



Governing Body

352nd Session, Geneva, 28 October–7 November 2024

Institutional Section

INS

Date: 24 September 2024

Original: English

Sixth item on the agenda

Biennial report on the implementation of the ILO Disability Inclusion Policy and Strategy (2020–23)

Purpose of the document

This document constitutes the second biennial report on the Office's implementation of the United Nations Disability Inclusion Strategy (UNDIS) and the related ILO Disability Inclusion Policy and Strategy (2020–23), as instructed by the Governing Body at its 340th Session (October–November 2020). The document refers to progress and areas for improvement in terms of disability inclusion, including those emerging from the ILO's implementation of the UNDIS to date; the 2023 independent evaluation of the ILO Disability Inclusion Policy and Strategy (2020–23); the 2023 ILO Staff Survey on Disability Inclusion; and the development of the ILO Disability Inclusion Strategy (2024–27).

The Governing Body is invited to request the Director-General to implement the ILO Disability Inclusion Strategy (2024–27), taking into account its guidance. In addition, it is invited to welcome moves to further increase the accessibility of the ILO, including for all Governing Body sessions. Furthermore, the Governing Body is invited to instruct the Office to conduct monitoring and to periodically report to the Governing Body on progress and areas for improvement; and to request the Director-General to take into consideration its guidance in pursuing the ILO's mandate to promote disability inclusion in the implementation of ILO strategic plans and corresponding programmes and budgets, and in facilitating extrabudgetary resources (see the draft decision in paragraph 42).

Relevant strategic objective: All.

Main relevant outcome: Outcome 5: Gender equality and equality of treatment and opportunities for all.

Policy implications: Strengthen ILO capacity to accelerate greater and more meaningful inclusion of persons with disabilities.

Legal implications: None.

Financial implications: To be determined.

Follow-up action required: See the draft decision.

Author unit: Conditions of Work and Equality Department (WORKQUALITY).

Related documents: [GB.346/INS/INF/5](#); [GB.340/INS/9](#).

► Background

1. The Governing Body, at its 340th Session (October–November 2020), considered document GB.340/INS/9 on the ILO Disability Inclusion Policy and Strategy, which outlined potential elements of future multi-annual ILO disability inclusion strategies based on the [United Nations Disability Inclusion Strategy](#) (UNDIS) accountability framework, and set out a proposed ILO policy on disability inclusion for approval by the Governing Body.
2. In its decision, the Governing Body requested the Director-General to finalize and implement the proposed policy, taking into account its guidance. It further instructed the Office to put in place multi-annual strategies to implement the policy, beginning in 2020–23, in the light of the UNDIS. In addition, the Governing Body instructed the Office to monitor its implementation of the UNDIS and to produce a report for information, on a biennial basis, on progress and areas for improvement.¹
3. In consequence, the Office issued the [ILO Disability Inclusion Policy and Strategy \(2020–23\)](#), which served as the Office's principal framework for disability inclusion,² and, subsequently, submitted its first biennial report on the implementation of the ILO Disability Inclusion Policy and Strategy (2020–23), for information, to the Governing Body at its 346th Session (October–November 2022).³
4. The present document constitutes the second biennial report on the implementation of the ILO Disability Inclusion Policy and Strategy (2020–23). The document notes progress and areas for improvement in terms of disability inclusion, including the ILO's implementation of the UNDIS. It highlights significant milestones achieved during 2023–24, including the 2023 independent evaluation of the Disability Inclusion Policy and Strategy (2020–23); the 2023 ILO Staff Survey on Disability Inclusion; and the development of a new multi-annual ILO Disability Inclusion Strategy (2024–27).

► ILO UNDIS reporting and self-rating (2019–23)

5. Under the annual UNDIS reporting process, United Nations (UN) entities rate themselves based on an entity accountability framework covering 15 indicators in 4 core areas, namely: leadership, strategic planning and management; inclusiveness; programming; and organizational culture.
6. Entities rate their implementation of the indicators using the ratings “not applicable”, “missing”, “approaches requirements”, “meets requirements” and “exceeds requirements”. The UNDIS self-reporting ethos promotes realistic and frank appraisal, viewing disability inclusion as a continual process of improvement. Self-ratings of “missing” and “approaches requirements” are therefore expected during the first years of UNDIS implementation.

¹ GB.340/PV, para. 74.

