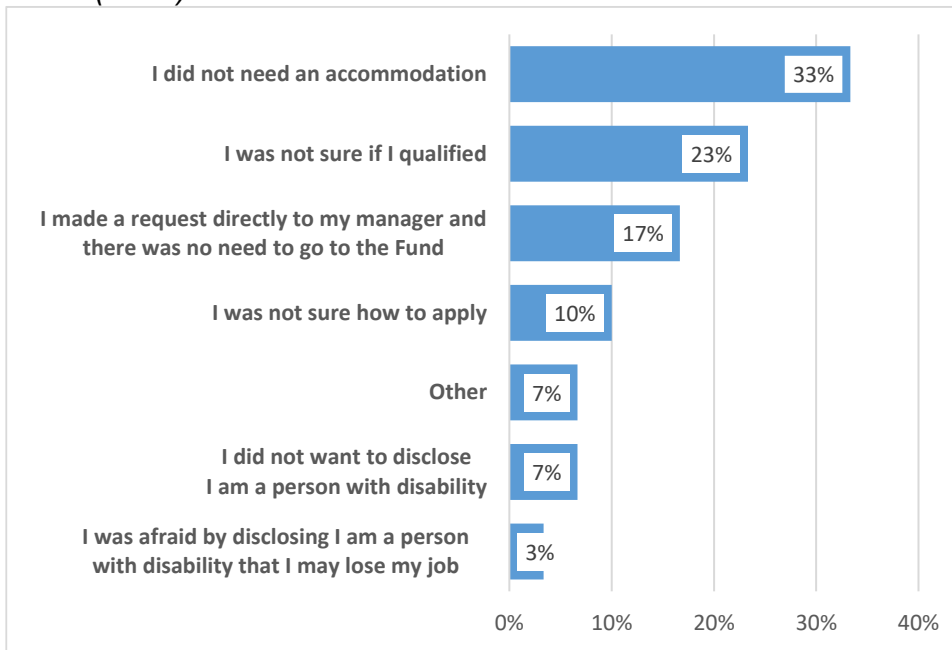
Thirty respondents (65 per cent) did not yet make a request to the Fund while 16 of them did (35 per cent). All 16 people that declared making a request for accommodations stated that their application fell within the scope of the Fund, and UNICEF agreed to provide the accommodation as requested.

Figure 13 “If UNICEF agreed to provide your requested accommodation, which of the following happened?” (n=16)



Seven respondents indicated that UNICEF procured the device or service provider they requested (44 per cent); three respondents indicated that UNICEF asked them to procure the device or service they requested and then were reimbursed for it (19 per cent); six respondents indicated ‘Other’ (37 per cent). Thus, sixty-three per cent of all cases received by the Fund were resolved with some sort of procurement (either reimbursed to the requester or procured by the Fund). Respondents did not share what happened in the ‘other’ cases.

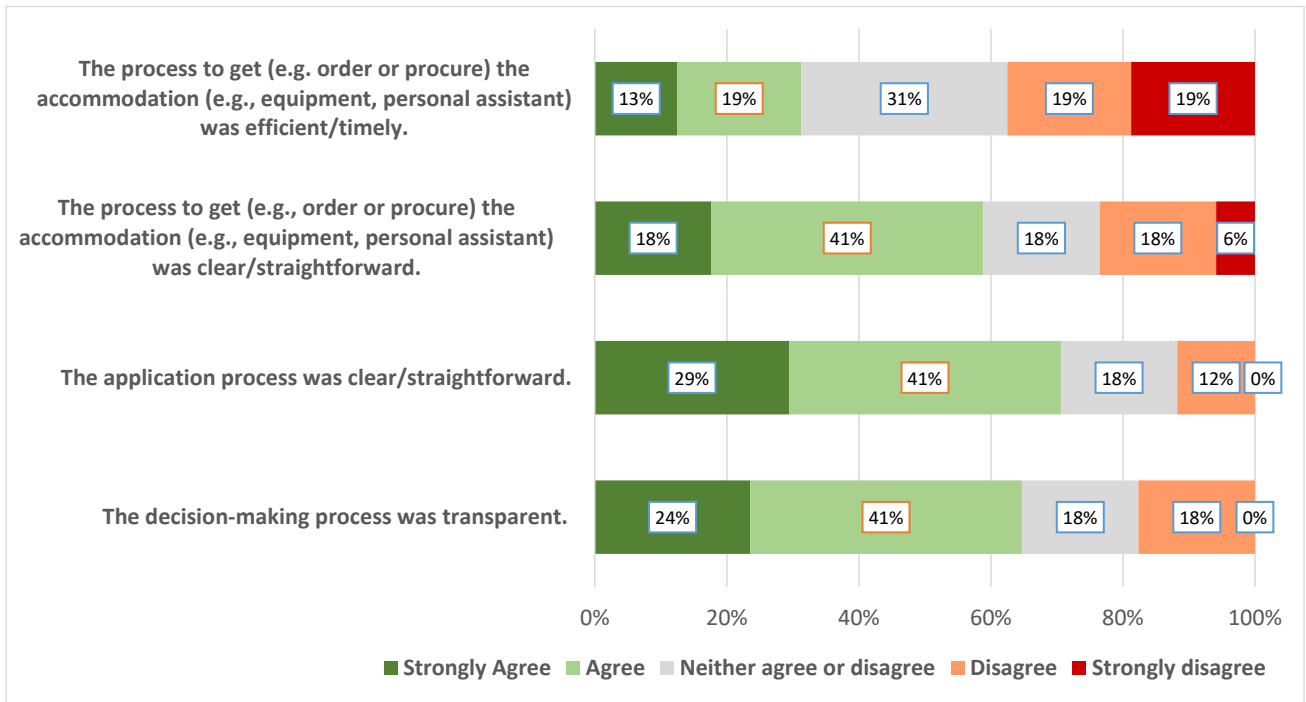
Figure 14 “What was the primary reason you chose not to make a request for accommodation?” (n=46)



Fifty per cent of respondents did not make a request to the Fund, either because they did not need it (33 per cent) or they handled their request directly with their manager (17 per cent.) The other half did not make a request because they were not sure if they were eligible (23 per cent); did not want to disclose their condition (7 per cent); were afraid of losing their job (3 per cent); or were not sure how to apply (10 per cent.)

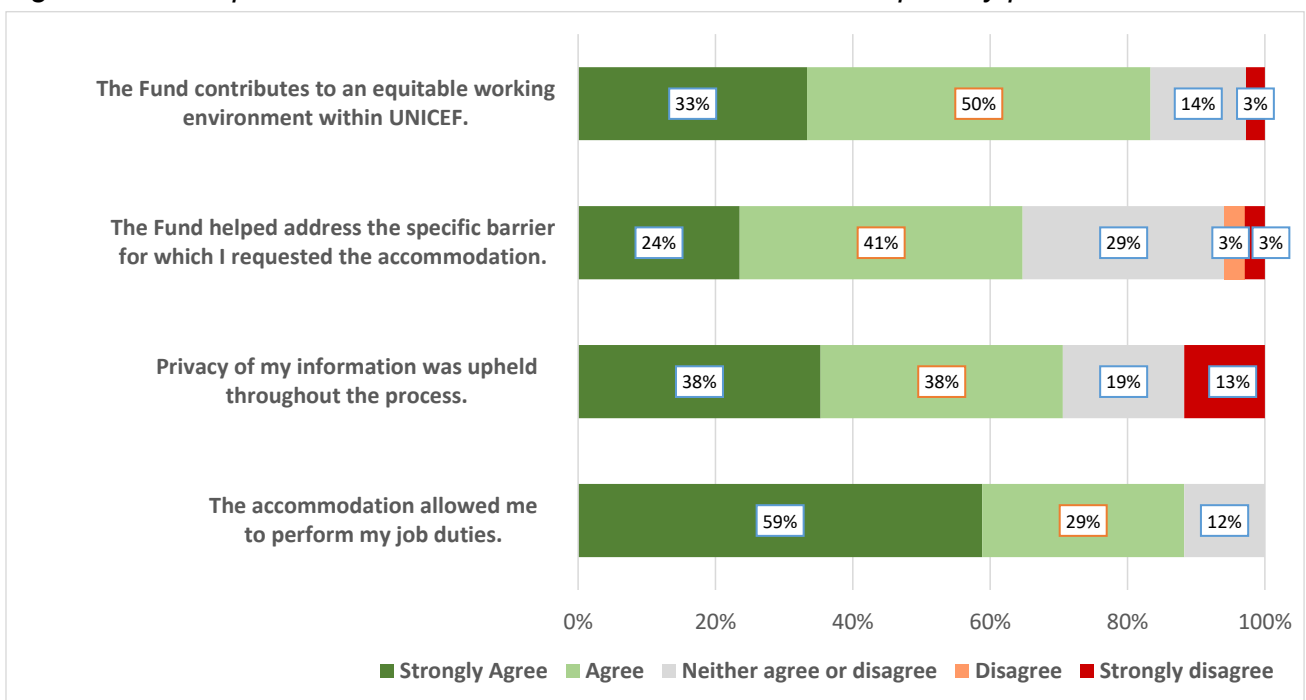
Perceptions around the accommodation process

Figure 14 Perception on decision making, application process and access to accommodation



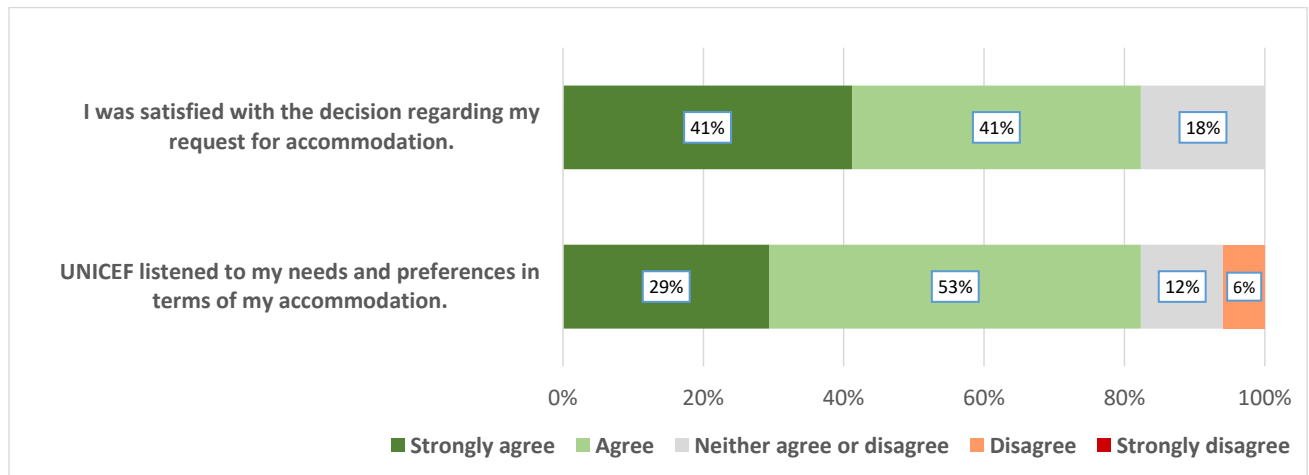
Among those who used the Fund, there was widespread positive perception about most of its processes. Nearly 60 per cent of people agreed or strongly agreed that the process was transparent, clear, and straightforward. Thirty-two per cent of respondents agreed or strongly agreed that the accommodation process was efficient and timely. However, 31 per cent neither agreed nor disagreed with this assessment, and 38 per cent disagreed or strongly disagreed that the process for getting accommodations was efficient and timely.

Figure 15 Perception of the Fund in terms of effectiveness and privacy protection