² The ILO Disability Inclusion Policy was issued as a Director-General's Announcement in Internal Governance Document System (IGDS) No. 590 of 16 September 2021.

³ GB.346/INS/INF/5.

7. The ILO subscribes to this strict self-reporting ethos, closely following the requirements of the UNDIS indicators and the accompanying technical notes and guidelines.⁴ The UNDIS secretariat continues to recognize the ILO for the frankness of its reporting in its annual UNDIS reports. The ILO's self-ratings for 2019–23 are compared in the table below.

Indicator	2019	2020	2021	2022	2023
1. Leadership	Approaches	Approaches	Meets	Exceeds	Exceeds
2. Strategic planning	Missing	Missing	Missing	Missing	Missing
3. Disability specific policy/strategy	Missing	Approaches	Meets	Exceeds	Exceeds
4. Institutional set-up	Approaches	Approaches	Meets	Exceeds	Exceeds
5. Consultation with persons disabilities	Missing	Missing	Missing	Approaches	Approaches
6. Accessibility	Missing	Missing	Approaches	Approaches	Approaches
6.1. Accessibility of conferences and events	Missing	Missing	Missing	Missing	Approaches
7. Reasonable accommodation	Approaches	Approaches	Approaches	Approaches	Approaches
8. Procurement	Missing	Missing	Missing	Approaches	Approaches
9. Programmes and Projects	Approaches	Approaches	Approaches	Approaches	Approaches
10. Evaluation	Approaches	Approaches	Approaches	Approaches	Approaches
11. Country programme documents	Missing	Approaches	Approaches	Approaches	Approaches
12. Joint initiatives	Exceeds	Exceeds	Exceeds	Exceeds	Exceeds
13. Employment	Approaches	Approaches	Approaches	Approaches	Approaches
14. Capacity development for staff	Approaches	Approaches	Approaches	Meets	Exceeds
15. Communication	Missing	Missing	Approaches	Approaches	Approaches

Source: ILO annual UNDIS reports for 2019, 2020, 2021, 2022 and 2023.

8. The table above indicates that, over the past five years, the ILO has made steady progress in disability inclusion. This includes incrementally reducing the number of “missing” self-ratings for UNDIS indicators from eight in 2019 to one in 2023 and increasing the number of “exceeds requirements” self-ratings to five indicators in 2023. However, for most UNDIS indicators, the ILO is currently at “approaches requirements”.

⁴ UN Disability Inclusion Strategy, [Implementing the UN Disability Inclusion Strategy: Tools and Resources](#).

► Summary of UNDIS/ILO Disability Inclusion Policy and Strategy (2020–23) implementation

9. This section briefly summarizes the ILO's achievements, challenges and steps ahead regarding disability inclusion, based on its annual report submitted to the UNDIS secretariat for 2023. The information is organized by UNDIS indicator and refers to the corresponding strategy areas under the ILO Disability Inclusion Strategy (2020–23).

Leadership: UNDIS indicator 1 (ILO Strategy area “A”)

10. Strong leadership from senior management, including the Director-General, has been key to the ILO's progress on disability inclusion. In 2023, for example, the Director-General addressed the ILO Global Business and Disability Network's tenth Global Annual Conference. He also met with members of the ILO's Employee Resource Group (ERG) on Disability Inclusion,⁵ the first time an ILO Director-General had met with an organized group of staff members with disabilities and staff members with dependants with disabilities. This was followed up by a meeting between the Director-General, the Global Management Team and the ERG at which ERG members discussed the barriers that they faced and their professional development needs in the ILO workplace. Shortly thereafter, Global Management Team members made commitments on disability inclusion for their respective mandates at headquarters and in the field which informed the new ILO Disability Inclusion Strategy (2024–27). Strong senior leadership has enabled the ILO to maintain the rating “exceeds requirements” under this UNDIS indicator since 2022. In the future, further work is needed for managers and supervisors to take on increased leadership roles on disability inclusion.

Strategic planning: UNDIS indicator 2 (ILO Strategy area “B”)

11. The ILO's Strategic Plan for 2022–25, approved by the Governing Body at its 340th Session (October–November 2020), places emphasis, among other issues, on the need to protect and empower people in already disadvantaged groups or in vulnerable situations, particularly those hit hardest by the COVID-19 pandemic. The two programme and budget documents for the corresponding period, adopted by the International Labour Conference in June 2019 and June 2021, respectively, include disability issues at the impact, outcome and output levels. However, these main strategic planning documents do not include an explicit corporate commitment to disability inclusion in their overview or preamble, as required by UNDIS. As such, this is the only UNDIS indicator for which the ILO is still “missing”. To reach the rating of “approaches requirements”, the ILO plans to propose including such a corporate commitment in the upcoming Strategic Plan (2026–2029), which would be operationalized in the corresponding programme and budget documents.