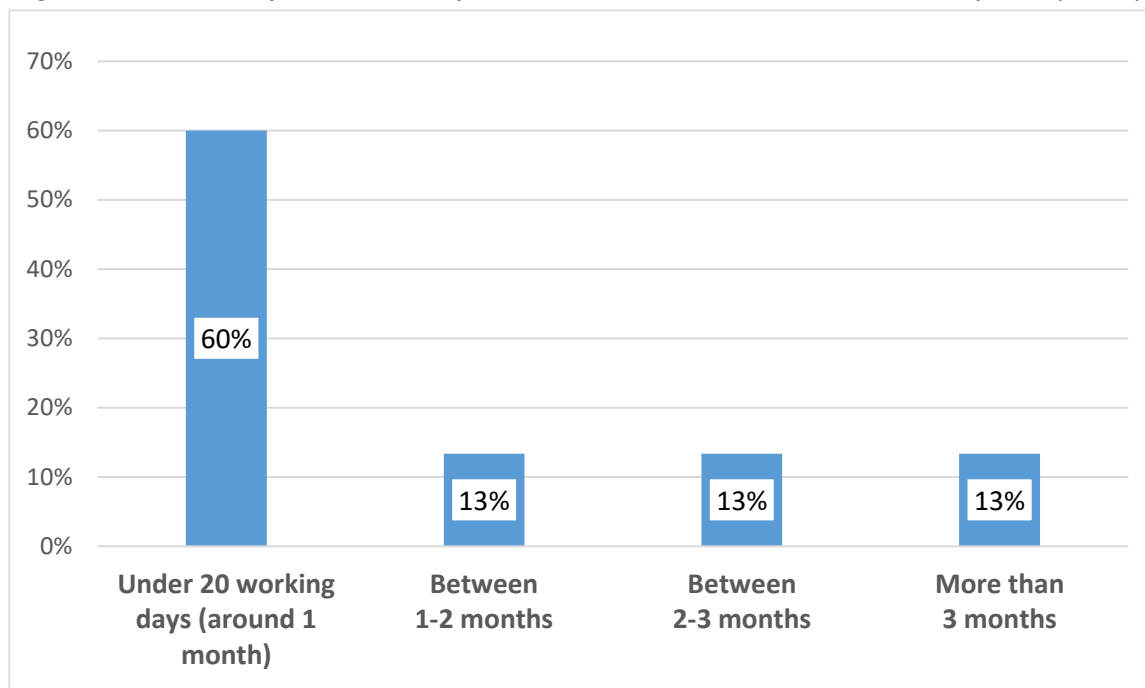
Eighty-eight per cent of survey respondents who interacted with the Fund stated that it allowed them to perform their job duties. Most users of the Fund (76 per cent) considered that privacy was respected, and 65 per cent viewed the Fund as an effective way to address barriers to accessing accommodations. Eighty-three per cent of respondents felt that the Fund contributed to an equitable working environment across UNICEF.

Figure 16 Perception of the pertinence of response provided by the Fund (n=17)



Respondents indicated overall a high level of satisfaction regarding how their case was handled and decided on. Eighty-two per cent of respondents were satisfied with the decision regarding their request and the same number agreed or strongly agreed with the statement that UNICEF listened to their needs and preferences in terms of accommodation.

Figure 17 Time required for the provision of accommodation after request (n=15)



Most of the requests (60 per cent) made by survey respondents to the Fund were answered in less than one month; 26 per cent were resolved in under three months, and 13 per cent were attended to in more than three months.

Open-ended questions

The survey asked four sets of open-ended questions:

1. What in your opinion are the current strengths of the Reasonable Accommodation Fund Process, or where things are going well? What do you see as enabling factors?
2. What in your opinion are the current shortcomings of the Reasonable Accommodation Fund Process, or where things are not going well? Where do you think there are bottlenecks, if any?
3. Do you have any suggestions on how the Fund could be improved?
4. Do you have any other feedback about the Fund that you would like to share?

These questions were not mandatory, so not all 142 respondents provided answers. Of those who responded, responses were grouped as follows:

	On current strengths of the Reasonable Accommodation Fund Process	On current shortcomings of the Reasonable Accommodation Fund Process	Suggestions for improvement	Other feedback
Answers received	29	30	26	16

The most important highlights for each question include:

1. What in your opinion are the current strengths of the Reasonable Accommodation Fund Process, or where things are going well? What do you see as enabling factors?

“The colleagues from the diversity and inclusion unit are very supportive, they take the time to explain the possibilities of support to the staff concerned (material, financial or psychological) and to guide them. The staff really feels confident and supported after discussion with them.”

Requests, or making an ‘*application*’ process was usually described by respondents as: “*clear*,” “*straightforward*,” “*easy*,” “*timely*,” and “*efficient*.” A respondent also indicated that the process was “*executed promptly, and I feel heard, respected, and appropriately consulted*.” Others highlighted that the criteria for eligibility were clear.

Other respondents considered that the Reasonable Accommodation Fund process had other strengths as it was “*independent from the CO team*,” “*simple*” and “*seamless*” because it was part of the Service Gateway platform.

Others celebrated that the Reasonable Accommodation process could exist and that it constitutes the commitment of UNICEF for “*removing barriers to staff members*.”

Note: Other comments related to shortcomings or recommendations were considered in the corresponding questions.

2. What in your opinion are the current shortcomings of the Reasonable Accommodation Fund Process, or where things are not going well? Where do you think there are bottlenecks, if any?

A common theme among respondents was that one of the main bottlenecks in the Reasonable Accommodation Fund process is the low - or varying - level of awareness of the process among staff with disabilities and other key stakeholders such as line managers and HR staff, particularly at country office level.

For example, respondents said: “(...) *not all staff who need support for reasonable accommodations are aware of what is out there that could help them,*” or that there is “*limited (...) knowledge of the country office team on the - essentiality of reasonable accommodation - guidelines and process to go through Reasonable Accommodation Fund,*” while “(...) *Operations staff are not aware of the Reasonable Accommodation Fund, needs of staff members with disability.*”

Respondents also referred to the difficulty in overcoming an environment that is not sufficiently inclusive or sensitive to the needs of people with disabilities: “*If staff are afraid to identify publicly as disabled (i.e., for invisible disability) because of concerns of how supervisors and colleagues will treat them, then they will not be able to access the Fund. Offices need to be proactive in creating an atmosphere in which requests for special accommodations are not needed because as many as possible have been proactively addressed.*”

Respondents also underlined additional issues such as the absence of a disability-related welcome package (that could include information on the Fund) for all incoming staff, which might remove the need for disclosing disability and thus reduce the potential for discrimination or being ‘pushed out’ of UNICEF.

Other respondents mentioned certain complications in the application process or getting the actual support that was required, either because the “(...) *procurement of equipment and other necessary service providers takes a very long time*” or because they unilaterally assume they “*have to go to a doctor first and get from the doctor something saying that I need an adaptive device. I do not like going to doctors, so I have not done it.*” Other respondents mentioned that they thought they would be required to “*list what I need with a specification and prices, and there is no doctor who wishes or has time to help this process and my knowledge for this can be limited.*” The limited knowledge that seems to exist around the Fund is still creating a sort of pervasive access barrier to it, which most of the survey participants already recognize.

3. Do you have any suggestions on how the Fund could be improved?

Main suggestions include:

- Disseminate more information and increase awareness about the Fund, especially among operations/procurement staff, HR colleagues in COs/ROs
- “*Provide guidance or suggestion on the list of accommodations that individuals with each kind of disability can apply for, but still keep the flexibility for special needs*”, and “*a list of experts which could assist staff with disabilities to identify the best possible investments the Fund could do for them.*”
- “*Increase its funding.*”

- *“Include information about it in welcome materials for all incoming staff, regardless of whether they've disclosed disability or not.”*
- *“Provide guidelines on confidentiality and limit the number of people who should have access to Fund requests in offices where a staff member has made the accommodation request.”*
- *“Include better provisions for accommodation of candidates with disabilities during the application and interview process.”*
- Clarity on “(...) what RAF is for 'non-visible' disabilities (e.g., chronic depression).”

4. Do you have any other feedback about the Fund that you would like to share?

Additional comments called attention to issues such as: adding specific measures to support employees with disabilities travelling on field missions; more work to remove stigma faced by persons with disabilities when they disclose; ensure RA is clearly part of the onboarding process; and monitor progress on individual COs and hold them accountable.

Annex 6: Terms of reference

Evaluation of UNICEF's Reasonable Accommodation Fund for Employees and Job Applicants with Disabilities

20 December 2022

1. Summary

The UNICEF Evaluation Office, located in New York headquarters, provides global leadership and oversight of the evaluation function in the organization. As part of its workplan, the Evaluation Office is commissioning an Evaluation of UNICEF's Provisions for Reasonable Accommodation for Employees and Job Applicants with Disabilities with the aim to ensure that it meets needs and expectations while being in line with the Convention on the Rights of Persons with Disabilities and relevant UN-specific guidelines.

Diversity, equity, and inclusion are pillars of a successful, modern workplace. UNICEF has identified the inclusion of employees with disabilities as an organizational priority. A key element in including colleagues with disabilities are the organization's provisions for reasonable accommodation. As the organization is strengthening its efforts in supporting the inclusion of persons with disabilities, an independent evaluation of UNICEF's reasonable accommodation fund has been solicited to inform its future design and approach. The evaluation is expected to take place between December 2022 and May 2023.

These Terms of Reference (ToR) describe the background, purpose and objectives, suggested evaluation questions, methodological approach, management and governance arrangements, timeframe, key deliverables, as well as the required profile of the evaluation expert to carry out this evaluation.

2. Background and Rationale

Diversity, equity, and inclusion is an umbrella term that refers to values, policies or practices that promote the representation, participation and support of people from diverse backgrounds. Each component of the term describes a distinct aspect: Diversity represents the wide variety of personal characteristics, both visible or less obvious, that make us similar to and different from one another, such as ethnicity or disability. Equity is the act of ensuring fair treatment and access, so that no one is left behind. And inclusion comes through actions taken to understand, embrace, and leverage all individuals' unique identities and perspectives so that all feel welcomed, valued, and supported.¹ Efforts to promote diversity, equity, and inclusion also often mean taking action to improve the lives of people who have been historically excluded or marginalized.²

Diversity, equity, and inclusion are pillars of a successful, modern workplace. This claim is supported by broad evidence: According to a 2019 global report from the International Labour Organization, companies with inclusive business cultures and policies have a higher probability of increased profitability and productivity, an enhanced ability to attract and retain talent, and a higher degree of creativity, innovation and openness.³ Many other studies come to similar conclusion, demonstrating that having a diverse and inclusive workforce greatly improves innovation, performance and talent attraction.⁴

Despite efforts to strengthen diversity and equity, persons with disabilities often still face significant difficulties in the workplace. On the one hand, persons with disabilities are over a third less likely to be employed than persons without disability. Yet about 15 per cent of the world's population, so an estimated one billion people, live with some form of disability, which is why they are sometimes referred to as 'the world's largest minority'⁵ and represent a large pool of untapped talent. On the other hand, persons with disabilities often face a workplace environment that is not tailored to their needs and requirements.⁶

¹ UNICEF (2022), Glossary of terms related to diversity, equity and inclusion, p.11-12. (Internal document)

² Gallup (2022), [Advancing DEI Initiatives: A Guide for Organizational Leaders](#), p. 6

³ ILO (2019), [The business case for change](#), p. 21

⁴ Forbes (2022), [The Importance Of Diversity And Inclusion For Today's Companies](#); Harvard Business Review (2018), [How and Where Diversity Drives Financial Performance](#)

⁵ Dennis, T. & Hatton, J. (2021), [Diversity, Inclusion and Disability](#)

⁶ Ruh, D. (2021), [Creating A More Accessible And Inclusive Workplace For People With Disabilities](#)

According to the Convention on the Right of Persons with disabilities, persons with disabilities include those who have long-term physical, mental, intellectual, or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis.⁷ Successfully addressing these barriers in the workplace would mean that employees with disabilities and applicants to job vacancies with disabilities feel they have an equal opportunity to work, bring in their skills and grow their careers.

The concept of intersectional discrimination also plays an important role in this context. Intersectionality is a framework that describes how a person's various marginalized identities work together to impact a person. For example, if someone is working class *and* has a disability, the combination of both factors together shapes a person's life experiences. Countless factors can intersect with disability to alter how someone experiences that disability, such as race, ethnicity, gender identity, sexual orientation, religion, education level, and much more. Furthermore, some people with disabilities have chronic illnesses and/ or more than one disability.⁸

A catalyst for the global movement on the rights of persons with disabilities is the Convention on the Rights of Persons with Disabilities. [The Convention](#) is an international human rights treaty of the United Nations intended to promote and protect the rights and dignity of persons with disabilities. It is the first legally binding international instrument requiring states that have ratified it to pay specific attention to ensuring that persons with disabilities have access to the same rights and opportunities as everybody else. As of April 2022, 185 countries have ratified the Convention. The Convention encourages people worldwide to understand disability as a human rights issue. It covers many areas where obstacles can arise, such as physical access to buildings or access to information.⁹

At the level of the UN system, a [United Nations Disability Inclusion Strategy](#) was launched in June 2019 to lead by example and improve the Organization's standards and performance on disability inclusion across all pillars of work. The Strategy enables the UN system to support the implementation of the Convention on the Rights of Persons with Disabilities. It includes a system-wide policy, an accountability framework with 15 common-system indicators that UN entities report, and other implementation modalities.

UNICEF has identified disability inclusion as a priority both for its programmatic work and within the organization. The organization's current Strategic Plan has been elevating programming on disability rights as a cross-cutting dimension.¹⁰ In early 2022, the organization published a dedicated report on the well-being of children with disabilities of which there are 240 million worldwide, representing 10 per cent of the world's children.¹¹ The UNICEF Programme Group has a Disability Team that provides technical support through developing tools and guidance and supporting country offices. The Disability Team is also responsible for global leadership, advocacy and innovation, establishing partnerships and securing funding.