Disability-specific policy/strategy: UNDIS indicator 3⁶

12. The ILO Disability Inclusion Strategy (2020–23) was the first such multi-annual strategy. The first biennial report on its implementation was submitted to the Governing Body at its

⁵ The ERG on Disability Inclusion is an independent association of ILO staff with disabilities and/or staff with dependants with disabilities.

⁶ There is no corresponding area for UNDIS indicator 3 under the ILO Disability Inclusion Strategy, since having such a strategy itself fulfils requirements for the indicator.

346th Session (October–November 2022), and an independent evaluation on the Strategy was carried out in 2023 (see paras 30–33). The ILO prepared a detailed management response on how to address points raised in the independent evaluation. This response informed the drafting of the second multi-annual strategy, the ILO Disability Inclusion Strategy (2024–27), which was drafted through a highly-consultative process with ILO branches, departments and offices at headquarters and in the field, as well as the ILO Staff Union, and the ERG on Disability Inclusion. With the current Strategy 2024–27 in place, and with the submission of the current document to the Governing Body, the ILO continues to fulfil the criteria for the rating “exceeds requirements” under this UNDIS indicator.

Institutional set-up: UNDIS indicator 4 (ILO Strategy area “C”)

13. In fulfilment of UNDIS requirements, the ILO has a specialized Disability Team within the Gender, Equality, Diversity and Inclusion Branch (GEDI) of the Conditions of Work and Equality Department (WORKQUALITY). The Disability Team provides support on a range of disability inclusion issues, including coordination of the ILO Global Business and Disability Network and the ILO Disability Champions Network.⁷ The Disability Champions Network’s outreach to deaf university students in 2023, which culminated in the hiring of the ILO’s first deaf intern in the ILO Regional Office for Asia and the Pacific, was of particular note. At the UN level, the Disability Team continued to collaborate with the Disability Inclusion Team in the Executive Office of the UN Secretary-General and with the International Training Centre of the ILO (Turin Centre) to provide a five-week training course for UNDIS focal points throughout the UN system. As such, the ILO has continued to fulfil the criteria for the rating “exceeds requirements” under this UNDIS indicator since 2022.

Consultation with persons with disabilities: UNDIS indicator 5 (ILO Strategy area “D”)

14. Consultation with persons with disabilities is key to implementing the UNDIS and an important way for constituents to gather information on the needs of persons with disabilities. Trade unions are increasingly partnering with organizations of persons with disabilities (OPDs), and the ILO Global Business and Disability Network includes an OPD, the International Disability Alliance, within its steering committee. Moreover, the Director-General has continued to champion the consultation of ILO staff with disabilities and staff with dependants with disabilities through meetings with the ERG on Disability Inclusion. With the development in 2022 of an online course entitled “How to consult organizations of persons with disabilities (OPDs): Tips and Tools for ILO colleagues”,⁸ the ILO raised its rating to “approaches requirements” under this UNDIS indicator. An important next step will be the wide dissemination of the course in order to increase inclusive programming.

Accessibility/Accessibility of conferences and events: UNDIS indicators 6 and 6.1 (ILO Strategy area “E”)

15. The ILO continues to improve the accessibility of its premises, processes, products and operations. ILO publications, in particular flagship reports, have become increasingly

⁷ The Disability Champions Network has grown to approximately 100 ILO staff members, who serve as catalysts for disability inclusion throughout the Organization.