Moreover, **UNICEF's Strategic Plan identifies 'Dynamic and inclusive people and culture' as an organizational performance enabler** and states that *"inclusion and representation will be prioritized, so that every member of the UNICEF workforce can count on feeling safe, respected and valued. A key part of this is ensuring adequate representation of marginalized groups across all functional areas."*¹² It is expected that the successful inclusion of employees with disabilities will also inform and benefit the organization's programmatic work to effectively support children with disabilities. Besides, related efforts are also a direct response to demands of colleagues with disabilities to adequately address their needs and shape the organization into a truly inclusive workplace.¹³

As part of its commitment to disability inclusion, UNICEF has developed its first ever Disability Inclusion Policy and Strategy (DIPAS) 2022-2030 to guide the organization's work towards disability inclusion in both programmatic areas as well as in organizational systems, processes and culture. The DIPAS was developed through broad consultations and endorsed in September 2022 by the Global Management Team (GMT), comprised of UNICEF's senior leadership advisory body to the Executive Director

⁷ Convention on the Rights of Persons with Disabilities (2006), [Article 1 – Purpose](#)

⁸ Feder, J. (2021), [What is Intersectionality?](#)

⁹ WHO (2020), [Disability: The Convention on the Rights of Persons with Disabilities](#)

¹⁰ UNICEF (2021), [UNICEF Strategic Plan, 2022-2025](#) (Executive Board Document), p. 9

¹¹ UNICEF (2022), [Seen, Counted, Included. Using data to shed light on the well-being of children with disabilities.](#)

¹² UNICEF (2021), [UNICEF Strategic Plan, 2022-2025](#) (Executive Board Document), p. 20-21

¹³ UNICEF (2020), [UNICEF is striving to be a disability-inclusive employer](#)

on strategic management. It is linked to the implementation of UNICEF's 2022-2025 Strategic Plan, the UN Disability Inclusion Strategy (UNDIS), and the UN 2030 Agenda.¹⁴

Various further resources and initiatives are aimed at supporting the inclusion of persons with disabilities at UNICEF. The organization's intranet has a section specifically dedicated to disability inclusion. UNICEF's Diversity and Inclusion team has published a guide on inclusive employment related to disability and its intersections.¹⁵ Furthermore, there is a global network of employees with disabilities (called *Disability Connect*).

A key element in including colleagues with disabilities are the organization's provisions for reasonable accommodation. A reasonable accommodation is what an employer does differently for an employee or applicant with a disability to remove a workplace barrier. This can entail any change in the work environment or how a job is performed that enables a person with a disability to enjoy equal employment opportunities. There are three categories of reasonable accommodations:

- 1) changes to a job application process,
- 2) changes to the work environment or to the way a job is usually done, and
- 3) changes that enable an employee with a disability to enjoy equal benefits and privileges of employment (such as access to training).

Reasonable accommodation can be a one-time adjustment, such as ensuring an accessible workspace, adequate travel accommodation, or providing assistive products. Or **it may require an ongoing adjustment**, such as flexible work arrangements, or sign language interpretation.

UNICEF established a reasonable accommodation fund in 2013, but awareness and use of this instrument among employees has long remained limited. In the years following the fund's establishment, it was used by only 2-3 people per year.¹⁶ In 2020, the fund was significantly increased (from \$50,000 to \$300,000 annually), accompanied by communication activities to increase its visibility. Moreover, the process was automated and streamlined which means that all UNICEF employees (staff and non-staff, the latter including consultants, interns, and UN Volunteers) can request reasonable accommodation through an internal service gateway. Job applicants can do so through their HR focal points. Furthermore, a detailed guide on reasonable accommodation is available to employees, HR practitioners and managers of the Fund.¹⁷

Internal data of the last Global Staff Survey indicated that 480 out of 13,571 respondents self-identified as persons with disabilities, which corresponds to a share of 3.5 per cent. This figure indicates that there are significantly more personnel with disabilities compared with those that have applied for reasonable accommodation in recent years. It also shows that the proportion of persons with disabilities in the organization is significantly lower than the global average of the population (about 15 per cent). The recent Disability Inclusion Policy and Strategy (DIPAS) calls for UNICEF to gradually increase the number of employees with disabilities across all offices by at least 2 per cent by 2025, with the aim of reaching 7 per cent by 2030.

The fund for reasonable accommodation is administered through UNICEF's Division of Human Resources (DHR) and is managed by the organization's Culture & Diversity team.¹⁸ The Culture & Diversity team coordinates and aligns organizational culture and diversity, equity and inclusion approaches across offices, and across all areas of UNICEF's work.¹⁹ The team also includes a recently established, dedicated focal point for disability.

Evaluation rationale: UNICEF's efforts in supporting the inclusion of persons with disabilities in the organization have reached a new level. This is particularly evident in the emphasis placed on this topic in the organization's current Strategic Plan; in the recently developed Disability Inclusion Policy and Strategy (DIPAS) and the formation of the Culture & Diversity team. The organization's provisions for reasonable

¹⁴ UNICEF (draft), UNICEF Disability Inclusion Policy and Strategy 2022-2030. (Internal document)

¹⁵ UNICEF (2021), Inclusive Employment Guide. Disability and its intersections. (Internal document)

¹⁶ UNICEF (2020), Guide for Reasonable Accommodation Requests, p. 6. (Internal document)

¹⁷ UNICEF (2020), Guide for Reasonable Accommodation Requests. (Internal document)

¹⁸ The Culture & Diversity team was officially established in January 2022 and resulted from a merge between the previous Diversity & Inclusion team (located in the Department of Human Resources, DHR) and the Organizational Culture Team (located in the Office of the Executive Director, OED)

¹⁹ UNICEF (2022), Culture and Diversity. About us. (Webpage in UNICEF's intranet)

accommodation play a central role in the success of these effort, particularly in light of the organization aim to have 7 per cent of employees with disabilities by 2030. The Culture & Diversity team has therefore requested an independent evaluation of the reasonable accommodation fund to inform its future design and approach.

Moreover, the evaluation is timely, as there are currently strong UN-wide efforts and related interagency discussions aimed at strengthening the inclusion of persons with disabilities. The evaluation would therefore enable UNICEF to make a valuable and evidence-based contribution to this discussion.

3. Purpose, Objectives and Scope

The evaluation's purpose is to assess UNICEF's reasonable accommodation fund to ensure that it meets needs and expectations while in line with relevant international and UN-specific guidelines. The evaluation will mainly be forward-looking and formative in character, providing evidence-based insights and recommendations to inform the organization's future model for the fund and related decision-making processes. It will also have a summative perspective by assessing past results achieved in this area. The ultimate purpose of the evaluation is to contribute to the successful inclusion of persons with disabilities in UNICEF.

The more specific objectives of the evaluation are as follows:

- **Conformity with relevant guidelines:** To assess the extent to which the current model is compliant with principles of the Convention on the Rights of Persons with Disabilities (CRPD) and the requirements of the United Nations Disability Inclusion Strategy (UNDIS).
- **Benchmarking with good and proven practices:** To compare the current model with good and proven practices on reasonable accommodation in literature and among other organizations.
- **Internal relevance and coherence:** To clarify the extent to which use of the fund is implemented consistently within the organization; the extent to which it is aligned with other relevant organizational policies; and its relevance for employees with disabilities in the context of broader HR tools and policies, health insurance, wellbeing, and occupational health provisions.
- **Quality of operationalisation:** To determine the extent to which use of the fund is regulated by rules that are transparent, clear, and easy to understand for all involved; and understand the quality of operationalisation in terms of existing procurement processes as well as barriers and enablers in this context.
- **Use and results achieved:** To determine the extent to which the fund has achieved satisfactory results in that its use has met related reasonable accommodation requirements and facilitated the mitigation of barriers in relation to essential job functions and to create an equitable work environment.
- **Overall readiness and suitability:** To identify the extent to which the current model meets the requirements for an effective, efficient and sustainable future provision of reasonable accommodation while allowing to successfully deliver on the recently established Disability Inclusion Policy and Strategy (DIPAS) and being in line with the CRPD and the requirements of the UNDIS.

Evaluation use: The evaluation's findings, conclusions and recommendations are expected to inform UNICEF's model of the reasonable accommodation fund. The primary intended users of the evaluation are:

- DHR colleagues involved in administering the fund and the Culture & Diversity team overseeing UNICEF's approach to disability inclusion and managing the reasonable accommodation request and decision-making process
- Other UNICEF colleagues involved in the provision of reasonable accommodation and disability inclusion, in particular UNICEF's Disability Team
- UNICEF colleagues or applicants interested in using reasonable accommodation
- Other UN colleagues involved in inter-agency discussions about this topic

Scope: The scope of the evaluation will encompass all aspects related to UNICEF's reasonable accommodation fund and its use across the various organizational levels (global, regional, and country levels).

The timeframe under scope shall be the entire period since the first establishment of UNICEF's reasonable accommodation fund in 2013, focusing on the period since the fund was increased in 2020 to now.

4. Evaluation Questions

The evaluation is expected to answer a set of questions to meet its purpose and objectives. The evaluation questions are tentative and expected to be refined during the inception phase of the evaluation, based on initial exploratory findings and careful consideration of which questions appear to be most helpful.

The following set of high-level questions is suggested for this evaluation:

- 1) **To what extent is the current model in line with relevant guidelines and good and proven practices?**
- 2) **How relevant is the fund within the organization and how coherent is it with other related tools and policies?**
- 3) **To what extent is the model clearly and consistently defined, organized, and communicated?**
- 4) **What have been the main results achieved so far?**
- 5) **To what extent is the current model suitable to meet related objectives and requirements?**

The annex of this document provides a more detailed overview of the suggested evaluation questions as well as a mapping of how they are intended to meet the specific evaluation objectives.

5. Methodology and Approach

The evaluation methodology specifies the overall approach to the evaluation, what types of data will be collected, the methods used to manage the data, and how the collected data will be analysed.

The evaluation can best be characterized as a **policy evaluation**, as it will focus on assessing the content, implementation or impact of UNICEF's reasonable accommodation fund. The evaluation is furthermore expected to use a **mixed methods** approach, so to collect and analyse both quantitative and qualitative data to draw on the strengths of each and obtain a comprehensive understanding building on many perspectives.

The following **data collection methods** and approaches are suggested:

- a) **Document review**, which will mainly include the following types of sources:
 - Information and documents related to the provision of reasonable accommodation and disability inclusion in the organization, including available data from internal data management systems
 - Other internal regulations or policies relevant to the provision of reasonable accommodation
 - External guidelines and strategies (in particular the CRPD and UNDIS).
- b) **Literature review**, including publications, evaluations, and studies that provide insights on good or proven practices in this area.
- c) **Key informant interviews**, which will be conducted in a semi-structured manner, either face-to-face or online. These conversations are mainly foreseen with the following groups:
 - UNICEF staff responsible for or involved in the provision of reasonable accommodation and disability inclusion, HR and operational focal points, and internal assistive technology experts
 - Potential or actual users of reasonable accommodation, both UNICEF employees or job applicants
 - Colleagues from other UN agencies or comparable organizations that are dealing with reasonable accommodation
 - External experts or resource persons in this area, e.g., from research institutes or academia.
- d) An **online survey** may be used to assess the quality and results related to reasonable accommodation. Such a survey may most likely be implemented among potential or actual users of reasonable accommodation, both inside and outside the organization.

The methodology is expected to be guided by an evaluation matrix that forms the primary analytical framework for the evaluation. The evaluation matrix reflects the evaluation questions to be answered and, for each of them, indicates the most appropriate and feasible method to collect data for answering them.

The evaluation may rely on further specific methodological approaches that are considered suitable and helpful, and which may be decided on during the inception phase. For example, it is suggested to explore to what extent the evaluation may include elements of a theory-based approach by analysing the underlying theories and assumptions regarding how reasonable accommodation is expected to achieve its intended results.

The evaluation shall be guided by the following principles and must meet the associated requirements:

- **Transparency and ownership:** The evaluation is intended to be carried out transparently through regular consultation with key stakeholders while working towards building and maintaining ownership throughout the process. At all stages of the evaluation, key stakeholders are to be kept informed of its progress, including – or in particular – if any difficulties arise.
- **Adherence to standards and good practices:** The evaluation and its approach shall be in line with standards and principles on evaluation ethics and quality, as outlined in the following guidelines:
 - ⇒ [UNEG Norms and Standards for Evaluation](#);
 - ⇒ [UNICEF Adapted UNEG Evaluation Reports Standards](#);
 - ⇒ [UNEG Ethical Guidelines for Evaluation](#); and
 - ⇒ [UNICEF Procedure on Ethical Standards in Research, Evaluation, Data Collection and Analysis](#).
- **Methodological rigour:** The evaluation is expected to use a rigorous methodological approach to ensure that results, conclusions, and recommendations are based on objective, reliable and valid data and thorough analysis. Furthermore, the evaluation will use triangulation, i.e., using different data sources and collection techniques to gather different perspectives and test the consistency of information. In the absence of triangulation options, this must be communicated, and any findings that come exclusively from a particular source or group of respondents must be indicated.