⁸ This comprehensive course takes into account the specificity of the ILO’s mandate, including, in particular, the importance of social dialogue.

accessible. The Turin Centre, which recently began reporting under the UNDIS framework, is increasing the accessibility of its courses. The ILO public website was rebuilt compliant with Web Content Accessibility Guidelines (WCAG) 2.1 level AA.⁹ Accessibility requirements are now a standard part of all terms of reference for new websites/applications; moreover, each application's target and actual compliance status has been inventoried. In terms of premises, the ongoing construction of a new security perimeter, associated buildings and walk paths at ILO headquarters includes accessibility requirements. In addition, field offices have access to training, guidelines and checklists for the purpose of assessing their premises and ensuring that they are as accessible and inclusive as possible, including for emergency procedures. Many offices have made major improvements. In 2023, in good measure due to the accessibility improvements made for the 2023 International Labour Conference, the ILO attained "approaches requirements" for UNDIS indicator 6.1. However, important challenges remain, particularly for accessibility of premises not owned by the ILO, and accessibility of conferences and meetings, including the expansion of the use of closed captioning and International Sign interpretation. The ILO is considering developing guidelines on the accessibility of conferences and meetings, including for sessions of the Conference and of the Governing Body, drawing on good practices from the ILO Global Business and Disability Network and the UN system.

Reasonable accommodation/Employment: UNDIS indicators 7 and 13 (ILO Strategy area "F")

16. The Director-General's vision for the ILO to become an employer of choice for persons with disabilities includes hiring more staff, junior professional officers (JPOs) and interns with disabilities; increasing their satisfaction levels at work;¹⁰ and improving the provision of reasonable adjustments.¹¹ To this end, the ILO is preparing a new Internal Governance Documents System (IGDS) to update its Policy on the employment of persons with disabilities, set out in Circular No. 6/655 of 19 July 2005, and its Information Note on the reasonable accommodation reserve, set out in IGDS No. 133 (Version 1) of 3 December 2009. The process is led by Human Resources Development and includes social dialogue with the ILO Staff Union and consultation with the ERG on Disability Inclusion. Once the updated IGDS is published,¹² the ILO would fulfil "meets requirements" for UNDIS indicator 7 (Reasonable accommodation); in the policy's application, increased outreach to staff on, and uptake of, reasonable accommodation will be key. With regard to UNDIS indicator 13 (Employment), the ILO would remain at "approaches requirements" until current satisfaction levels of staff with disabilities significantly improve.¹³ Consultations will be held between the Office, staff with disabilities and other relevant parties in order to better understand what possible barriers may exist to hiring more staff with disabilities and understand how best to increase satisfaction levels.

⁹ WCAG 2.1 defines three rating levels for the accessibility of web content, from lower to higher: A; AA; and AAA.

¹⁰ UNDIS indicator 13 requires that "[e]mployees with disabilities report satisfaction and well-being at a level similar to that of the general staff body". See UNDIS, [Entity Accountability Framework Technical Notes](#), p. 97.

¹¹ Reasonable adjustments or accommodations are changes made to the working environment so that persons with disabilities can work in conditions of equality. An example of a reasonable adjustment is fulfilling a request from a blind ILO staff member to provide text-to-speech software.

¹² The updated policy is expected to be finalized during 2024.

¹³ The results of the 2023 ILO Staff Survey on Disability Inclusion indicate that staff with disabilities are less satisfied at the ILO than staff without disabilities.

Procurement: UNDIS indicator 8 (ILO Strategy area “G”)

17. The ILO is continually improving access to its goods, facilities, equipment, technology and services for all users, including persons with disabilities. In 2023, it published two important tools, namely, the Sustainable Procurement Guidance on Disability Inclusive Procurement and the redesigned ILO Procurement Manual, tested and in an accessible format for screen-reader users. Due to its progress on this complex topic, the ILO has achieved a rating of “approaches requirements” for this indicator since 2022. The Organization will continue to promote disability-inclusive procurement internally and externally and continue its leadership at the UN level, including in discussions on implementation of the UN Sustainable Procurement indicators. The ILO expects to achieve the “meets requirements” rating for this UNDIS indicator soon, owing to the roll-out of the ILO e-Sourcing platform, which provides visibility on the implementation of the Sustainable Procurement indicators, including the indicators on disability-inclusive procurement. In order to continue to meet UNDIS requirements, the ILO would need further investment in disability-inclusive procurement, including to support regions, country offices and projects.

Programmes and projects: UNDIS indicator 9 (ILO Strategy area “H”)

18. The ILO has developed practical tools to mainstream and measure disability inclusion in programmes and projects, such as the disability inclusion marker established in 2023. The marker categorizes the expected contribution to disability inclusion of the ILO’s development cooperation programmes and projects. By raising awareness about the importance of disability inclusion, the marker can help increase the ambition level of disability inclusion during the design and appraisal of programmes and projects. The marker also facilitates transparency, allowing the ILO to measure progress against the indicator more efficiently. The ILO will remain at “approaches requirements” for this UNDIS indicator until it establishes and meets the minimum level of programmes and projects that mainstream disability inclusion.