Risks and limitations: The evaluation is facing several risks of which the most relevant are listed below, together with the corresponding mitigating measures anticipated.

There may be a **lack of data**, for instance, if internal data systems are unavailable, unreliable, or inaccessible, or if key informants cannot be reached or are unwilling to be interviewed, for example if they have concerns regarding sensitive and personal information to be shared for this evaluation. In this case the evaluation will focus on the data sources available and to exploit their information value as comprehensively as possible.

Another risk is that methods used for data collection and analysis could result in **violations of privacy rights of respondents**. This could occur, for example, by conducting interviews in a setting that allows third parties to listen in or to draw conclusions about the nature of the information collected. It could also be the result of improper handling of the data, e.g., if personal and confidential information is disclosed resulting in the violation of anonymity granted to respondents. To mitigate this risk, particular attention will be given to collecting, storing, analysing and publishing data in a manner that ensures and protects respondents' privacy rights, particularly with respect to the type of information they are willing to share or disclose in a widely accessible evaluation product (such as a report).

Finally, another major risk is the fact that only a **short timeframe** is foreseen for this exercise. With at least preliminary results expected to be available by the end of the first quarter of 2023, the timeline for this evaluation is ambitious. Therefore, evaluation phases may be overlapped if deemed necessary or helpful. For instance, data collection may already start toward the end of the inception phase even if the inception report is still awaiting finalization.

6. Management and Governance Arrangements

UNICEF's Evaluation Office commissions the evaluation. An Evaluation Specialist in the Evaluation Office will manage the exercise to ensure impartiality, independence and credibility and supervise the work of an external evaluation consultant who will conduct the evaluation. The Evaluation Manager may delegate oversight duties to other persons for portions of the work but will retain overall approving authority.

The Culture & Diversity team responsible for managing the reasonable accommodation fund will collaborate with the Evaluation Manager and the evaluation consultant throughout the process and ensure access to background documents and key informants. In addition, it is envisaged that the evaluation consultant will be supported by an external technical advisor who will provide specific input and expertise to the process.

Furthermore, an Evaluation Reference Group (ERG) will support the evaluation in an advisory capacity. The ERG will consist of internal resource persons on reasonable accommodation and disability inclusion as well as external disability experts as deemed helpful.

Quality control protocols and processes established by the UNICEF Evaluation Office will be followed to ensure quality assurance and close management through all stages of the exercise.

7. Timeframe

A timeline of around six months is envisaged for the evaluation, from December 2022 to May 2023. The proposed organization of the evaluation phases is as follows:

Inception phase (six weeks): During this phase, the evaluation consultant is expected to gain a deep understanding of the proposed documentation, assess possible information gaps, and conduct additional exploratory data collection as needed to prepare the evaluation. The main deliverable for this phase will be a draft inception report, which will be shared with the reference group and revised based on comments received.

The **inception report** shall include (i) an initial overview and analysis based on a review of critical documents, other related available data, and possibly a few scoping interviews, (ii) the final set of evaluation questions to be answered, and (iii) the envisaged evaluation methodology and approach, including the design, data collection methods and draft data collection tools, foreseen indicators to measure performance and results, an evaluation matrix, and an updated timeline for the evaluation.

Data collection and analysis phase (six weeks): Primary and secondary data is to be collected, using methods and instruments defined and developed during the inception phase. All data gathered shall be duly analysed, stored in a secure repository, cleaned, and processed to ensure its confidentiality and personal data protection. To conclude this phase, a presentation of preliminary findings and conclusions to the reference group and other key stakeholders is foreseen.

Report drafting and dissemination phase (six weeks): In this phase, the final report will be produced, based on the data analysis and the feedback from the presentation of preliminary findings. There will be also another meeting with key stakeholders to discuss and inform recommendations in order to amplify learning and make the evaluation process more collaborative and meaningful to key stakeholders. The draft evaluation report will then be shared and revised based on comments received. Moreover, a stand-alone Evaluation Brief and PowerPoint is to be developed for communicating the evaluation results to a wider audience.

The **evaluation report** is expected to be in line with UNICEF and UNEG reporting standards, present the evidence found in response to all evaluation questions and should be relevant to decision-making needs. The report will include an Executive Summary and evidence-based recommendations that have been jointly developed with key stakeholders and were directly derived from the evaluation findings and conclusions. It will preferably comprise not more than 40 pages (25,000 words), excluding the Executive Summary and annexes.

The **presentation** and the **evaluation brief** are foreseen as light products for dissemination to summarize the evaluation, key findings, and recommendations. The brief should ideally not comprise more than four pages.

8. Key Deliverables

In line with the process described above, the expected key deliverables for this evaluation will be:

1. a **draft inception report**; approx. by end-January 2023
2. a **final inception report**; approx. by mid-February 2023
3. a **presentation with preliminary findings and conclusions**; approx. by early April 2023
4. a **draft evaluation report**; approx. by end-April 2023
5. a **final evaluation report**; approx. by early May 2023
6. a **final presentation and an evaluation brief**; approx. by mid-May 2023.

Draft deliverables are first to be shared with the Evaluation Office for quality assurance and, once approved, will be more widely disseminated to key stakeholders for comments. Comments received are expected to be transparently addressed by the evaluation consultant when providing the revised version of the reports (for example, by providing an additional track-change performance or an audit trail). Deliverables will only be approved when they are judged to be of sufficient quality by the Evaluation Office and if comments have been adequately addressed.

All reports must be in Microsoft Word format, and presentations preferably in Microsoft PowerPoint. The evaluation team will submit no PDF or hard copy (if so, only in addition). All data collected for the evaluation, documentation gathered, photos/videos taken, and analyses produced will be made available to the Evaluation Office. Graphs and maps must be in editable format for layout purposes.