Evaluation: UNDIS indicator 10 (ILO Strategy area “I”)

19. The ILO’s Evaluation Office (EVAL) continues to make improvements on all aspects of its evaluation processes. For the year 2022–23 (the latest figures available), 72.7 per cent of evaluation reports were found to “satisfactorily” (40.9 per cent) or “highly satisfactorily” (31.8 per cent) include considerations for persons with disabilities in its evaluation questions.¹⁴ This represents a 44.5 per cent increase from 2020, highlighting evaluation managers’ heightened awareness of disability inclusion issues, supported by guidance materials and dedicated evaluation training. Disability inclusion was also included in EVAL’s annual series, *Decent work results and effectiveness of ILO operations: An ex-post meta-analysis of development cooperation evaluations*, which added the integration of disability inclusion in ILO interventions to its performance criteria in 2022. Furthermore, the ILO was one of the only UN entities to conduct an independent evaluation of its disability inclusion strategy in 2023. Because of these advances, including a recent gap analysis of where disability inclusion could be better integrated into evaluation guidance documents, it is projected that the ILO would reach “exceeds requirements” for this UNDIS indicator in the near future.

¹⁴ ILO, EVAL, “Quality Appraisal of ILO Review 2022: Quality Appraisal Summary Report July 2023” (unpublished).

Country programme documents: UNDIS indicator 11 (ILO Strategy area “J”)

20. Guidance on disability inclusion for the ILO’s Decent Work Country Programmes (DWCPs) and associated tools were updated in 2020 to take into account the UN Sustainable Development Cooperation Framework guidance¹⁵ and UNDIS requirements and have been applied for the development and appraisal of new DWCPs. The marker system to track progress on gender equality and non-discrimination across all areas of ILO work was used to capture disability inclusion results during the 2022–23 biennium. In 2023, the ILO carried out an internal review of the marker system in order to improve its application across different sources of funds and to improve data quality and compatibility with UN INFO¹⁶ for the 2024–25 biennium. The ILO currently “approaches requirements” for this UNDIS indicator. The ILO is currently studying how to include analysis and corresponding programming on disability inclusion in all DWCPs; once accomplished, the ILO would achieve “meets requirements” for this UNDIS indicator.

Joint initiatives: UNDIS indicator 12 (ILO Strategy area “K”)

21. The ILO actively collaborates in inter-agency coordination mechanisms, programmes and initiatives. It currently partners with other UN agencies in two multi-country programmes funded by the UN Partnership on the Rights of Persons with Disabilities (UNPRPD). The ILO is scheduled to collaborate with multiple UN agencies on a new UNPRPD multi-country programme on unpaid care and persons with disabilities. In addition, the ILO continues to work in partnership with the Executive Office of the Secretary-General and the Turin Centre, to provide its five-week course, “Promoting Disability Inclusion: Make the Change Happen”. During the period 2023–24, it is offering two courses per year for UNDIS focal points and UN staff working on disability inclusion. With this collaboration, the ILO has reached “exceeds requirements” for this UNDIS indicator over the past five years. Moreover, as secretariat for the Global Business and Disability Network, the ILO is tapping into the disability inclusion experience of private companies to inform the new ILO Disability Inclusion Strategy (2024–27), including on accessible meetings and reasonable accommodation.

Capacity development for staff: UNDIS indicator 14 (ILO Strategy area “L”)

22. The ILO provides multiple learning opportunities on disability inclusion. The ILO continues to offer its mandatory e-learning module, “Inclusion of Persons with Disabilities”, to all staff. As at the publication date of the present report, 90 per cent of all active staff have completed the course. Furthermore, the Office delivered two capacity-building sessions on disability inclusion for the Global Management Team during 2023–24 and carried out a Disability Equality Training for all regional representatives of the ILO Staff Union. In addition, the Office trained a core group of facilitators, including ILO and Turin Centre staff, to provide the online course, “Building Disability Inclusion Together”. Moreover, ILO participation in the five-week UNDIS course for UN staff, “Promoting Disability Inclusion: Make the Change Happen”, significantly increased during 2023–24, with ILO staff making up close to 50 per cent of participants in the most recent course. As such, the ILO reached the rating of “exceeds requirements” for this UNDIS indicator in 2023.

¹⁵ UN Sustainable Development Group, *United Nations Sustainable Development Cooperation Framework: Internal guidance*, 3 June 2019.

¹⁶ UN INFO is “an online planning, monitoring and reporting platform that digitizes the UN Country Teams’ results frameworks (either the Development Assistance Framework or the Sustainable Development Cooperation Framework).” See UN, [Welcome to UN INFO](#).

Communication: UNDIS indicator 15 (ILO Strategy area “M”)

23. The ILO continues to produce innovative communication products that reflect the lived experience of persons with disabilities. In 2023, the ILO developed and disseminated a new InfoStory and new social media cards, impact stories and powerful testimonies in the ILO’s official languages. Through innovative communication platforms, such as ILO Voices and “Our impact, their stories”, the ILO has helped to amplify the voices and experiences of persons with disabilities in the world of work. These platforms provide a space for persons with disabilities to present powerful narratives and first-hand perspectives, fostering greater understanding among audiences worldwide. During 2024–25, the ILO plans to develop a methodology to gauge the inclusiveness of its communication products in order to continually improve quality and achieve “meets requirements” for this UNDIS indicator.

► 2023 ILO Staff Survey on Disability Inclusion

24. In 2023, the ILO launched the Staff Survey on Disability Inclusion for all ILO staff. This was an important first step in estimating the number of staff with disabilities and staff with direct dependants with disabilities, as well as identifying possible barriers to inclusion. Out of 874 respondents, 55 identified themselves as having a disability/disabilities and 112 reported having one or more dependants with disabilities.
25. Because of potential issues (such as unfamiliarity with what disability is,¹⁷ under-reporting and concern over stigma and discrimination), this figure may underestimate the current number of staff with disabilities or those with dependants with disabilities and cannot be extrapolated to the entire population of ILO staff. However, the data serves as an important baseline for future data collection and will inform the ILO’s disability inclusion work.
26. The survey results suggest there was a significantly lower level of satisfaction among staff with disabilities compared to staff without disabilities, particularly in relation to the perception of limited career progression opportunities. Moreover, approximately two thirds of respondents were unaware of the ILO’s reasonable accommodation reserve and many are not using it despite having reasonable adjustment needs.
27. The survey suggests that common ground between staff with and without disabilities exists surrounding employment conditions. For example, staff overall, staff with disabilities and staff with direct dependants with disabilities identified career advancement and work–life balance as their primary concerns.
28. In terms of recruitment, the most significant barriers identified by the survey were inadequate outreach to candidates with disabilities and a perceived lack of sensitivity among those involved in the ILO hiring process. Lack of accessibility was highlighted as an important barrier both to the recruitment and to the active participation of current staff with disabilities. Moreover, respondents with disabilities cited a lack of sensitivity and awareness among supervisors regarding disability issues, which they considered impeded their career advancement.

¹⁷ For example, 82 persons responded that they were unsure as to whether they had a disability or not.

29. The survey responses speak to the importance of maintaining strong commitment from senior leaders and the need for increased understanding and concrete action on disability inclusion by managers and supervisors.

► Independent evaluation of the ILO Disability Inclusion Policy and Strategy (2020–23)

30. In 2023, the ILO's Evaluation Office undertook an [independent evaluation of the Disability Inclusion Policy and Strategy](#), to assess progress under the Disability Inclusion Policy and Strategy (2020–23) and to provide strategic recommendations and a basis for reflection and dialogue among key stakeholders.
31. The evaluation produced several key findings, including that the ILO Policy and Strategy had provided a structured, coherent approach to disability inclusion, helping the ILO to advance its inclusion goals internally. It also noted the ILO's strong leadership on disability inclusion at the UN level, particularly in providing disability inclusion training for UN staff. Also, as mentioned in the section above, the evaluation noted overall progress achieved in self-ratings for UNDIS indicators and highlighted successes, such as the establishment of the Disability Champions Network and the Employee Resource Group on Disability Inclusion.
32. However, the evaluation suggested considerable work was still needed. Disability inclusion within the programme and budget and the DWCPs was described as "sporadic", and there was no dedicated budget for implementation of the Strategy. Moreover, while there was notable collaboration between several ILO departments, it was not systematic. The evaluation suggested that more work was needed to increase the employment of persons with disabilities within the ILO, to improve the accessibility of its meetings and to promote disability-inclusive programming at the regional and country levels.
33. The evaluation produced a series of recommendations, and the Office provided a detailed management response¹⁸ which informed the drafting of the ILO's Disability Inclusion Strategy (2024–27), as mentioned below.