Deliverables must be in professional-level standard English, written in a concise, clear and easy-to-understand language, and comply with the most recent UNICEF Style Book and the UNICEF Brand Book and meeting accessibility standards. **Using reader-friendly techniques** such as bullet points, tables, graphs, photos, or videos embedded in presentations, reports, and other visualisation methods **is strongly encouraged and desired**. PowerPoint presentations should include notes below each slide to make them easy to understand for people who could not attend the meeting. Annexes should be used to have evaluation tools, secondary information that is not directly related to the evaluation findings, and any technical documentation intended for a specific audience.

The final evaluation report will be made available on the UNICEF website and widely disseminated to key stakeholders. UNICEF will have copyright of the report, presentation and data collected. The evaluation expert and technical advisor will be acknowledged in the report.

9. Required Profile of the Evaluation Expert and Technical Advisor

As explained in the section on management arrangements, an external evaluation expert will conduct the evaluation, supported by a technical advisor who will provide specific inputs and expertise to the process.

The evaluation consultant to carry out this evaluation is expected to have the following qualifications and experience:

- An advanced university degree (Master's or higher) in a relevant field across the social sciences or health sciences (a first university degree in a relevant field combined with two additional years of professional experience may be accepted in lieu of an advanced university degree)
- A minimum of eight years of professional experience in conducting evaluations or research, including experience in development cooperation, humanitarian assistance, social sciences, or institutional effectiveness
- Extensive expertise and working experience related to provisions for reasonable accommodation, disability inclusion, and relevant policies and guidelines
- Work experience with UN agencies or international organizations is an asset
- Knowledge of UNEG Norms and Standards for Evaluation and the UNEG Ethical Guidelines for Evaluation is desirable

- In-depth knowledge of qualitative and quantitative data collection and analytical methods
- Strong communication and interpersonal skills, with the ability to communicate clearly and effectively with stakeholders from different backgrounds; and
- Excellent report writing skills, being able to write clear and concise analytical reports
- Fluency in English is required. Knowledge of another official UN language (Arabic, Chinese, French, Russian or Spanish) or a local language is an asset

The Technical Advisor is expected to have the following qualifications and experience:

- A minimum of 15 years of professional experience in work related to disability inclusion, reasonable accommodation, social security, or social protection systems, and relevant policies and guidelines
- Experience with aspects such as best practices, models for eligibility, disability determination, or undue hardship/disproportionate burden in relation to reasonable accommodation or social protection systems
- Support the Evaluation Expert by providing technical inputs to the evaluation process, sharing key information or contacts, and reviewing key deliverables
- Preferably previous experience in conducting evaluations or research
- Work experience with UN agencies or international organizations is an asset

Declaring prior work with UNICEF: Institutions and individuals may have worked for UNICEF in the past or with an implementing partner. All such affiliations must be declared at the time of application. UNICEF will review these declarations and judge the potential for conflicts of interest. If a conflict of interest is presumed, it may either be decided that the person is not suitable to conduct the evaluation or options may be considered on how the conflict of interest may be appropriately addressed.

Annex to TOR: Overview of evaluation objectives and corresponding questions

Evaluation objectives	Suggested evaluation questions and sub-questions
<p>Conformity with relevant guidelines: To assess the extent to which the current model is compliant with principles of the Convention on the Rights of Persons with Disabilities (CRPD) and the requirements of the United Nations Disability Inclusion Strategy (UN-DIS).</p>	<p>1) To what extent is the current model in line with relevant guidelines and good and proven practices?</p> <ul style="list-style-type: none"> To what extent does the current model fulfil the principles of the Convention on the Rights of Persons with Disabilities and the requirements of the United Nations Disability Inclusion Strategy? What are current good or proven practices, lessons or insights from literature or other organizations that can be applied to UNICEF's reasonable accommodation fund for employees and job applicants with disabilities?
<p>Benchmarking with good and proven practices: To compare the current model with good and proven practices on reasonable accommodation in literature and among other organizations.</p>	<p>2) How relevant is the fund within the organization and how coherent is it with other related tools and policies?</p> <ul style="list-style-type: none"> What is the relevance of the fund for employees with disabilities in the context of broader HR tools and policies, health insurance, wellbeing, and occupational health provisions? To what extent is the model well aligned with other targeted or mainstream internal systems and provisions related to the inclusion of persons with disabilities? Are there any major gaps or overlaps?
<p>Internal relevance and coherence: To clarify the extent to which use of the fund is implemented consistently within the organization; the extent to which it is aligned with other relevant organizational policies; and its relevance for employees with disabilities in the context of broader HR tools and policies, health insurance, wellbeing, and occupational health provisions.</p>	<p>3) To what extent is the current model clearly and consistently defined, organized, and communicated?</p> <ul style="list-style-type: none"> Are UNICEF employees and applicants aware of the provisions for reasonable accommodation? Is the necessary information about their use communicated to potential users in a timely and transparent manner? To what extent is the model and its governance well organized, especially with regard to the related application, decision-making and procurement processes? To what extent are the associated processes and decisions implemented consistently throughout the organization?
<p>Quality of operationalisation: To determine the extent to which the use of the fund is regulated by rules that are transparent, clear, and easy to understand for all involved; and understand the quality of operationalisation in terms of existing procurement processes as well as barriers and enablers in this context.</p>	<p>4) What have been the main results achieved so far?</p> <ul style="list-style-type: none"> What estimated proportion of potential users are using reasonable accommodation so far? To what extent was the provision of reasonable accommodation implemented effectively, efficiently, and in accordance with established procedures? Are there particular user characteristics that influence their likelihood of requesting or benefit from reasonable accommodation, such as gender identity or age? To what extent do past and current users feel that it enabled them to have equal employment opportunities and that the fund contributes to an equitable working environment? What are current shortcomings in the process? What have been main strengths and enablers where it went well?
<p>Use and results achieved: To determine the extent to which the fund has achieved satisfactory results in that its use has met related reasonable accommodation requirements and facilitated the mitigation of barriers in relation to essential job functions and to create an equitable work environment.</p>	<p>5) To what extent is the current model suitable to meet related objectives and requirements?</p> <ul style="list-style-type: none"> To what extent is the current approach 'fit for purpose', in particular with regard to requirements of the Convention on the Rights of Persons with Disabilities; the United Nations Disability Inclusion Strategy; and the goals laid out in UNICEF's Disability Inclusion Policy and Strategy? How could the model and its implementation be further improved and what is the projected necessary increase in the fund over the next years to meet the goals set forth in the DIPAS? To what extent are adequate data, M&E, and knowledge management systems in place to foster accountability and learning? What internal or external factors enhance or impede the provision and use of the reasonable accommodation fund?



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