► Development of the Disability Inclusion Strategy (2024–27)

34. Drawing upon the results of the ILO Disability Inclusion Strategy (2020–23), the data collected by the 2023 ILO Staff Survey on Disability Inclusion and the recommendations of the 2023 independent evaluation, the Office drafted a new Disability Inclusion Strategy for 2024–27. The draft was informed by an extensive consultation process throughout the Office, at headquarters and field level, with inputs from ILO departments, senior leadership, the ILO Staff Union and the ERG on Disability Inclusion.

¹⁸ ILO Evaluation dashboard, [Recommendations and management responses](#), Evaluation No. 3657, 2023.

35. Like the 2020–23 Strategy, the 2024–27 Strategy mirrors the UNDIS accountability framework and sets key milestones over the coming four years. The new Strategy also makes significant improvements in that it:
- (a) includes concrete commitments on disability inclusion made by the Director-General and members of the Global Management Team;
 - (b) taps into innovative ILO actions that go beyond the UNDIS requirements;
 - (c) establishes region-specific actions and goals to improve the application of the 2024–27 Strategy in the field;
 - (d) makes visible the disability inclusion work of key actors not captured in the previous Strategy, such as ILO policy departments and the Turin Centre.
36. In October 2024, the ILO Senior Management Team approved this second multi-annual strategy and work is under way to implement it.

► Key issues moving forward

37. Since joining the UNDIS five years ago, the ILO has made notable advances in disability inclusion and continues to be a leader at the UN level. In terms of UNDIS ratings, it has significantly reduced its number of “missing” and increased its number of “exceeding requirements” ratings. However, for most of the indicators, the ILO is currently rating itself at “approaches requirements”; this suggests the ILO’s disability inclusion work may plateau unless concrete action is taken under the new Disability Inclusion Strategy (2024–27). This is particularly important in terms of increasing employment of persons with disabilities, expanding provision of reasonable accommodation and making ILO premises and meetings more accessible.
38. As part of the Director-General’s pledge for the ILO to become an employer of choice for persons with disabilities, there are immediate plans to significantly increase the number of ILO interns with disabilities and to encourage Governments to increase the number of JPO applicants with disabilities. More challenging is to increase the number of qualified ILO staff with disabilities, which will continue to rely on confidential data collection, identification of barriers facing current staff with disabilities, disability awareness training for selection panel members and the purposive broadening of the pool of qualified candidates with disabilities.
39. Furthermore, there is a pressing need to mainstream disability inclusion throughout ILO projects and programmes and to work more closely with ILO constituents, particularly in the field, to draw on their expertise in disability inclusion.
40. Additionally, there is a need to create, and implement, specific initiatives to promote disability inclusion, and increased funding for this is essential. For example, under the new Disability Inclusion Strategy, the ILO will undertake a feasibility study for creating a central ILO budget for accessibility. Moreover, explicit inclusion and funding of emerging disability-related issues in future ILO programmes and budgets will be of crucial importance.
41. The continued commitment of all actors involved, including staff, staff representatives, supervisors and ILO senior managers, notably Regional Directors, is required in order to maintain momentum on disability inclusion.

► Draft decision

42. The Governing Body:

- (a) requested the Director-General to implement the ILO Disability Inclusion Strategy (2024–27), taking into account the guidance provided during the discussion.**
- (b) welcomed moves to further increase accessibility of ILO premises, events, processes and publications, including through the establishment of minimum levels of accessibility for all Governing Body sessions;**
- (c) instructed the Office to conduct monitoring that coincides with the reporting period for the implementation of the accountability framework established by the United Nations Disability Inclusion Strategy (UNDIS), and to provide to the Governing Body, on a biennial basis, a report on progress and areas for improvement, including a summary of the annual reporting to the United Nations on its implementation of the UNDIS; and**
- (d) requested the Director-General to pursue the ILO's mandate to promote disability inclusion in the implementation of current and future ILO strategic plans and corresponding programmes and budgets, and to facilitate extrabudgetary resources, taking into consideration the guidance provided during the discussion.**